



# GWI STRATEGIC PLAN

2020 - 2022

Graduate Women International (GWI), founded in 1919 as the International Federation of University (IFUW), is a worldwide, non-governmental organisation of thousands of women graduates, with consultative status with UN, ECOSOC, and UNESCO.

# Graduate Women International (GWI)

## Strategic Plan 2020-2022

**Graduate Women International (GWI)**, founded in 1919 as the International Federation of University (IFUW), is a worldwide, non-governmental organisation of thousands of women graduates, with consultative status with UN, ECOSOC, and UNESCO.

### Vision:

GWI advocates for women's rights, (gender) 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.

### Mission:

#### GWI 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;
- 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, and
- Enhance skills, education, mentoring, connectivity and support to women and girls to make them economically independent.

### Organizational Structure:

GWI is composed of National Federations and Associations (NFAs) in 51 countries as well of independent (individual) members in various countries. GWI is an autonomous organization.

Its supreme authority lies with the General Assembly. It is governed by a Board of Officers. It has several active committees such as Advocacy and Education, Membership, Resolutions, Finance, and International Fellowships. Its Hegg Hoffet Fund provides small short-term grants for displaced women graduates.

GWI's headquarter is in Geneva, Switzerland with 1-2 staff members (helped by Interns) coordinating and promoting GWI's activities.

### Organizational Functions:

Currently there are 6 identified functional areas within GWI:

- Advocacy
- Membership
- Marketing
- Fundraising
- Financial Management
- Governance

### Strategic Plan Goals

- I. Focus on Education Advocacy: Be a leader in global and national advocacy for women's and girls' education and its related issues.
- II. Growth and Sustenance of Membership world-wide: Members for Members
- III. Market to increase recognition of GWI as a credible 21<sup>st</sup> Century graduate women's advocacy organization
- IV. Develop funding sources and encourage donations
- V. Establish and promote financial management practices that are user-friendly, transparent, and adapted to the needs of a membership-based organization.
- VