33rd Triennial General Assembly

Triennial Reports

GWI and Committees

Geneva 2019
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ABOUT GWI

Graduate Women International (GWI) advocates for women’s rights, equality and empowerment through access to quality secondary and tertiary education and training up to the highest levels. Our vision is 100% of girls and women in the world achieving education beyond primary school.

We have national affiliates in 50+ countries and individual members in more than 40 others.

Mission

Graduate Women International (GWI), founded in 1919 as the International Federation of University (IFUW), is a worldwide, non-governmental organisation of women graduates, whose purpose is to:

- Promote lifelong education for women and girls;
- Promote international cooperation, friendship, peace and respect for human rights for all, irrespective of their age, race, nationality, religion, political opinion, gender and sexual orientation or other status;
- Advocate for the advancement of the status of women and girls; and
- Encourage and enable women and girls to apply their knowledge and skills in leadership and decision-making in all forms of public and private life.

Our members volunteer their expertise in a wide-range of community projects, for example:

- Literacy, financial literacy and vocational training programmes;
- Mentoring and workshops to promote girls and women’s skills and learning;
- Programmes to promote women up to the highest levels; and
- Campaigns to increase women’s awareness of their rights.
Where We Work

Argentina  Australia  Austria  Bangladesh  Bolivia  Bulgaria  Burkina Faso  Cameroon  Canada  Cyprus  Democratic Republic of Congo  Egypt  El Salvador  Fiji  France  Ghana  Great Britain  Haiti  Hong Kong  Iceland  India  Ireland  Israel  Japan  Kenya  Korea  Lebanon  Lithuania  Mexico  Nepal  Netherlands  New Zealand  Niger  Nigeria  Norway  Pakistan  Panama  Paraguay  Russia  Rwanda  Scotland  Senegal  Sierra Leone  Singapore  Slovenia  Somalia  South Africa  Spain  Switzerland  Turkey  Uganda  USA  Zambia  Zimbabwe
GWI BOARD and COMMITTEE REPORTS

Executive Director
Stacy Dry Lara

Geeta Desai President
Hazel Bowen VP Advocacy and Education
Eileen Focke-Bakker VP Membership
Louise McLeod VP Marketing
Basak Ovacik VP Fund Raising
Rae Duff VP Governance
Katharina Strub Treasurer
GWI Executive Director’s Report

August 2016 - August 2019
During the 33rd Triennium, I aimed to stabilise Graduate Women International (GWI) financially, improve membership relations, increase visibility and create an impact-driven advocacy and communications programme; together with the President and Treasurer, I participated in simplifying budgeting and financial reporting to ensure financial activities meet professional standards and are easily understood.

Throughout this Triennium I have worked to form new strategic alliances and set long-term goals that address practical achievements for GWI. An outcome of this has been a redefinition of the global advocacy strategy to include a more intense focus on the uptake of the United Nations (UN) and its mechanisms, national governments, non-governmental organisations (NGOs) as well as civil society.

Building a stable organisation
At the end of the last Triennium, the organisation was left financially unstable, and insolvent. This reality forced the immediate dismissal of staff, leaving me to assume the workload of 4.5 staff members. Operating under the immediate austerity budget and with a very dedicated and generous Board, a strategic plan for stability was quickly set into motion.

One immediate need was to increase help at the office. To do so, I developed partnerships with more than six universities that began a robust internship program. Since August 2016, GWI has commissioned 24 interns coming from France, Italy, Haiti, Malaysia, Mexico, Romania, Spain, South Africa, Switzerland, United Kingdom, United States and Venezuela who were eager to play a key role in society and in GWI. One such intern, Clémence Mathiaud, Science Po, Lyon, France, was subsequently hired in September 2018 to work in the office at 60%. Additionally, I partnered with Syni, the Swiss government unemployment programme designed to upskill persons. I also partnered with Syni, the Swiss government unemployment, to place at no cost to GWI, three professional women at different times, for up to six months, to help at the office. All three women have gone on to successful job placements.

Both programmes, now hugely successful, remain efficient means for providing temporary staff to GWI. Importantly, they also embody the spirit of GWI’s mission to educate, empower and engage women and girls in the awareness and practical work of advancing education rights.

The departure of Finland, Italy and Sweden National Federations and Associations (NFA) in the wake of the dues increase approved at the 32nd Triennial, added to the dynamic of the challenges for this Triennium. However, the re-affiliation of Argentina, Bolivia and Pakistan and the welcoming of Burkina Faso, Haiti and Paraguay, to the GWI family,
continue to underline the importance of GWI’s work. The office forwarded more than 100 membership referrals to the NFAs and our Independent Member (IM) programme expanded to 27 countries.

A major priority in the stabilisation of GWI has been member relations. The office and I are in continuing contact with our NFAs, providing required help and promoting their work among our global channels.

With reduced staff, automating processes was critical to efficiency. Now, NFAs can easily and securely pay dues online and donations can be automatically allocated. Further streamlining of operations include the standardisation of the internal procedures for the Bina Roy Partners in Development (BRPID) and Hegg Hoffet programmes.

The Board’s commitment to austerity also led to my taking responsibility to relocate the office from Geneva proper to a more affordable office. Owned by the Canton of Geneva, the building is leased only to qualifying non-governmental organisations (NGOs). GWI is now nearer the Palais des Nations where we do much of our advocacy work and in close proximity with other NGOs for collaboration. The new address is 48, Chemin du Grand-Montfleury CH-1290, Versoix, Geneva, Switzerland.

Visibility: Advocacy, Awareness-Building and Communications
During the prior Triennium, GWI’s positive intra-organisational and public visibility was reduced. Increasing GWI’s visibility within membership, and outside of the organisation was an immediate priority. To this end, multiple membership advocacy toolkits such as 16 Days of Activism against Gender-Based Violence, Menstrual Hygiene Day and International Day of the Girl were produced. Each toolkit offers compelling information about the issue, its connections to the UN Sustainable Development Goals (SDGs), advocacy ideas and ready-to-use social media infographics and materials. Two measures of success are that our NFAs regularly use the toolkits for their advocacy work and that Women’s UN Reporting Network (WUNRN), considered the best, most respected, comprehensive global resources network on women’s and girls’ issues serving more than 50’000 subscribers across the world featured our toolkits.

For visibility, the GWI office consistently updates website content, issues some 22 press releases and NFA templates every year and drafts advocacy letters and policy papers in support of emerging or emergency issues. GWI resolutions passed at the 32nd General Assembly are methodically promoted.

I took steps to exponentially increase GWI’s exposure on social networks. Daily, GWI is visible on multiple social media channels with relevant posts totalling more than 5’500 posts this Triennium. Alongside critical days of awareness, the office produced multi-day, comprehensive social media campaigns standardised now to provide daily: 1) an impactful
advocacy idea; 2) a key factoid; and 3) an in-depth thematic article of interest. Some 12 targeted campaigns are published per year to raise awareness about girls’ barriers to education such as child marriage, human trafficking, cyberbullying, child labour, the environment, women and girls in science and FGM. The number of followers on all social media channels continues to rise substantially with nearly 5’000 Facebook likes since 2017 (50% increase) and a steady stream of re-Tweets. Most heartening has been the participation of so many of our NFAs in our social media campaigns.

I have overseen the production of the bi-monthly Update newsletter which includes an average of 320 write ups per year about GWI International and Member News, GWI programmes as well has GWI involvement with the UN. With strict adherence to an annual media calendar the Update is now more impactful than ever and offers fair geographical references for all NFAs. The Discussions Network continues to serve as a means of member communication.


**GWI visibility at the United Nations**
Increasing visibility at the UN and within its agencies has been a priority for me. To this end, a major portion of the global advocacy programme centres around the 17 SDGs. Additionally, GWI’s Education for All manifesto was accepted as official contribution to the Equal Enjoyment of the Right to Education by Every Girl UN publication. GWI was also a contributor in 2018 UN High Commissioner for Refugees Global Compact for Refugees where the GWI advised on the education and rights of elder refugees. The office reported on outcomes of 43 NFAs under review during Convention on the Elimination of Discrimination against Women (CEDAW) and Universal Periodic Review sessions.

GWI has significantly improved participation at the Human Rights Council that takes place in March, June and September annually at the UN in Geneva. This Triennium, nine written statements have been submitted and 10 oral statements delivered on key issues including the rights of indigenous people, child marriage, corruption, peace, child widows, learning methods for the elder, social inclusion and institutes of higher learning responsibilities to the SDGs. Many statements were co-sponsored by leading organisations and invitations to co-sign organisation’s statements has increased significantly. In May 2019, I filed the 2015-2018 UN ECOSOC quadrennial report, critically important to maintaining our Special Consultative status since 1947.

Together, the GWI UN Representatives in Geneva, New York, Paris and Vienna submitted 63 advocacy reports this Triennium as well as provided input into consultations on various
themes related to education. *I am grateful for their tireless, volunteer efforts.* In New York, they participate in the UN General Assembly; the High-Level Political Forum, ECOSOC, UNICEF, CEDAW, and Zero Draft. In Vienna, the NGO Committee on Peace highlighted GWI in a video series and annually Representatives participate in the Commission on Narcotic Drugs and the Convention on Crime Prevention and Criminal Justice where we also held a side event in 2018 on cyberbullying. GWI Representatives in Paris maintain presence at UNESCO while annually attending the Paris Peace Forum and the International Conference on NGOs. In Geneva, coverage centres around the Human Rights Council, CEDAW, and the Expert Mechanism on the Rights of Indigenous People, and numerous other UN sessions relating to GWI mission. Highly visible now on all UN campuses, our active participation can also be seen in the NGO Committee on the Status of Women with leadership roles, the NGO Committee on Human Rights, the NGO Committee on Aging and other gender networks to promote protection of education rights.

In 2019, GWI realized its largest presence ever at the 63rd Commission on the Status of Women with some 60 delegates participating from many NFAs. We submit annually to CSW written statements addressing the priority theme and were invited to read oral statements each year.

**Programmes**

GWI, working with the Projects Development Committee, managed 21 BRPID with projects in Egypt, Ghana, India, Kenya, Mexico, Nepal, Nigeria, Rwanda, Sierra Leone, South Africa, Turkey and Uganda. Examples of projects are: a science lab in Ghana, gender-based violence awareness training in Sierra Leone, oral health training in Mexico, creative writing for gender equality in South Africa and parent and student/parent coaching in Turkey. Projects have been generously funded by VGIF but as a result of a funding strategy change VGIF will no longer fund short-term projects.

Hegg Hoffet Fund for Displaced Refugees continued to grant funds to displaced university women refugees. Examples of uses of grants are: Qualified Lawyer Transfer Scheme exam; dental certification; legal practice exams and language courses.

The Teachers for Rural Futures programme continued. All five students (Benadet, Jane, Winfred, Victoria and Hasifah) have experienced their student teaching internships and each will graduate in January 2020.

It became my responsibility to negotiate the annulment of GWI’s $7.2 USD million pledge made by the previous President to the Collaborative Harnessing Ambition & Resources for Girls Education (CHARGE) and Clinton Global Initiative (CGI) networks, which an organization in insolvency could clearly not afford. The pledge was officially acknowledged as annulled by CHARGE and CGI with GWI bearing zero legal responsibilities.
Fundraising
In order to attract funders, GWI needed to regain stability, increase visibility and eliminate the six figure deficits shown on the financial statements for each of the years of the previous Triennium. Although work continues on these fronts, I have been engaged in a multichannel fundraising plan involving partnership building with international impact investors, the Canton and the City of Geneva, private and public donors. Achievements this Triennium include new sponsorships from Corner Bank, one of the premiere private banks in Switzerland and Roche Diagnostics. For 2017, GWI retained sponsorship from Swiss jeweler, Charriol.

The office continues to fundraise for our Teachers for Rural Futures programme via GlobalGiving resulting in 50% of the cost for Teachers for Rural Futures, in great part thanks to GWI members’ enthusiastic donations.

In December 2019, the office will hold its 4th annual Girls Education Champions fun run in conjunction with the Escalade celebrations in Geneva. The Escalade series of runs is among the largest in the world, attracting more than 40’000 runners. The GWI team continues to grow and this year we expect more than 20 runners. The event annually raises several thousand Swiss Francs for GWI. I thank the Board for their generous contributions.

GWI sponsored a branded international fundraising campaign with the sale of Friendship through Education bracelets now worn by 487 GWI members and friends around the world; the campaign raised approximately CHF 3’800.

Conclusion
My sincere gratitude goes out to our extremely hardworking, understanding and generous Board. Also to staff, UN Representatives and interns who make GWI possible. My father was a NASA Test Astronaut and as a young girl I went to NASA to watch him test space suits. In those days, he was training Neil Armstrong to walk on the moon. Their motto was, “Failure is not an option.” This belief became part of my life; is still part of my life today. When I accepted the GWI Executive Director position, I brought with me this belief. I want to thank all of our membership for their support and kindness and for the most wonderfully stressful three years of my life!

Stacy Dry Lara, GWI Executive Director
Report on the Strategic Plan 2016-2019

Goal 1: Renew focus on Education Advocacy; Become a leader in global and national advocacy for women’s and girl’s education

- Submitted nine (9) written statements to the United Nations Human Rights Council (UNHRC) on education and its traditional and emerging cross-cutting issues.
- Delivered 10 UNHRC oral interventions.
- Statements were co-signed by GWI member NFA, CFUW and other leading women’s organisations. GWI was asked to and did co-sign more than 10 UNHRC oral statements made by other NGOs.
- Provided speakers to the UNHRC to deliver perspectives of Refugees and Statelessness (from WG-USA); Non-State Actor Torture (from CFUW); and Youth Voices for Democracy (from TAUW). GWI was chosen to provide civil speakers to address the Council three years in a row.
- Participated in all Universal Periodic Reviews (UPR) and the Convention on the Elimination of Discrimination against Women sessions on the fulfillment of Members States’ human and women’s rights and obligations held during the triennium and reported outcomes of 43 NFAs under review and submitted UPR recommendations on behalf of Burkina Faso, Cameroon, Canada, and Russia.
- From September 2016, partnered with civil society organizations on behalf of our NFAs in India, South Africa, Netherlands, United Kingdom, Argentina, Japan, Zambia, Korea, Switzerland, Israel, Russia, Senegal, Mexico, Nigeria, New Zealand, Norway, Democratic Republic of the Congo.
- Convened two UNHRC side events. One on Human Trafficking and the other on Women and Corruption; convened a side event during the Convention on Crime Prevention and Criminal Justice in Vienna on Dangers in Cyberspace to accompany GWI’s written statements on the same subject.
- Participated in the leadership of NGO Committee on the Status of Women Geneva to organise year-round stakeholder interactions with the Council, UN Women and CEDAW.
- Expanded GWI’s role and participation in NGO CSW (New York) — the organisation that facilitates events at the Commission on the Status of Women (CSW) annual meetings. VPs, the Executive Director and UN Representatives worked on logistics, parallel events, Zero Draft Outcomes document and on behalf of NFAs contributed to the final Agreed Conclusions.
- Annually, expanded participation in CSW with a full complement of delegates (20) from various countries who represented GWI at the CSW sessions, side and parallel events. GWI convened a parallel event in 2019, Women’s Empowerment through a Holistic Approach to Education, in collaboration with Global Campaign for Education and participated in three NFA Parallel Events.
- Developed an Advocacy Blueprint for reports from UN Representatives, now followed by them.
- Developed multiple advocacy toolkits addressing Gender Equality, Menstrual Hygiene
Day, 16 Days of Activism against Gender-Based Violence, International Day of the Girl, Skilled Girl Force and the SDGs (Sustainable Development Goals). Toolkits were distributed to NFAs and like-minded organizations and posted on website. Several toolkits were featured on the Women’s UN Reporting Network (WUNRN), considered the best, most respected, comprehensive global resources network on women’s and girls’ issues serving more than 50’000 subscribers across the world.

- Prepared 33 Press Release Templates, marking UN International days and women’s and girls’ issues and distributed to NFAs. Please see GWI website.
- Encouraged three dialogues on the Discussions Network on: Rural Women within the context of SDGs 4 and 5; Child Marriage; the Changing Role of Graduate Women in the Next Century.
- Developed a discernably higher quality to the statements and toolkits resulting in frequent publication of these in the Women’s United Nations Report Network (WUNRN).
- Developed a series of presentations on Women’s Global Leadership Skills; Women as Decision-Makers, Knowledge-Based Advocacy; Advocacy at the Intersection of Global and National Policies and presented these in India, Mexico, Hong Kong and England.
- Made presentations to Universities in India and England to create awareness about GWI as a resource on global learning for students and faculty.
- Called for and evaluated abstracts from our NFAs for workshops and seminars for the Conference on Peace through Education. Worked with the Education Committee to identify eligible abstracts, followed up with members and developed workshop and seminar agenda for the Conference.
- Developed a network of rights organizations, educational institutions that offer strong economic and social integration programs, global decision-making entities and UN agencies within International Geneva as prospective partners as we move forward.
- Reported to the UN on our activities during this Triennium to maintain our consultative status.

Goal 2: Increase Membership World-Wide

- Developed a Membership Plan for 2017-2019.
- Convened the Membership Committee, the Resolution Committee and the Twinning Working Group to design and implement the Membership Plan 2017-2019.
- Created and distributed the Membership E-Book as a toolkit.
- Recruited or re-affiliated NFAs: Burkina Faso (new), Bolivia (re-affiliated), Pakistan (re-affiliated), Paraguay, Argentina (re-affiliated), Haiti.
- Conducting on-going discussions with Brunei, Botswana, Belarus, Brazil, Tunisia, Saudi Arabia and Malawi. Re-initiated contacts with Nepal and Sri Lanka.
- Renewed contacts with Germany and Finland to create interest in re-affiliation.
- Revised the Twinning Toolkit with the help of Sierra Leone, New Zealand, Turkey, South Africa and Hong Kong.
- Increased contacts with Young Members.
- Successfully submitted grant proposals to VGIF and developed content for the Young Members Workshop to be held during the 2019 Triennial General Assembly.
- The Twinning Working Group sent invitation letters to all NFAs and FUWA. Repeated
invitations were sent when Bina Roy Projects were announced suggesting a possibility to twin with a project. Sierra Leone and Uganda, Norway and El Salvador expressed interest in twinning; a CFUW Club wishes to twin with Rwanda; Spain and Ghana both asked for more information.

- Successfully conducted a Bring A Delegate Campaign for the 33rd Triennial Conference. Grants were awarded for 7 GWI members who qualified.

**Goal 3: Market to increase recognition of GWI as a credible 21st Century graduate women’s advocacy organization**

To improve communications with internal and external audiences:

- Undertook ongoing website review & analysis, improving navigation and content.
- Presented a Webinar on *How NGOs can Use Social Media as a Communications Tool* in 2017.
- Conducted a tagline exercise and developed an “elevator speech” to market GWI.
- Provided information about Bina Roy Projects in Development (BRPID) with articles in the *GWI Update* and descriptions in the Annual Reports.
- Created word tag clouds and infographics for the following documents: *Strategic Plan Goals for 2016-2019, Effective Social Media, GWI and the United Nations, GWI Twinning, 16 Days of Activism* and others as needed.
- Developed a *GWI Media Toolkit*.
- Produced the *2016, 2017 Activity Reports, Annual Report 2016, Year at a Glance* graphics.
- Designed and created UN GWI ID tags for GWI UN reps, interns and visitors as GWI identifiers at all United Nations meetings.
- Wrote a *Social Media Policy* for GWI and NFA use.
- Made more than 5,500 social media posts about GWI during the Triennium.
- Standardized social media campaigns to include three social media posts per day: 1) impactful advocacy idea; 2) key factoid; and 3) in-depth thematic article of interest. Produced some 12 comprehensive campaigns per year.
- Created an average of 320 write ups per year (approximately 960 write ups this triennium) for the *Update* newsletter about GWI International and Member News, GWI programmes and GWI involvement with the United Nations.

**For GWI Membership, created:**

- *Membership Recruitment and Retention E-Books* that included current Advocacy tools and information
- Twinning flyer
- NFA Membership map and countries list graphics for website and other materials
- Flyer layout and graphics for outreach to *Institutions of Higher Education (IHE)*
- Organogram of GWI structure
- Graphics and layout for *11 Tips to Increase Membership* flyer

**For GWI Advocacy, created:**

- PDF and PowerPoint Presentations as self-guiding tools on the *SDG 4 Tutorial*
• GWI Advocacy Map for 2018
• GWI 3-Pronged Advocacy (graphic) based on a series of GWI presentations
• Younger Members Series called Design Your Own Future - 2 posters created in a series of 3 (How young professionals can prepare themselves for the job market; What employers are looking for in the 21st Century; What young professionals are looking for - research pending)
• Infographic: GWI Strategy for SDG 4
• Graphics and layout for Gender Equality Toolkit
• Disseminated GWI Centenary meeting information at WG-USA Eastern and Western Regional Meetings; presented GWI IHE Pilot program

For GWI's Fundraising, created and developed:
• Web graphics
• Publicity for the Carolyn Spurgeon Fellowship Award
• Invest for a Girl Campaign graphics (project in progress)

For the Centenary Celebration and the GA:
• Designed the 100th Anniversary Logo Contest.
• Designed web-friendly graphics in the development of the Centenary website.
• Expanded GWI presence at NGO CSW meetings in NYC and CSW 62 and CSW 63 disseminated GWI information about BRPID and invitation materials for GWI Triennial and Conference in Geneva.
• Conducted a marketing campaign for GWI CSW 63 delegates and other GWI delegations attending CSW 63: designed marketing materials in the form of postcards advertising GWI and its activities and the GWI Centenary celebration in 2019; designed 100th Anniversary ID tags to be worn by all delegates to promote visibility for all photographic opportunities especially social media; designed the CSW 63 parallel session flyer; wrote the CSW 63 Marketing Summary with GWI written and oral statements and GWI Outcomes from CSW63.
• Produced a presentation on the Historical Perspectives of 100 years of IFUW / GWI.
• Published 50 Years of Funding from VGIF listing all IFUW / GWI projects and events funded by VGIF since 1971 to thank VGIF for its continuing support.
• Created and managed layout and publication of all GA-related documents, conference programmes and flyers.

Goal 4: Develop funding sources and activities to financially stabilise the organisation

• Wrote letters and visited the headquarters and regional offices of Accor Hotels, Ayder, Barclays, Coca Cola, Koç, McKinsey & Company, PWC - Price Waterhouse Coopers, Schneider, Tupperware, Unilever, Vodafone, Colgate Palmolive.
• Had productive discussions with several businesses to develop longer-term relationships required to receive funding. Prospects look promising for the next Triennium.
• Made the annual “Escalade” a fundraising event for GWI that also served to promote GWI’s work.
• Raised funds for Teachers for Rural Futures on crowd funding sites.
• Sent proposals every year to VGIF and received funding for Bina Roy Partners in Development and this year for the Young Members Workshop.
• Raised the entire amount for the Caroline Spurgeon Centenary Fellowship - exceeded our goal and placed excess funds into Fellowships. See Fellowships Committee Report for all Fellowships and Awards.
• Raised funds for the Centenary through the sales of mugs and T-shirts.
• Raised funds through the GWI “bracelet project.”
• Received in-kind donations and cash donations from UNIGE, local Geneva businesses and the Swiss Association for the Centenary Celebration that contributed to keeping the registration fee lower than in past years.

Goal 5: Develop financial management practices that are user-friendly, transparent and support the range of needs of this organization

• Moved the organisation from insolvency in late 2016 to solvency.
• Paid off all employee and project-related expenses and financial commitments to Young members and delegates incurred in the previous Triennium.
• Extricated the organisation from a pledge of $7.2 USD million made by the previous administration to the Clinton Foundation.
• Brought in a cost-effective accountant and auditor that cut annual expenses by more than half.
• Moved to a more cost-effective office.
• Implemented an austerity budget. Reduced our overall monthly costs to CHF 22’000 or less as opposed to the monthly CHF 55’000 in the previous Triennium.
• Segregated Restricted Funds from the rest of GWI funds for effective financial management and enhanced fiduciary responsibility.
• Became informed on Swiss law for non-profits and established compliance procedures - established new protocols for Hegg Hoffet,
• Eliminated cash transactions. There is no petty cash at the office. Every purchase/expense is recorded.
• Discontinued all cash withdrawals from banks to support transparency and oversight.
• Created a system for Board approval of all expenditures.
• Switched from a GWI credit card to a GWI debit card for better oversight of expenditures
• Established a transparent bookkeeping system that related expenses to specific activities.
• Responded to the concerns of the majority of our NFAs about the increase in dues approved at the last Triennial.
• Established an Ad Hoc Committee of members around the world to hear the concerns of the NFAs and to identify a new sustainable increase (from the perspective of NFAs) which went into effect in 2018.
• Restored all Restricted Funds that were used inappropriately.
• Made the Finance Committee an integral part of financial decision-making and checks and balances as required by the Constitution.
- Received annual budgets as well as the General Assembly and Conference budgets prepared by the Finance Committee.
- Received clean audits based on appropriate management practices.
- Managed conference website, registrations, revenue and payments in-house, unlike previous Triennials, in order to economize.

Goal 6: Develop and institutionalise governance that supports the growth, sustenance and success of a 21st century women’s membership organisation

- Held board meetings every month with the exception of only a couple of months in order to provide oversight and to make timely decisions.
- Undertook the evolving development of the Board Charter with policies as needs arose or were anticipated.
- Amended the motion to increase the dues passed at 2016 General Assembly, in response to a majority of NFAs.
- Prepared and successfully used the electronic voting software - Simply Voting - to approve the amended General Assembly internal motions on dues, the approval of the annual budgets based on the new increase in dues and the appointment and type of audit with all but one eligible NFA exercising their vote.
- Developed the Terms of Reference for the newly created position of VP Advocacy and Education to replace the unfilled Board position for VP Audit & Risk.
- Rewrote 2017 Terms of Reference for the IFUW Policy on Re-affiliation of NFAs.
- Prepared a Complaints Policy.
- Appointed two Constitutional Advisers.
- Prepared the draft programme for the Triennial General Assembly and Centenary Celebration in 2019.
- Revised the Terms of Reference and established a new Nominations Committee to recruit members for the 2019-2022 Board and Standing Committees.
- Updated the Board and Committees Job Descriptions and Terms of Reference including the term of office which had previously been in the By-Laws.
- Developed a Code of Ethics for the networks, social media and public fora.
- Developed a policy document on selection criteria for members acting as GWI Representatives to conferences and CSW.
- Established the Nominations Committee and prepared the Circular on the eligibility of current leaders to stand for re-election and the call for the new Board and committees’ nominations.
- Prepared Internal and Constitutional Resolutions to be presented at the GA.
- Reviewed the voting procedures at the GA, Rules of Procedure for the face-to-face GA meeting and finalised the GA agenda which was circulated to the NFAs.
Report of the Treasurer: Triennial Review 2016-2019

When I look back at the Triennium 2017-2019, I am proud to say that, in a collaborative effort, the current Board and the Executive Director succeeded in stabilising the financial situation of GWI.

**August 2016 - December 2016**

The organisation was left with no reserves and insufficient cash for employees’ salaries beyond the next month nor did it have the requisite cash to down-size staff in keeping with Swiss laws. Additionally, we inherited obligations for project payments, travel subsidies promised to Young Members and delegates as well as employee-related tax obligations that had been deferred to the end of the year. Restricted Funds had been used for purposes other than what they were meant for.

It became our responsibility to pay off these financial obligations and restore the Restricted Funds.

At the beginning of the Triennium, the President and the Board were immediately challenged with the fact that the members of the NFAs, whose representatives had approved the dues increase at the General Assembly in 2016, refused to or could not pay such a big increase.

The problem of lack of funds was overcome *in extremis* with the help of several NFAs who agreed to pay their 2017 dues in advance, a float from the Hegg Hoffet Fund, large donations from Board members, staff downsizing, replacing expensive vendors with moderately-priced ones and later moving to a smaller office.

**January 2017 - December 2017**

Due to the austerity measures taken by the Board and the Executive Director, the organisation’s income and expenses were balanced and the year 2017 ended with a positive result of 33’868 Swiss Franc (for more details, see Triennium 2017-2019 Actuals and Budgets).

During the year, a vast consultation with the NFAs resulted in an agreement on a much smaller increase of seven Swiss Franc for the highest paying NFAs (for dues formula and per capita dues scale, see Annex I). This increase was approved by the General Assembly via an online ballot in October 2017. In addition, the General Assembly also accepted the new budgets for 2018 and 2019 based on the revised income. The increase was to go into effect starting January 2018.

The previous Board had constituted various Unrestricted Funds, all of which were emptied by August 2016. The Funds continued to create the illusion of a big organisational debt. In order to reflect the organisation’s financial situation more accurately, the Board decided at the end of 2017 to dissolve these Unrestricted Funds.
January 2018 - December 2018
Continuing on an austerity budget, we were able to achieve a positive result of 41’109 Swiss Franc at the end of the year 2018.

Despite the dues increase, which became effective in 2018, our dues income was lower in 2018 than in 2017. This is explained by the fact that we had to pay back some of the NFAs who had paid their 2017 dues with the increase voted for at the General Assembly in 2016. In addition, our largest NFA, the Canadian Federation of University Women (CFUW), continued to question the increase that it had voted for, questioning the spending of the previous Triennium and the accounting for the reserves invested in the USA. However, in a demonstration of good faith on both sides, these exchanges led to a productive dialogue between the two organisations in 2018 and a Memorandum of Understanding (MOU) to be signed in order for the two organisations to move forward together. For 2018 and 2019, CFUW dues increase payment is in the form of in-kind contributions and financial payments. The MOU states the areas of collaboration in advocacy, research, member engagement and project development. This collaboration will continue for the foreseeable future. In view of the CFUW’s support of GWI’s annual budget and its plentiful resources, GWI is pleased to partner with its largest NFA. This has had the effect of reducing our cash revenue for 2018 and 2019, but this collaboration translates into capacity for GWI that can reduce some of its other expenses.

Although GWI ran an austerity budget, the Board decided to allocate 500 Swiss Francs to each regional meeting once within the triennium and to set aside a reserve of 20’000 Swiss Francs for the 2019 conference (membership budget line). The programme “Teachers for Rural Futures” has been continued and more than half of its cost has been covered through fundraising activities; the GWI budget has covered the rest of its expenses. Furthermore, all requests for Hegg Hoffet funding were honoured. The Bina Roy Partners in Development Programme (BRPID) was funded by VGIF in 2017 and 2018.

January 2019 - December 2019 (Projection)
We also predict a comparable positive balance for 2019 (for details, see Triennium 2017-2019, Actuals).

Restoration of Restricted Funds, Reduction of Monthly Expenses and Balanced Budget

Due to the positive results of 2017-2019, we have restored Restricted Funds, balanced the budget for the Triennium, have cash on hand and we can look into the future with a certain confidence.

Overall, we reduced our monthly expenses to 22’000 Swiss Franc from 55’000 Swiss Franc monthly in the previous Triennium.
In addition to staff downsizing, new vendors, and a smaller office, another significant cut in expenses was achieved by reducing travel expenses for the Board members and the Executive Director. The President chose to pay all her travel undertaken on behalf of GWI.

**Staffing**

During most of the Triennium, the office was without paid staff with the exception of the Executive Director. She has been responsible for member relationships, communications, publications, advocacy activities at the UN Human Rights Council, Geneva, NGO liaisons, social media, website updates and reports among other tasks. To manage the diverse needs of an NGO office, Stacy has initiated a robust Internship Programme with several American and European Universities. Her work has been supplemented by a working Board. Only in September 2018, a new employee was hired part-time (Clémence Mathiaud), to support the imminent workload of the Triennial General Assembly and Conference.

In the absence of support staff, I assumed the charge of collecting the dues during the Triennium. This was a good experience because it allowed me to make contacts with all NFAs and, in some cases, to get a closer insight into their specific situation. Whenever possible and compatible with the constitution, Board members and I tried to be helpful despite our own challenging financial situation.

**Financial Management and Transparency**

Since December 2016, accounting services have been provided by Catherine Herbez (Fiduciaire Herbez Locca) and paid for by the hour. The Accountant, the Executive Director and I, met every month for a review of the financial situation, to discuss improvements in the accounting and for a discussion of pending matters. New procedures and rules were established making the financial accounting more transparent. Furthermore, all Restricted Funds are shown and accounted for separately. GWI no longer uses any cash in the office. All incoming and outgoing payments go through our accounts and are therefore properly recorded. The President and other Board members also had a close oversight of income, expenses and cost position on a monthly basis. The auditing cost was cut to half by changing the auditing firm from KPMG to PKF (approved by the General Assembly, in 2017, with an online ballot) while keeping the same audit type in accordance with Swiss Law (Limited Statutory Examination).

**Fundraising**

Throughout this Triennium, we were not able to successfully approach foundations and other sources of grants because the financial statements from 2013 through 2016 showed six-figure deficits and funders typically review NGO’s statements of the previous three years to assess eligibility for grants. However, based on the financial statements of this Triennium, there is now a potential for the next Board to apply for new funding.

Despite the unsatisfactory financial situation, the Executive Director and the Board successfully raised smaller funds and the organisation also received generous donations from members for Bina Roy, Teachers for Rural Futures and the Fellowships and Grants
Fund including the Centenary Caroline Spurgeon Fellowship (See reports by the Executive Director and VP for Fundraising).

**Dues Alleviation**
Since there was an almost 40% loss in the exchange rate between the Swiss Franc and the Turkish Lira, the Board granted an equivalent alleviation of full dues to Cyprus for 2018 and 2019 and to Turkey for 2019.

**Challenges**
There is still a significant number of NFAs that do not respect the deadlines set for the payments of dues by the Constitution. This is very unfortunate because GWI cannot fulfil its role without the members' contribution. The dues are to be paid on 1 January and at least 50% of the dues have to be paid by 31 March of the current year. Dues are paid retrospectively, which is to say for the membership of the preceding year. I encourage all NFAs to review their dues collection process to make sure that the dues for the current year are collected from their members in the preceding year, for example at the AGM, so that the payments to GWI can be made early in the year. GWI sincerely appreciates your efforts.

**Finance Committee (FINCOM)**
According to the Constitution, I assumed the Convenor function of the Finance Committee (FINCOM). Two nominations were required during the Triennium: The Swiss assistant Treasurer had to be replaced and an additional member had to join FINCOM to ensure that it was composed of an uneven number of members (for more details, see FINCOM report).

The FINCOM members regularly received the monthly financial reports, participated in seven FINCOM meetings by Skype/Zoom and made six recommendations to the Board. I highly appreciated the very productive and pleasant collaboration and my sincere thanks go to all the members for their support during the Triennium.

**Dues increase**
Because of the dues increase in 2017 and based on the recommendation of the Finance Committee, the Board decided to withhold from changing the dues formula and from increasing the dues in 2019. However, NFAs should be prepared for a likely increase in dues at the General Assembly 2022. As recommended by the Finance Committee (see their report), NFAs should be given notice of an increase two years in advance. A discussion about the dues formula and scale (see Annex I) and a future increase in dues will have to be initiated by the new Board and explored in collaboration with the Finance Committee.

**Triennial General Assembly and Conference**
FINCOM submitted to the Board, a budget for the Triennial GA and Conference and also recommended the amount of the registration fee for this event. We would like to note that the registration fee for the Triennial GA and Conference is lower than at past Triennials.
This is because of the generosity of several entities: The University of Geneva waived the rental price of its facilities for all four days; the catering service waived expenses for certain services, local businesses provided discounts for their products; the Swiss NFA provided in-kind services for the planning and management of the Conference and local activities and more; the Zurich Section of the Swiss NFA donated cash as did an anonymous donor. The LAC negotiated rock bottom prices on a number of event-related items. Last but not least, the WTO committed to a reception for our attendees.

These entities have our deepest appreciation and gratitude.

**Budget 2020-2022**
The Triennial Budget 2020-2022 was prepared together with the FINCOM members and accepted by the Board in July 2019. It is based on the income of the two previous years. It is a guideline for the new Board and can be adapted to the needs of the organisation.

Geneva, May 2019

Katharina Strub
GWI Treasurer

**ANNEX I**

Dues formula:

\[ x = ((2 \times \ln(GNI \text{ per capita})) - \ln(\text{Membership number})) \times \text{HDI} \]

GNI: Gross National Income   HDI: Human Development Index   \(\ln\): natural logarithm

<table>
<thead>
<tr>
<th>Range of (x)</th>
<th>Dues per capita 2017</th>
<th>Dues per capita 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>(x) is 12 or greater</td>
<td>18</td>
<td>25</td>
</tr>
<tr>
<td>(x) is 10.5 or less than 12</td>
<td>15.5</td>
<td>21.5</td>
</tr>
<tr>
<td>(x) is 9 or less than 10.5</td>
<td>13</td>
<td>18</td>
</tr>
<tr>
<td>(x) is 7.5 or less than 9</td>
<td>10.5</td>
<td>14.5</td>
</tr>
<tr>
<td>(x) is 6 or less than 7.5</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td>(x) is 4.5 or less than 6</td>
<td>5.5</td>
<td>7.5</td>
</tr>
<tr>
<td>(x) is less than 4.5</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
Finance Committee Report by the Canadian Assistant Treasurer

Members
Assistant Treasurer Canada: Carol Hare
Assistant Treasurer Switzerland:
  Dr Katharina Strub, Switzerland, August 2016 - January 2017
  Angelika Spanke, Switzerland, April 2017 - December 2018
  Kathryn Horvat, USA, 2016-2019
  Ntokozo Ntuli, South Africa, 2016-2019
  Patricija Sivertsen, New Zealand, since December 2017

Convenor
GWI Treasurer (ex officio): Tricia Blombery, Australia, August 2016-December 2016
GWI Treasurer (ex officio): Dr Katharina Strub, Switzerland, since February 2017

The Finance Committee (FINCOM):
The four members of FINCOM met with Dr Katharina Strub, Treasurer on 29 May 2017. At this meeting, FINCOM reviewed the current financial standing of the organization; agreed that all future meetings would be virtual for those who lived outside of the GWI Headquarters in Geneva and that the committee would meet regularly to discuss and review financial documents and review related upcoming changes in budgets or other financial activities. Indeed, FINCOM met twice in 2017, four times in 2018 and once in 2019. FINCOM reports to the Treasurer who works with the GWI Board of Directors. The Executive Director participated in the FINCOM meetings.

Financial Accounts:
The Financial Audits of GWI cover the year end results from 2016 to 2018. The newly elected Board takes office after the General Assembly and is responsible for the audit of these years. After reviewing the 2016 financial situation, the new Board immediately implemented austerity measures to improve the financial situation. Staffing was reduced, some vendors were changed, and new locations of the office were investigated. In addition, accounting services were taken over by a new person and accounting made more transparent. All these changes were reviewed and approved by FINCOM.

Revenue
GWIs revenue depends mainly on its dues from the national affiliates (NFAs) and from independent members as well as on donations and fundraising by the members and the office. In 2018, the dues increase accepted by the General Assembly in 2017 via an electronic ballot came into effect resulting in a small increase in the income. The higher income in 2016 is due to major cash and in-kind donations received by GWI. Funds from donations are always welcome but it is very difficult to incorporate them into the budget as they are by nature unpredictable.
A) TOTAL INCOME
2016: 368,204 Swiss Franc
2017: 290,490 Swiss Franc
2018: 307,175 Swiss Franc

B) TOTAL EXPENSES
2016: 689,868 Swiss Franc
2017: 256,621 Swiss Franc
2018: 266,066 Swiss Franc

Savings in employee salaries and administrative expenditures were achieved by moving to a smaller location and reducing the staff size to one full time Executive Director from the beginning of the term and one part time staff starting in September 2018. Services such as bookkeeping are paid on an hourly basis. Much of the administration was offered by the members of the GWI Board. To increase clarity in the accounting, the Restricted Funds were completely separated from the rest.

They include the Bina Roy Partners in Development Programme, Fellowship & Grants Fund and the Hegg Hoffet Fund. The Caroline Spurgeon Centenary Fellowship account is also a Restricted Fund, which will be dissolved after the centennial celebration in 2019.

A major concern facing both the GWI Board and the Finance Committee was how to prevent a massive loss of NFA members as a result of the dues increase approved at the 2016 General Assembly and how to move GWI forward to serve the membership needs and expectations in the future. An Ad Hoc committee of some 13 members of GWI NFAs studied the dues increase and related issues, liaised with a large number of NFAs and then made recommendations to the Board. (supported by FINCOM in Recommendation and Motions).

The GWI audit of December 2017 after the first year of the austerity budget showed considerable improvement in the current assets, spending was reduced, and the Restricted Funds were listed separately from the assets making the records easier to read. The number of bank accounts was reduced to save money and provide more clarity for all. The audit for 2016 Fiscal Year was not complete until mid-2017 because the 2016 Conference Company Account had to be settled first.

FINCOM Composition
Katharina Strub of Switzerland was appointed by the Board as GWI Treasurer in January 2017.
To implement the new constitution, (which requires an uneven number of members), the GWI Board appointed an additional member, Patricia Sivertsen of New Zealand in December 19, 2017.

**Recommendations and Motions:**

**FINCOM recommended** to the Board that the membership be encouraged to support GWI’s programme Teachers for Rural Futures. GWI currently covers 60% of its cost via fundraising through the GlobalGiving internet platform. The Hegg Hoffet Fund is also supported by fundraising through GlobalGiving and by important donations from several NFAs. Stacy Dry Lara, the Executive Director, created a bracelet which was sold through the International office providing additional income in support of GWI’s programmes. The programme Girls’ Choices App started by the previous Board was put on hold because of lacking funds while GWI continued to support financially the Bina Roy Partners in Development Programme which was funded by VGIF in 2017 and 2018.

**FINCOM investigated** re-vamping the Patron Programme but time constraints and other projects had to take priority. Hopefully this will be extended in the future.

**FINCOM recommended** to the GWI Board to accept the motion to change the Auditor to PKF Fiduciare S.A. instead of the KPMG approved at the 32nd Triennial General Assembly to reduce the costs.

**FINCOM recommended** that the GWI Board accept the recommendations proposed by the Ad Hoc Committee established by GWI that the dues increase passed in 2016 be reduced from the additional 10 CHF to 7 CHF starting in 2018.

**Follow Up:** To accommodate this change, the budget established at the 2016 General Assembly needed to be adjusted. FINCOM evaluated the amount of financial support to be expected from fundraising and the funds that would be needed in 2018 and 2019 including additional funds for the 2019 Centennial Celebration when updating the budget.

**FINCOM recommended** that the dues not be increased in 2019 and that the formula for establishing the dues not be changed. FINCOM felt that the dues could not be increased again as the latest increase was implemented in 2018. However, the time span between increases should be less than 5 years and that the NFAs should receive a notice **two years** in advance to have time to implement changes at the National level. The Board and FINCOM will continue to explore ways to raise funds in other ways. **FINCOM suggested** that changes in the due’s formula should be investigated by the next Board in collaboration with FINCOM.

**FINCOM recommended** that the version 2 of the revised budget for 2020-2022 be accepted by the Board.
In closing
The Board has decreased the spending for GWI from 55K Swiss Franc monthly to 22K Swiss Franc monthly over the Triennium. Members have told FINCOM members that the Board members cannot be expected to pay all their expenses as it implies that GWI is only for women with money. It was recommended that some support be offered to the Board, whenever possible.

It is recommended that GWI continues to negotiate with CFUW as both their funding and support are important to the women around the world. The founding members of IFUW/GWI believed that women are stronger when working together than when each party works on their own plans. I believe after 100 years that this is still true.

April 2019 was the last scheduled FINCOM meeting before the 33rd Triennial General Assembly and Conference in Geneva 25-28 July 2019. The budget for the General Assembly and the Centennial Celebrations has been separated from the operational budget for the Triennium and the results are expected to be balanced.

Thank you for the privilege and pleasure to be part of the 2016-2018 FINCOM committee. I believe that Bev Rhodes, Canada’s new Assistant Treasurer, will enjoy this experience as GWI continues to grow and help all women around the world.

Carol Hare
Assistant Treasurer Canada
Geneva, 15 June 2019
Vice President Advocacy and Education  
Hazel Bowen  
2016-2019

Goals (as per Strategic Plan)

Promoting GWI Advocacy and Education within NFAs and externally, working with UN agencies and other community organisations

Strategy Plan Goal 1
Objective 1: Renew focus on Education Advocacy

Objective 2: Become a leader in global and national advocacy for women’s and girls’ education

Objective 3: Provide advocacy training to help members influence education legislation that impacts all women and girls but particularly in marginalized, indigenous, refugee populations and in conflict areas; provide training on how to hold their governments accountable for developing requisite partnerships with civil society, teachers and educators, unions, philanthropic organizations and business; mobilizing financing mechanisms and enabling legislation to provide quality education

Objective 4: Develop an advocacy blueprint for GWI’s UN representatives

Objective 5: Work with global partners who will enhance GWI’s mission-based work

Activities Carried out / Goals achieved as per Strategic Plan

2016-2017
I joined the Board from 25 September 2017 so, having caught up with introductions to the Education and Resolutions Committees and with the GWI UN Representatives, I began planning for the selection of GWI delegates and activities for the Commission on the Status of Women (CSW) CSW62. CSW61 had been arranged by the office and other board members, and they held a board meeting during CSW61 and Geeta Desai had developed toolkits on SDG4.

2017-2018
Commission on the Status of Women (CSW) New York held annually in March

March 2018: With the office staff complement severely restricted, arrangements around CSW falls very much within my Portfolio. This entails the selection of delegates, providing relevant information to them, ensuring that they are registered with the United Nations, and
planning activities such as briefings and dinner. We did not hold an on-line discussion on CSW but various documentation went to the delegates. I participated in submitting GWI amendments and inclusions to the Zero Draft document, produced by NGO CSW (this in liaison with Louise McLeod who attended the NGO CSW meetings in New York). The Executive Director, Stacy Dry Lara, develops the GWI Written Statement which is then approved by the President and myself and endorsed by other organisations. She also produces with the President an Oral Statement in case GWI is invited to present one. I did not attend CSW62 but Louise and Stacy oversaw the briefings. A Canadian member, Hally Siddons, had assisted me in finding a suitable venue for our dinner and she oversaw that activity. Feedback from delegates are collated and shared on the GWI website and through the Update, Facebook and other media.

This forms a large part of my mandate as outlined above.

**Discussions Network/InFocus**

May 2018: With Educom I held two series of Talking points on Rural Women and Girls through the Discussions Network. This linked with the theme of CSW62 and SDGs (Sustainable Development Goals) 4 and 5, and the concept of “leave no one behind”. This discussion raised some interesting points from different geographic areas and cultures.

The office/Stacy prepared the UN Human Rights Commission (UNHRC) written statement on child marriage which was shared on the Discussions network which evoked much discussion. The office then produced a summary for the June Update. The Statement was further accepted for publication by the Women's United Nations Report Network (WUNRN) in September 2018.

July 2018: Responding to immediate global conditions: In consultation with the President and with WG-USA, I sent two letters to the United States Government; one regarding the separation of children from their families and the other in regards to the U.S. withdrawal from the Human Rights Council (this was also sent to the High Commissioner for Human Rights in Geneva). Members responded favourably to this action especially in light of GWI not having taken actions without support from the relevant NFA. It also led to a formal policy on collaborating with other NGOs and our own NFAs being written and shared on the GWI website. In October, Geeta placed on Discussions network GWI’s commitment to “Re-dedicating Ourselves to the Victims of Sexual Violence”.

August 2018: A Discussion was held on “The changing role of graduate women into our next centenary”. It was further stated that the role of graduate women as we head into our next centenary is a vital topic and that globalization (and advances in technology) continue to substantially change our world. Education is central to both identifying the changes/challenges and to finding solutions.

It was necessary that a Policy on GWI Social media was developed and shared on the Members’ Corner.
In November the office advised members that the *GWI 16 Days of Activism against Gender-Based Violence Toolkit* was available on the website.

July-August 2019 *InFocus*: I wrote up information on SDG4 Indicators for (As a follow-up to Geeta’s toolkit in 2017).

**The end of 2018 and 2019**

Nov 18 With Educom I developed a *Gender Equality Workshop Toolkit* which is on the GWI website.

This period was mainly taken up with two major activities: preparing for CSW63 and starting with activities for the General Assembly and especially the Conference to be held in Geneva in July 2019.

CSW63 – we again had 20 delegates. In addition to the normal briefings our delegates had a combined meeting with members from other NFAs who were in New York representing other organisations. This proved very valuable, especially where more background on the process of CSW was outlined. This as well as a summary of other activities is on the GWI website. In addition, GWI arranged a parallel event: *Women’s Empowerment through a Holistic Approach to Education*. A summary and the papers can also be found on the website. This event was in collaboration with Global Campaign for Education.

GWI Conference Seminar Papers, Workshops and Posters – Educom and I assessed the applications received, gave feedback and assistance to some presenters (as required) and then I worked on sending out acceptance notifications, checking on registration of presenters, forwarding requests to the office regarding official letters for funding or visa purposes. The necessary programme schedule was drawn up, per room. It was agreed to move some papers and workshops to the following day (Day 4/Sunday) as they fitted in perfectly with the theme of GWI Day.

I have liaised with Resolutions Committee regarding NFA Resolutions for the GWI General Assembly.

The office has continued to highlight to members important United Nation days with information, press releases or other social media suggestions.

**General Comments**

The office has produced a number of Press Releases, which are first evaluated and possibly adjusted by both Geeta and myself.

The Chitra Ghosh Award (monetary award made to a member in recognition of her work on projects for her NFA) has fallen within the Edcom responsibilities. This selection has taken place for 2019 General Assembly. The money comes directly from the donor to the
recipient so does not form part of the GWI financial accounting. I would suggest that this responsibility should in future perhaps be handed to the projects committee.

GWI UN Representatives: Although a blueprint was to be developed I had limited contact with the UN Reps, who do produce a regular report for the office. Stacy ensures that updates are provided to members. I liaised with the New York reps mainly because of CSW. We started the process of looking for further members in all centres but this may need to be completed in the new triennium. The reps do wonderful ongoing work on behalf of GWI. At the CSW63 the New York GWU UN Reps were provided with a GWI badge for immediate identity at the UN. Louise arranged with Stacy to also provide these badges to our other UN reps.

**Future Activities or suggestions for 2019-2022**

In January 2019, I with Educom, started a discussion on VNR (Voluntary National Reviews) and Civil Society Shadow/Parallel Reports. We wanted to develop a training tool on how our NFAs could participate within their own countries. (Mexico provided detailed information on the Mexico Shadow Report on CEDAW). This toolkit has not been finalized and should be taken further.

Through Maryella Hannum, one of the GWI UN reps in New York, we have held discussions with Marymount housing as a possible venue to provide short term accommodation for our CSW delegates (at least for the first week). These discussions should continue as this would be cost effective for our delegates. There is also the suggestion that negotiations with a hotel be undertaken for block reservations, which again will reduce costs. We could, thereby, have a two streamed cost arrangement. Maryella has offered to be the liaison person in New York.

Beijing +25 will be celebrated in 2020. However, it will also need civil society/women’s organisations to ensure that successes achieved are not lost through the current pushback from certain countries.

I had looked at our members making use of free internet courses, such as those on Human Rights. This will need to be looked at during the next triennium but could be an invaluable training resource.

GWI should continue networking with Global Campaign for Education as well as the Spotlight Initiative (an initiative working with community organisations on the issue of violence against women).
1. GWI mission/vision

GWI is the only independent international membership organization that is composed of graduate women and whose mission is to advocate for women’s and girls’ right to education up to the highest level. Education is the key to the enhancement of the position of women and girls in changing world.

GWI has a consultative status at the Ecosoc and is a partner of UNESCO and the International Labour Organization (ILO) and advocates for education with the UN and other global entities.

GWI is organized in 55 countries through its National Federations and Associations (NFAs) and in other countries through independent members. It provides support to its members who advocate for education and a range of cross-cutting issues with their respective national governments. It also functions as a knowledge base and information network for the global institutions, NFA’s and its individual members.

2. The GWI Membership plan 2017-2019

To “translate” this mission/vision into action the Membership plan 2017-2019 has been developed. In the plan a coherent framework of activities and actions has been designed and some activities have been already implemented, others have not started yet.

MEMBERSHIP PLAN 2017 - 2019

Tagline VP Membership: “Members for Members”

Through this Membership plan the implementation of the above goal and the objectives is described. Indicated are the activities, the participants and the timeline.

The activities are implemented by the Staff, the Board, the Committees, NFAs, individual members, UN reps and volunteers/interns and others.

This plan and its activities can only be fully implemented with the full and complete support of all involved. Together with the Board and the Office and others, facilitating to some extent, the GWI NFAs are also responsible for implementing the plan. Without extensive input of all NFAs this plan cannot be realized.
In the evaluation of the plan in 2019 it can be stated that some NFAs have been very active in implementing activities others used it to develop their own activity plan.

Goals (as per Strategic Plan)

<table>
<thead>
<tr>
<th>Objective VP membership plan in relation to GOAL 2</th>
<th>What Strategies to reach the objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>OBJECTIVE 1: Ensure that GWI continues to be a diverse NFA organization with many different voices. Diversity in our collective voice is powerful.</td>
<td>Build a perspective of global interconnectedness that encourages all NFAs, and to unify their voices for greatest impact on issues and in the practice of advocacy.</td>
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</table>

Tagline: The more members the more voices

Goal: We need more voices across the globe to disseminate and implement our mission, vision and goals. The diversity of GWI voice is our organization’s strength.

| |
| Work with the Membership Committee by creating awareness through knowledge about the connection between national issues and global policies |
| Creating awareness of the need for graduate women to belong to an international organization |

Recruit and engage NFAs

| Review and benchmark best practices in NFA membership recruitment as practiced by successful NFAs and by other organizations. |

Reach out to:
NFA members in developed, developing and least developed countries to understand why NFAs might leave

NFAs by providing a better understanding of GWI and how it works on behalf of the NFAs to increase retention.

---

1 global and international advocacy; consultative status with UN and relationships with UN agencies; resolutions, Bina Roy (BRP ID) projects, Girls Choices app, Rural Teachers, international network of interdisciplinary membership, marketing, social media, website, content.

2 A sense of belonging to a greater community improves your motivation, health, and happiness. These networks provide opportunities both professionally and personally.
<table>
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<tr>
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<th>What Strategies to reach the objectives</th>
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<tr>
<td><strong>OBJECTIVE 2:</strong> Help NFAs recruit members</td>
<td>Work with the NFA Boards to help NFAs <em>conduct NFA membership drives at tertiary institutions</em> (e.g. universities and colleges) to recruit faculty and administrative personnel as well as student members; university outreach.</td>
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<td></td>
<td>Develop <em>membership campaigns to recruit younger members</em></td>
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<td></td>
<td>Promote <em>internship opportunities</em> for college students (potential members of NFAs) at UN agencies, NGOs, UN permanent missions, other organizations.</td>
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<td>Work with the Membership Committee and with the NFA Boards to Identify NFAs with the potential for <em>greatest growth</em>. Work with these NFAs to <em>recruit members</em>.</td>
</tr>
<tr>
<td><strong>OBJECTIVE 3</strong> Connect, engage and retain members through GWI Resolutions</td>
<td>Work with the Resolution Committee to focus on adopted resolutions that are specifically education related (SDG 4) and those that support the Education 2030 Agenda and Action Framework</td>
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<td>Have Advocacy translate resolutions into advocacy</td>
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<td></td>
<td>Connect members with resolutions in practical ways to encourage them to use resolutions for advocacy and other projects</td>
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<td></td>
<td>Contact NFAs that proposed resolutions that have been adopted to ascertain how they have used the resolutions. Check if other NFAs have used the resolutions Model and promote this work to encourage other NFAs</td>
</tr>
<tr>
<td><strong>OBJECTIVE 4</strong> Promote Twinning among NFAs to encourage collaboration and friendship and the advancement of GWI’s mission</td>
<td>Work with the Twinning Working Group to expand existing Twinning Group</td>
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<tr>
<td></td>
<td>Twinning Projects are the best way to leverage our diversity by</td>
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| | Review Bina Roy Projects (BRPID). Look for opportunities for NFAs to collaborate/twin to build on the
Objective VP membership plan in relation to GOAL 2

<table>
<thead>
<tr>
<th>What Strategies to reach the objectives</th>
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<tbody>
<tr>
<td>promoting cross geographic, cross demographic cooperation and teamwork.</td>
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<tr>
<td>financial and in-kind investment already made in these projects</td>
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<tr>
<td>Update Twinning “how to” fact sheet</td>
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<tr>
<td>Proactively initiate working with likely NFA twinning partners</td>
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<tr>
<td>Renew encouragement of friendship bridge projects among NFAs, Develop framework for Twinning &quot;Friendship&quot; tours. Develop framework for Twinning “study tours”</td>
</tr>
</tbody>
</table>

Strategies Outlined

- Membership (NFAs, Independent and Associate) and Young Members; recruitment, retention and re-affiliation; composition of the NFA (strength/weaknesses). The dues factor.
- Regions; shared content, shared membership issues and shared meetings.
- Twinning; Capacity building and strengthening NFA’s, share best practices and collaborations opportunities, build relationships and outreach and initiate new challenges

Activities carried out / Goals achieved

2016-2017

All the Board meetings were attended and skypes with the committees were organized. VP Membership closely works with the Membership committee, the Resolution Committee (in consultation with VP Advocacy) and the Twinning Working Group to design and implement the VP Membership plan 2017-2019. This plan though can only be implemented with the full support of all NFAs. Many of the activities described in the plan have already started - the membership e-book (in close cooperation with VP Marketing) and the start of the membership database with for example, research on the birthdays of the NFAs, the revision of the regional policy and contacts with the regional coordinators. Twinning projects and (sub) regional meetings have taken place. These are tools to keep and recruit members.

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3 promoting a more streamlined concept of the tour that does not place unreasonable burdens on host NFAs. These tours must be self-funded through NFAs.
Many contacts with the Membership e.g. Singapore, Lithuania, France, Romania, India, Nigeria, Sierra Leone and many others have been established. Also much effort was put in recruitment of new NFAs resulting already in the new membership of Burkina Faso. With Brunei, Botswana (almost a member), Belarus, Brazil (in the process of recruiting 20 members), Tunisia, Saudi Arabia and Malawi contact was made and with Nepal and Sri Lanka first contact was initiated.

Re-affiliation processes were started with Pakistan, Argentina and Bolivia. Separate talks with Germany and Finland were held during the regional meeting to re-establish contact. We guided the process of Membership application Sierra Leone and acknowledged info requests from Brazil and Tunisia while researching the Society of Women Graduates-Gaza Membership; no contact as yet but follow up.

The membership Wish List and GWI Marketplace could not be developed since office time is very limited and financial help is not possible. Content input has been delivered for CEDAW and CSW.

The Resolution Committee and VP Membership started to implement and to disseminate the resolutions, connected activities for the membership and researched the Bina Roy projects to make a connection with Resolutions and Twinning projects. Focus will be on the 100 years Resolution e-book and the Resolution of the (two) month. In cooperation with VP Governance the Young Members are contacted and at the FUWA meeting special workshops will be organized for them. In the VP Membership plan various activities are focussed on the Young Members like the mentorship activities and the internship possibilities as well as the university drives. The Twinning Working Group, consisting of Sierra Leone, New Zealand, Turkey, South Africa and Hong Kong, started to work on the revision of Twinning Document. Twining initiatives are being developed between USA-Russia for STEM partnership, Hong Kong; Study tour and Twinning Project which aims to offer scholarships to needy female students from remote regions in China mainland, a preliminary program for informal meeting in Zürich between TAUW and SVA. Nepal and India might start Twinning soon. Sri Lanka will be involved.

The new map with the membership and regions has been designed and also the decision to subsidize once every three years the regional meeting has been taken, so the regions can upgrade their event. Lithuania had a (sub) regional meeting with Baltic States and others. Finland and Sweden were also attending so recruitment talks were held. Also the DACH (Deutschland, Austria and Switzerland) met. UWE regional meeting was held in Graz. FUWA will hold its regional meeting in 2018. The other regions were approached; University Women of Asia (UWA), Federación Latinamericana de Mujeres Universitarias (FLAMU) and Pacific Graduate Women.

I have done visits to potential Members (Brunei) and to members in India and Lithuania. Singapore had to be cancelled. I communicated with members about growth and their capacity building.
GWI was represented at the EU meeting on “Gender Segregation in Education, Training and Labour Market in Lithuania.

Initiated at Delft University of Technology 3 Sub-Saharan scholarships. In cooperation with the office and VP Education/Advocacy the Membership was alerted, when opportune, on their roles in the various worldwide processes: CSW, CEDAW, Doha, Istanbul, SDG’s.

2017-2018
Gave content input for dues discussion in relation to membership and suggestion of restructure the dues model.


Attended CSW61 and attended the Board retreat. Visited India as side event during TU Delft travel; results published in Update. Visit Lithuania as side event during EIGE (European Institute Gender Equality).

Presented VP membership plan 2017-2019. Started the process for implementation of the Membership 2017-2019 Plan; contacted the Membership Committee, the resolution Committee and the Twinning Working Group to explore shared issues.

EU proposal; renewal EU proposal was sent to EU.

Initiated the process and guidance of the 10 GWI Resolutions. Process to implement and to disseminate the Resolutions, connected activities for the membership followed after CSW. Some of Resolutions are related to GWI CSW policy statement.

Explored some of the resolutions and the Agreed conclusions as input for the renewal of the Manifestos.

Initiated the process and guidance of the 9+1 GWI resolutions. Number 10 is an internal resolution about the Young Members. The YM initiative is guided by one of the Board members.
During the Cape Town conference (2016) a meeting was organized on Twinning. Thereafter we formed a Twinning Working Group with Sierra Leone, New Zealand, Turkey, South Africa and Hong Kong. Renewed and distributed the GWI Twinning documents; resulting in the *Twinning Toolkit*. One of the initiatives is the Dutch/British/Hong Kong student exchange. Also the USA-Russia STEM partnership has been included.

Regular consultations with Convener Membership Committee (Hangout) and discussed concept Action plan 2017-2019 in relation to Membership. Issues raised were: The connection of “task & targets” of Memcom, Resolution Committees and Twinning Working Group and the communication with the Individual Member as part of Membership plan. Also the overall GWI Database in order to facilitate communication was discussed again.

Memcom and VP Membership would like to engage with as many individual members of the NFAs and the Individual members as possible.

There has been a discussion on Membership status: NFAs, independent/individual members, organizational membership e.g. Universities, Corporations, NGOs etc.

A full toolkit on membership has been developed:
- Membership of NFAs; affiliation and re-affiliation process and forms
- Membership of Independent membership;
- Membership of Associated Membership; affiliation, list of admission and evaluation criteria and forms

EU proposal RRI=USE is unfortunately not being awarded. The Gender chapter written by GWI was highly ranked.

Started contest on Centennial Song and orchestra.

Many NFAs start asking for a payment arrangement; e.g. Romania. The amount of the dues is the main reason for retention.

Pakistan has been re-affiliated as per 01-01-2018. In 2017 GWI welcomed Sierra Leone and Burkina Faso as new members. Contacted at UWE meeting in Rome Finland and Germany again.

The Young members of the Cape Town Conferences contacted VP membership. They organized a meeting at the FUWA conference in Alexandria in April 2018. VP membership could not come to Cairo (FUWA meeting) but prepared speech and would give leadership presentation.

Consults with Convenor of Resolutions on the plan of “the Resolution of the Month” and
on the Centennial e-book of Resolutions. Developed Work Plan Resolution to Projects as part of the Members for Members mission.

Twinning initiatives with focus on three targets; Capacity building and strengthening NFA’s, share best practices and collaborations opportunities, build relationships and outreach and initiate new challenges.

- USA-Russia STEM partnership; ongoing
- Hong Kong; Study tour and Twinning Project which aims to offer scholarships to needy female students from remote regions in China mainland.
- Preliminary program for informal meeting in Zürich; Turkish Association of University Women TAUW and Swiss Association of University Women SVA
- Start as soon as we know about Nepal and India HQ has moved the process of helping with Twinning.
- Canada and Rwanda

The Regional document will be on the website. The NFA map has been adjusted. USA and Canada are not part of any regions. We have no Caribbean NFAs yet.

Would have visited FUWA regional meeting 17-19 April 2018 in Cairo in Egypt Pursued associate and individual membership (e.g. universities. International NGOs, Think Tanks and corporations), but focus was on the existing Membership.

2018-2019

Young members program for Centennial Celebrations; futurist and walkshop. Request for funds VGIF with Rae.

Membership Procedures: Membership processes, registration and application forms
In cooperation with VP Sponsorship the “Nazan Moroglu Young Members” Award. Young members are the members 40 years or under. Initiating GWI Membership Questionnaire but postponed until further notice. Paraguay and Haiti became members and Argentina re-affiliated.

Belgium; too few members yet. Tunisia/Brunei, Saudi and Belarus nothing in spite of various reminders. Botswana has challenges with getting the board members. They were supposed to meet in January but they haven’t met. Bangladesh; dues reminder. Bulgaria; the number of members dropped down to 14 members but recovered, dues reminder. Cyprus, dues reminded again, Greece, no response, Slovenia, no response. Austria, no response. Iraq: Independent member; Associated member Genashim Innovative Learning from Singapore. Developed Governance checklist, Procedure developed. Brazil is still
trying to get 20 members to start their NFA. Contact with representatives of Romania. They are eager to re-affiliate and all the recruitment materials have been send to them.

Bangladesh contacted (dues) many times; want to bring them, as the headquarters of India have changed together with India, Sri Lanka. Visited the German speaking sub region DACH (Deutschland, Austria and Switzerland to connect to DAB *Deutschland) for return in GWI ; Failed trip to Alexandria for FUWA meeting, speech read by Shirley at the meeting. Successful trip to Vienna: Speech Dangers from Cyberspace at CCPCJ UN panel meeting with GWI resolution 1 implemented and GWI visibility enlarged. Held GWI promotion meeting at UWE in Rome after UWE AGM with snacks & drinks. Visit to Leuven (Belgium) to facilitate in the founding of GWI-BE by presentations; still too few members. Convener Resolution Committee meeting in Rotterdam Netherlands. Visited UWE meet and greets in Winchester (2018) and Dundee (2019) and UWE conference in Graz (2018).

**Twinning Working Group;** revised the Twinning documents and disseminated the documents.

Defined the role of the regional leaders/coordinators as a person that has regular communication with the Board and Cirs from the NFAs, makes sure that important info (e.g. President’s letter) reaches the NFAs individual member by special contact with CIR and Board (e.g. skype), visits regional meetings; representing the Board, initiates regional Twinning projects, facilitates through the Office activities within the region (study trips, friendship meeting etc.) and reporting to the Board of regional content issues. Contacts with Regional leaders; distributed questionnaire to the Regional Leaders, Preparing Regional Leaders agenda,

**General:** Participation in all Board meetings on time. Distributed the Membership Plan 2017-2019 and the Membership Toolkits where ever and whenever possible. Distributed the Twinning Toolkit wherever possible. Distributed the Centennial documents wherever possible (Song, YM Workshop, Regional leaders, Bring a Delegate, YM workshop etc.). Many skypes: ED, Resolutions Convenor Singh-Waraich, VP membership CFUW. In Horizon 2020, Program New Horizon input on gender issues; GWI gender expert. Start of contest on Centennial Song and orchestra. Design of the Nazan Moroglu Young Members Award and choice of futurist and walkshop for YM workshop. Not been able to make contact with Cameroon nor Georgia. Could not visit the English-speaking sub region of England, Scotland and Ireland on 22 September 2018 but sent congratulation speech that was read.

Finalizing the Centennial Song contest and sent the Song winner their award certificate with prize. Bring a Delegate and the Young Member’s Workshop, the Regional Leaders meeting. Attended CSW 63; presentation for CFUW on Digital Literacy. Prepared GWI
Centennial Membership Presentation (Day 4) with Meera Bondre (Memcom) and many dues mail.
There will be a sub-regional DACH meeting organized in October 2019 in Dresden Germany.

Up till now we recruited in our Triennium

Goals Achieved as per Strategic Plan:

1. With Membership Committee
   - Intensive contact with:
   - Singapore, Lithuania, France, Romania, India, Nigeria, Sierra Leone, Burkina Faso, Brunei, Botswana, Belarus, Brazil, Tunisia, Saudi, Malawi, Nepal, Sri Lanka, Pakistan, Argentina, Bolivia, Germany, Finland, Sweden, Brazil, Tunisia and researched the Society of Women Graduates-Gaza Membership and much more.
   - Recruited: Sierra Leone, Burkina Faso, Bolivia (re-affiliated), Pakistan (re-affiliated), Paraguay, Argentina (re-affiliated) and Haiti.
   - Coming: Belgium and Tanzania. Botswana and Brazil still interested.
   - Membership Toolkit: E-membership and E-advocacy booklets, (young) membership flyers, presentations, the “12 Ways” instructions, membership affiliation processes and forms. Centennial Song, Bring a Delegate and YM Workshop, Membership Questionnaire (not implemented yet).
   - Termination (due to no dues payment): Greece and Romania.
   - Growing members: Spain and Israel

With Resolution Committee

Resolutions: Resolutions flyer, Implementing and dissemination the 9 + 1 resolution at meetings (UN Vienna and New York).

With the Twinning Working group

Developed the Twinning Toolkit: guide, workshop format, presentation, forms.

General Comments

We, as a Board, worked constructively, hard and focused in a time where the financial situation was very bad.

This VP Membership is very time-consuming but very rewarding.

Future Activities or suggestions for 2019-2022
Main focus:

- What kind of organization do we want to be (hierarchical, (e-)network, global/regional oriented, more dynamic, more friendship, less commitment?). What is our niche (graduate, independent, education as instrument)? Why do the NFA’s loose members? And why do NFA’s leave GWI.
- When defined; what do we need for that (ICT, Finance, and Competences etc?)
- Focus on sustainability of what has been achieved and continuity in implementing VP Membership plan.
Vice President Marketing
Louise McLeod
2016 – 2019

Goals as Per GWI Strategic Plan 2016-2019
Goal 3 of the GWI Strategic Plan defined the marketing aspect of GWI “to increase recognition of GWI as a credible 21st Century graduate women’s advocacy organization”.

Objectives (Summary):
1. **Join, recruit and retain membership** in GWI from our target audiences such that they:
   - Actively engage in or support the mission and vision of GWI.
   - Promote international cooperation, friendship, peace and respect for human rights for all, irrespective of their age, race, nationality, religion.
   - Advocate globally and locally for equal and safe opportunities for women and girls especially in the areas of education.
   - Take an active part, where possible, in our fundraising activities.
   - Create local programs benefitting women and girls.
   - Create long-lasting friendships and support mechanisms for women globally.
   - Encourage and enable women and girls to apply their knowledge and skills in leadership and decision-making in all forms of public and private life.

**GWI Positioning Statement:** *GWI is the only international NGO for women by women with members in all continents focusing on secondary, tertiary and continuing education to empower women up to the highest levels.*

**Strategies**

**A. Define the Target Audience**
Primary Target Audience: Graduate women of any age or geographic location who believe in the mission of GWI; Undergraduate women pursuing a post-secondary degree or its equivalent; Our affiliates (NFAs), their members and their supporters; Our independent members

Secondary Target Audience: NGOs; UN Agencies and other like-minded organizations; Corporations, Educational / academic institutions; Governments and legislators; Donors and Funders

**B. Define the Competitive Landscape**
GWI occupies as space that few other organizations occupy:
- Secondary, tertiary and continuing education
- Gender rights
• Human rights

C. Support and promote the GWI Core Messages (2017-2019)

Activities Carried out / Goals achieved
Over the course of the Triennium to following activities and projects were developed and produced including graphics (web and print), document layouts, flyers, postcards, Annual Reports and all Centenary items.

2016-2017

A. Communications
   a. Website Review & Analysis with suggestions for improving navigation and content
   b. Presented a Webinar on *How NGOs can Use Social Media as a Communications Tool* for February 23, 2017 GWI presentation
   c. Tagline exercise and Elevator Speech
   d. Regular communications and information for the Bina Roy Projects in Development (GWI *Update* articles, annual reports on BRPID)
   e. Infographics and word tag clouds: *Strategic Plan Goals for 2016-2019* to be used in subsequent GWI documents, *Effective Social Media, GWI and the United Nations, GWI Twinning, 16 Days of Activism* and others as needed
   f. Social Media Policy for GWI and NFA use (Governance)
   g. GWI Media Kit

B. Membership
   *E-Books for Membership Recruitment and Retention* that included current Advocacy tools and information; *Twinning Flyer*

C. Advocacy
   PDF and Powerpoint Presentations as self-guiding tools on the *SDG 4 Tutorial*

D. Fund Raising
   Web graphics and publicity for the Carolyn Spurgeon Fellowship Award

E. Centenary Marketing
   100th Anniversary Logo Contest; served in a consultant capacity for development of the Centenary website and provided web-friendly graphics.

2017 – 2018

A. Communications
   a. 2016, 2017 *Activity Reports, Annual Report 2016, Year at a Glance* graphics
b. Ongoing analysis and review of website re-navigation and flow of content.
c. Ongoing Bina Roy Projects in Development (BRPID) communications / publicity
d. Expanded GWI presence at NGO CSW meetings in NYC and CSW 62; Marketing Summary of CSW 61.
e. VGIF: Disseminated GWI information about BRPID and invitation materials for GWI meeting in Geneva; continuing sponsorship of GWI Young Members Leadership training at GWI Triennial conferences.

B. Membership
   f. NFA Membership map and countries list graphics
g. Membership Outreach - Institutions of Higher Education Pilot Program (IHE) – flyer layout and graphics creation (Communications tools)
h. Organogram of GWI structure

C. Advocacy
   h. GWI Advocacy Map for 2018; GWI 3-Pronged Advocacy (Graphic) based on series of presentations presented by President Desai
   a. Design your own Future: Younger Members Series – 2 posters created in a series of 3 (How young professionals can prepare themselves for the job market; What employers are looking for in the 21st Century) (What young professionals are looking for – research pending) (not completed)
   i. GWI Strategy for SDG 4 – infographic
   j. Graphics / layout for Gender Equality Toolkit

D. Speaking engagements
   k. WG-USA Eastern and Western Regional Meetings; disseminated GWI Centenary meeting information; presented GWI IHE Pilot program

2018 - 2019

A. Communications / Marketing
   Designed and created UN GWI ID tags for GWI UN reps, interns and visitors as GWI indentifiers at all United Nations meetings.

   Annual Report 2018

B. Membership
   a. Graphics and layout for 11 Tips to Increase Membership flyer
   b. Updated NFA Membership map

C. Centenary marketing
   CSW 63: Marketing campaign for GWI CSW 63 delegates and other GWI delegations
attending CSW 63; created marketing materials in the form of postcards advertising GWI and its activities and the GWI Centenary celebration in 2019; created 100th Anniversary ID tags to be worn by all delegates and made visible for all photographic opportunities especially social media; CSW 63 parallel session flyer and distribution; CSW 63 Marketing Summary to include GWI written and oral statements and GWI Outcomes from CSW63

IFUW History Project: Fostering Peace and Sisterhood Presentation for GWI Day at Triennium; background slideshows during meeting;

VGIF: Created and produced ‘50 Years of Funding from VGIF’ as a thank you to VGIF for its continuing support. Document included a list of all IFUW / GWI projects and events funded by VGIF since 1971.

GWI General Assembly 2019: all documents, programmes and flyers; presentation on SDG 4 and SDG 5.

D. Fund Raising: Invest for a Girl Campaign graphics (project in progress)

General Comments
In spite of the lack of funds available for marketing outreach and materials including creating printed materials, GWI marketing efforts in all sectors was effective and extensive in regards to producing meaningful and colorful materials with content created by the staff, the President and the GWI VPs (Fundraising, Advocacy and Education, Membership, Marketing).

Infographics and other graphics were produced inhouse to reduce the overall price tag of costly printed materials and create easy-to-assimilate and easy-to-disseminate complex information via online methods: web, email, social media by creating online, email, and social media friendly graphics and information.

All materials produced were meant for online distribution except for printed postcards, ID tags, and Triennial documents. All marketing materials were produced with the goal of providing tools and information for our membership, NFAs and individual members. Other materials such as media kits, Annual Reports, toolkits were designed to attract non-GWI members and relay information in a pleasing, colorful, cost-effective and informational manner.

All materials were produced in-house with little to no third-party expenditures other than the normal expenses for internet and software purchases.
**Vice President Fundraising**
**Dr Basak Ovacik**
**2016 – 2019**

**GENERAL FUNDRAISING 2016-2019**

We have huge finance deficit when we took over in August, 2016. This meant I felt more responsible to raise funds. This is not a simple issue and needs a long time period. From my previous experiences of negotiations that the outcomes of the meetings with potential funders may not be positive each time but I have done my best for 3 years.

From GWI office side, I could not find an ongoing sponsorship either a list of the potential funders as being told me at Cape Town AGM. I started just from the beginning.

I divided the plan in 3 different locations with 3 different people in coordination;

- Fundraising activities in Istanbul, Başak Ovacik
- Fundraising activities in Geneva, Stacy Dry Lara
- Fundraising activities in New York, Geeta Desai

Fundraising activities in Istanbul: I first targeted the firms which supports “HE FOR SHE”; Project initiated by UN Women in 2014. Its goal is to engage men and boys as agents of change by encouraging them to take action against negative inequalities faced by women and girls.

I thought the firms giving support for this Project would be a good target for my aim as they are aware of the women issues. The list of the firms located in Istanbul; Accor Hotels, Ayder, Barclays, Coca Cola, Koç, Mc Kinsey & Company, PwC – Price Waterhouse Coopers, Schneider, Tupperware, Unilever, Vodafone. I prepared Turkish and English fundraising letters, files and PP presentation. I started to get appointments from the list above and I sent e-mails to firms presenting myself, TAUW and GWI. They mostly are aware of what is TAUW but not GWI. I advise them to check the GWI website until the meeting.

I visited Schneider Electric, A French firm, dealing with electrical systems. Mrs. Ünsal said that electrics and generally engineering is the less preferred field of study field among women and work but the firm supports ‘HE FOR SHE’. She asked about some associations located in Africa (their region), when they will have a long-term project and she will inform us. I keep in touch, maybe we can have a chance to collaborate with a long term Africa project of their firm.

I visited Coca Cola Company with Nezihe Bilhan (former Membership Committee Convener). The firm supports sustainable development goals of UN. They are running projects with NGO’s, universities and government. They have a Project called “My Sister”
They say that they only support projects. They do not give grants. And suggested us to apply with a project and wait for the ‘call for projects’. I explained them the Uganda Project and a Project from Turkey-Friendship Bridge as 2 examples. They said that we can either apply for a new or an ongoing Project.

I visited Colgate Palmolive Company and asked for general GWI sponsorship or sponsorship of their company at the centenary conference, a venue sponsorship, a gala dinner sponsorship or something similar but she replied that their global firm is dealing with sponsorships and she introduce me on e-mail. There was no reply back. • The global contact is: ann_tracy@colpal.com responsible for “Corporate Social Responsibility”. I asked Geeta to contact for fundraising.

I met the director of PwC – Price Waterhouse Coopers Istanbul. She said that they cannot be members of NGO’s but may give support by mentoring or consulting the national projects.

I attended a Microsoft Conference held for NGO’s. I met Mr. Irhan who is the Philanthropy Lead and responsible from Africa and Middle East region. He talked about Microsoft targeted “education” this year and with this theme, they help projects in Africa. I gave some info about our Teachers for Rural Features project and he said that it seems a good match to their target. I am in contact with Alex Nyingi from Microsoft Philanthropies. I gave some info about our Teachers for Rural Features project and I am waiting his reply about their potential support.

I visited a family governed Turkish firm Hekimoglu on construction business, 3 sisters administer with their father. I met one of the sisters, asked donation for GWI. I asked for sponsorship of their company at the centenary conference, a venue sponsorship, a gala dinner sponsorship or something similar but she replied negatively.

As a result, I concluded that, we need to make a global project and do marketing of that project. The companies may support us by this way. And I launched the “I have a Girl…” project.

**Centenary Products:**

I prepared a collection (GWI printed logo products) for the centenary and start the production in 2017 and planned to sell them until the AGM in 2019 for fund raising.

I got 300 T-shirts and 100 mugs produced with 100 years GWI logo, to support and promote the centenary celebration. I shared cargo prices with Canadian and American NFAs.

Some items are sold to New Zealand, UK, USA, Switzerland, Turkey, The Netherlands, South Africa, and in Rome during UWE meeting.
Fellowships Committee and Hegg Hoffet Committee

I was the board liaison for the two committees. The Fellowship Committee planned to celebrate its 100th birthday with a special Fellowship in honour of one of its founding mothers, Caroline Spurgeon, first President of the then International Federation of University Women (1920-24). To realize its plans for a Caroline Spurgeon Fellowship worth 12,000 CHF, to be awarded in 2019, the Fellowship Committee needs to raise funds. I helped them to promote and worked in collaboration with the Marketing VP. I worked with FelCom for determining other national and name awards to be given in 2019.

Nazan Moroğlu YM Award

I prepared Nazan Moroglu YM Award application form and criteria. She is the previous President of Turkish Association of University Women, TAUW (2010-2014). The amount to be awarded is 1000 EUR. The NMYMA is one award given to an outstanding young member of a Graduate Women International (GWI) NFA. The general purpose of the award is to promote GWI’s mission. The bearer of the award will be a role model for all young graduate women generating not only recognition but also responsibility.

As this is a new award, this time the Board received applications and decided about the award. But I suggest FelCom will deal with this award in the future.

Global Giving

I checked Global Giving web page where our “Teachers for Rural Futures” project is funded and wrote thank you letters to donors in 2017.

My 2 Cents Project

Worked with Stacy on “my2cents” project”. Stacy and her team walked 10,000 steps for fund raising similar to the one she perfectly made last year for escalade run in Geneva. We informed all NFA’s to celebrate 11th of October Girl Child Day with the local events they choose; meetings, conferences, walks, runs, whatever they can manage. And inform us at the end with reports, photographs etc.

Centenary Conference

I opened a Facebook account for exploring frequent information on fundraising of the conference.

I went through web site of 130 multinations already have a headquarters base in Geneva. I prepared a list and send it to Geeta and Stacy; they followed the listed firms. I had a Skype
with Geeta, Louise and Stacy about fundraising of the conference. We shared ideas about Sponsorship Letter & Package.

I prepared a list for potential local funders after I arrived from Geneva; Such as Rolex, Harry Winston, Vacheron Constantin, Piaget, Mont Blanc, Du Pont, L’Oreal, La Roche-Posay, Mavala, La Prairie,….. I searched for more potential funding companies located in Switzerland, informed the LAC and the office. We prepared a sponsorship file.

I was experienced from the Istanbul Conference (I was at the LAC of Istanbul Conference), I shared my opinion and my documents with the Board. As production of some items are cheaper in Turkey, I suggested to get the conference bags, name tags and the pins in Turkey. I ordered the bags, pins and centenary logo printed Scarves (for sales at the conference).

I am responsible for the centenary celebration. I made calls with the office and the other Board members. I am organizing a joyful evening.

**General Comments:**

When we took over, there was a financial gap at the organization’s budget. This prevented me from applying for funding from UN, EU and other international organizations. They need to see the sustainability of your organization and we have been on the threshold of bankruptcy. This is one of the main reasons that we could not raise more funds.

**Future Activities or suggestions for 2019-2022**

I have started a project for the next century: “I have a girl”, I wish this will grow bigger and bigger and found ground in every single NFA of GWI.
Goals as Per GWI Strategic Plan 2016-2019
Goal 6 to ‘develop and institutionalize governance that supports the growth, sustenance and success of a 21st century women’s membership organisation’.

Objectives

Objective 1: To create policy and Terms of Reference to support the newly introduced, principles based, GWI Constitution.

Strategies:
To prepare the Board Charter which clearly defines the respective roles, responsibilities and authorities of board members (both individually and collectively). This will include the Board’s responsibilities to determine the strategy of Graduate Women International through a) determining the vision for the future; b) making the choices to create the future for our members and the communities they serve; c) developing and endorsing a strategic plan at least every three years; d) monitoring changes in the external environment which have bearing on GWI’s vision, and e) identifying implications for strategic direction and goals. It also needs to establish policy by which the GWI will be governed, monitor and supervise the organisation’s performance and ensure accountability of the organisation to members and other stakeholders.

Objective 2: To review the current membership model

Strategies:
- Review GWI within a changing economic, political and social international landscape
- Identify what the organization needs to sustain itself and grow.
- Assess if the current membership model fits those needs; identify other potentially beneficial Models.

Activities Carried out / Goals achieved

2016-2017

a. Work began on developing a Board Charter with policies being developed as the need arose to supplement the new Constitution;
b. Amended the motion to increase the dues passed at 2016 General Assembly;
c. Prepared and successfully used the electronic voting software – Simply Voting - to approve the amended General Assembly internal motions on dues and the appointment and type of audit with all but one eligible NFA exercising their vote;
d. Developed the Terms of Reference for the newly created position of VP Advocacy and Education to replace the unfilled Board position for VP Audit & Risk;
e. Assisted VP Membership by reviewing the IFUW Policy on Re-affiliation of NFAs and rewriting as 2017 Terms of Reference. Prepared a Complaints Policy and approved Social Media guidelines for GWI.
f. Assisted with the analysis of the Conference Company Contract with GWI for the Cape Town Triennial conference;
g. Actively participated in both the Ad Hoc committee and Chubb review Task Force;
h. Appointed two Constitutional Advisers – Lorraine Isaacs from GWNZ and Claire Stein WG- USA;
i. Assisted editing and proofreading of the Membership e-book and Membership Plan and UN Reps Terms of Reference;
j. Assisted the President, Treasurer and Board members with the implementation of an austerity budget which was required as a result of the loss of reserves and the poor financial management of the last triennium;
k. Assisted in providing answers to the questions and requests for information from CFUW;
l. Attended a face-to-face informal meeting of Board members and the Executive Director during CSW61 in New York. A draft Strategic Plan was developed.

2017-2018

Much of this year was spent in the preparation of Circulars, resolutions and related documents for the 2019 General Assembly and Centenary celebration.

a. Attended a Board meeting in Geneva to initiate the planning arrangements for the 2019 GA, met with the Local Arrangements Committee and visit the venue;
b. In consultation with the Board, Executive Director and the Local Arrangements Committee prepared the draft programme for the triennial General Assembly and Centenary celebration in 2019, including identifying potential keynote speakers and panelists;
c. Assisted the VP Membership with the development of a Young Members programme/workshop and budget to the forthcoming GA;
d. Revised the Terms of Reference and established a new Nominations Committee to recruit members for the 2019-2022 Board and Standing Committees;
e. Reviewed and updated the Board and Committees Job Descriptions and Terms of Reference including the term of office which had previously been in the By-Laws.;
f. Transferred specific responsibilities from the Audit and Risk Job Description to those of the Treasurer, President and VP Legal and Governance;
g. Assisted with the development of a Code of Ethics for the networks, social media and public fora;
h. Developed a policy document on selection criteria for members acting as GWI Representatives to conferences and CSW;
i. Supported the Treasurer in the development of documents to accompany the dues invoices, non-financial NFAs and changes to be made to Travel Grants in the light of the austerity budget;
j. Assisted in providing answers to the questions and requests for information from CFUW.

2018-2019

a. Established the Nominations Committee and prepared the Circular on the eligibility of current leaders to stand for re-election and the call for the new Board and committees’ nominations;
b. Continued developing the programme for the GA and Conference;
c. Prepared Internal and Constitutional resolutions for Board approval to be presented at the GA;
d. In consultation with the President provided advice and guidance on the Memorandum of Understanding continuing being negotiated with CFUW;
e. Reviewed the voting procedures at the GA, Rules of Procedure for the face-to-face GA meeting and finalised the GA agenda and programme;
f. Continued developing policy and procedures for the GWI Charter and investigating various membership organisation models.

Goals Achieved as per Strategic Plan

The development of policy documents and Terms of Reference to prepare a draft GWI Charter whose purpose is to support the implementation and interpretation of the Constitution.

Supported the President, Treasurer and the Vice Presidents on legal and constitutional matters.

Although not part of the VP Legal and Governance role, I took on the responsibility of assisting the Board and Office in organising the programme for the GA due to limited office resources. Board members were required to assume responsibility for planning the GA

General Comments

Due to the precarious financial situation that the current Board inherited and the consequent need for an austerity budget, the Board members have taken on many of the management roles to support the Executive Director and GWI members.

As the VP Legal and Governance much of my time has been taken up with preparing policy documents and Terms of Reference for issues as they arose to support the implementation of the new principles based constitution approved at the 32nd GA held in Cape Town. At that time the previous by-laws were removed and there was a very minimal handover by the existing Board at the post conference meeting between them (all of whom finished their term of office) and the new incoming board. There was no succession policy in place. Despite
this the current Board under the vision and guidance of President Geeta Desi have committed passionately to the survival of this 100-year-old organisation by going above and beyond the call of duty and contributing their expertise, time and money.

**Future Activities or suggestions for 2019-2022**

1. Continue adding to the GWI Charter policies and procedures to guide the Board, Standing Committees and Executive Director to ensure the smooth running of the organisation.

2. Consider changing the composition of the Board to a ‘skills based’ one as it has proved very difficult to find people to cover all specific areas of expertise. Often people have multiple skills in different combinations. Also ensuring that a succession policy is followed so that there is continuity of purpose and institutional memory so not all the expertise is lost at once.

3. Review the dues formulae to ensure that the organisation is financially viable and works to build up reserves again.

4. Use the wider members skills and expertise by creating short term standing committees or projects to deal with specific issues, supplementing the skills of the Board. This is also an opportunity to give governance training to members.

5. Globally, membership organisations are failing to attract new members due to the many conflicting activities vying for their valuable time. Modern women in full time paid work, having their children later in life, often looking after elderly parents and supporting their communities are time poor. Valuable membership organisations such as GWI need to find different ways of working to attract members such as using short-term single purpose projects and membership models that facilitate their involvement using modern technology.
Membership Committee Triennial Report
Ronni Nivala, Convenor

Members:
Meera Bondre, Marion Courtney, Gabriella Del Valle Diaz Munoz, Mary Hall (Resigned within the term; the position was not filled)

A key Committee responsibility is reviewing the Constitution of national organizations applying to affiliate with Graduate Women International (GWI). The committee provides feedback and support throughout the process to ensure the constitution both aligns with GWI requirements and supports ongoing success for the national organization.

This triennium the committee worked with new affiliates Burkina Faso, Haiti and Paraguay. We thank them for their collaborative efforts and enthusiastically welcome them to GWI.

The committee reviewed constitutions for those seeking reaffiliation as well as constitutional updates presented to GWI. Pakistan, Argentina and Bolivia reaffiliated with GWI. We welcome their renewed membership. As this triennium closes, Botswana, Belgium and Brazil are in the pipeline. Committee and Board work will continue in the next triennium. Australia presented an updated document for review.

Other responsibilities:

- The Membership Committee will handle credentials at the 2019 GWI General Assembly.
- A recent addition to responsibilities was to coordinate the Bring a Delegate program (special thanks to Eileen for leading that effort).

The committee, led by Board member Eileen Focke-Bakker, helped identify strategies and activities to strengthen GWI, such as member-to-member connections, reimagining engagement and expanded support for new and continuing NFAs. While other immediate priorities for the organization took focus during this triennium, tempering activity in these areas, the ideas remain important elements for GWI's ongoing evolution. This committee will pass along its ideas and experience to the incoming Membership Committee.

The Committee worked via calls/Skype and email; there were no in-person meetings. Thank you to the committee members Meera Bondre, Marion Courtney, Gabriella Del Valle Diaz Munoz, and Mary Hall (who unfortunately had to step down within the term) for their contributions and service to GWI.

Submitted by: Ronni Nivala, Convener
Twinning Working Group
Nezihe Bilhan
2016 – 2019

Goals (as per Strategic Plan): Promote winning among NFAs to encourage collaboration, friendship and the advancement of GWI’s mission (Goal 2 - Objective 4)

Strategies Outlined: Graduate Women International (GWI) is looking for new ways for more cooperation among NFAs to promote global knowledge, friendship and solidarity. We need more voices across the globe to disseminate and implement our mission, vision and goals and to start projects. Diversity of GWI voices is our organization’s strength. Twinning Projects are the best way to leverage our diversity by promoting cross geographic, cross demographic cooperation and teamwork.

Twinning fosters collaboration and partnership, as both organizations work together in a two-way sharing of information which means that both are better off as a result. Strong non-governmental organizations (NGOs) are a driving force for change and progress.

Twinning is a linking or partnership between two or more GWI national federation or association (NFA), affiliates to work together on a joint (friendship) project or to promote a common interest. It extends opportunities to meet and work with other graduate women throughout the world.

Twinning is a formal, “two-way” collaboration or partnership between two or more organizations or groups. GWI’s twinning program provides a framework for national federations or associations (NFAs) or NFA branches, or local groups, to work together in a partnership for a specific amount of time on a particular area of work or activity.

Activities Carried out / Goals achieved:
2016-2019: I have sent letters to the list attached.

I couldn't write to Togo, Zambia, Zimbabwe, India because they had no address. Sierra Leone and Uganda came back. Also I have sent the letter with attachments to the FUWA Group.

Canada Stratford-CFUW club wants to get in touch with Rwanda. I wrote to Rwanda telling about Stratford-CFUW club. Norway and El Salvador replied and I have written them back. Spain asked for more info that I have sent them. Ghana was very interested asking for more info that I have sent them.
Young Members and Twinning
Basak Ovacik

Federations and Associations are successful with the long-standing experiences of their Members. But we also need Young Members who introduce new ideas and fresh energy to NFAs. Although young women are very busy with their careers and family responsibilities they would also like to serve in various positions as they become members. They cannot spare and spend lots of time in the association but by using their time efficiently they are able to conduct successful programs.

It is very important for NFAs to win Young Members, keep in touch with the universities, try to make projects with the students who could be your future members. (TAUW* has at least 50 young graduates as members and a couple of them are serving as Board Members of our Branches)

Consider cooperation with another NFA within the twinning Program*. Support university students in your twin’s country.

*The Turkish Association of University Women (TAUW) started the Friendship Bridge Project in 2008 to support female university students financially and lead and encourage them to ascend to high ranking decision-making positions. A defined list of individual men and women sponsor one student for the duration of her studies. In addition to a small monthly grant, TAUW builds “Friendship Bridges” between donors and students, based on matching the donors’ professions with the students’ study areas. For example, a lawyer may support a law student, providing the student with both financial support and study and career guidance. Some 700 students are currently benefitting from this programme and many more have already completed it.

The Friendship Bridge students are from communities throughout Turkey and are able to advocate in their communities at the local level to build support for girls to gain a higher education.
Thank you for the opportunity to participate as the GWI Nominations Committee 2019.

PROCESS
The Committee has met by electronic means, mainly by email and has conducted its business by email through the NomCom address. Skype was used to contact some of the nominees to discuss matters of mutual interest in our search. What's App was used for two candidates nominated for committees.

A few candidates have been called personally to discuss skills and suggested changes to their preference to meet the needs of the organization. In some cases, a more experienced committee member had been encouraged to move her nomination to Convenor and another member was able to commit to be a member for another term which has been gratefully received. We encourage the Board to act in this way in their final decision making also.

It has been really difficult to increase nominations, and this is a worry. There were very few nominations for the Board, and most were returning members. The Japanese association wished to nominate the whole current Board but have now seconded some returning Board member nominations. The two new 2019 nominations for the Board were spoken to by NomCom members using Skype and phone.

The biodata form created difficulties and quite a few needed follow up work done. CV’s were sent but that did not give the answers to the GWI questions and commitment. The additional questionnaire planned by the committee to be used electronically was abandoned as the 2019 biodata form covered similar questions.

The Nominations 2019 website used for the process has been a stumbling block. It will provide a record though having only the Chairperson with access had advantages and disadvantages. The zip files sent after the closure of the nomination period created problems for some NomCom members. The chairperson had to convert the content to smaller files on a separate laptop which meant double handling.

Past Presidents and Board members have been consulted where appropriate. Some searching of Google, LinkedIn and other NFA websites has also been undertaken to assess involvement, local interests, knowledge and skills.

RECOMMENDATIONS
We recommend these issues of concern to the Board by NomCom members for changes to the Nominations process

As more NFA’s become individual membership based there is a need for consistency between independent members and NFA members in having the opportunity to nominate equally without the gatekeeping function of the NFA President, CIR or Executive.
● We recommend that there does need to be an endorsement method by the CIR or President, member of independent member group or a current Board member.

● Consideration could be given to a requirement to be a member of GWI for some years (2-3) before being eligible for nomination.

● Considerable time was taken by the Chairperson to follow up NFA nominations that arrived without endorsement, photo or biodata. Most were eventually resolved but two candidates did not get endorsement from their NFA’s. We agreed to accept these based on their biodata forms.

● Four nominations were given extra time but did not return the forms needed to complete the requirements. These were incomplete (no forms endorsement or photo) and not accepted.

● Personal approaches have been made to possible candidates for Board positions to Ireland, England, Scotland, France and Austria and some UWE independent members. Also Australia and Canada, Mexico, Panama Argentina, El Salvador, Bolivia, Paraguay, Spain, The Netherlands, New Zealand, Japan, South Korea, Singapore, Hong Kong, Sierra Leone, Kenya, as well as the African and Pacific through contact members in the region.

● We have recommended the candidates for election or appointment as they have the required skills, knowledge, and made the three-year commitment.

● Elections are important to encourage the General Assembly to make decisions and participate in the process of investing in GWI future.

● The Co Convenor opportunity for Committees could be made available as a support, development and geographical equity.

● There is a belief in some NFA’s that YM’s do not have the experience. The Young Members (YM’s) in our list certainly believe in GWI and they have a contribution to make now.

● These YM’s should be encouraged so that we develop international role models and more resilience for the future.

● We need an attitude of investment in YM’s at the international level by NFA’s when YM’s take the initiative to be involved. We need a valuing of competent and able members willing to serve.

● Given the constitutional requirements it is important NFA’s nominate members who they know have the time to participate fully in a timely manner.

● The rules for Board and Committees need more flexibility in a time of dwindling membership.
A review is needed to update the requirements for nomination and the process that is followed. We recommend this activity to the incoming Board.

Nominations Committee 2019 Chairperson - Louise Croot

Members
Kathleen Laurila
Guadalupe Osorio
Christel Moor
Nobuko Akita
Akram Khatoon
Geeta Desai Ex officio, President of GWI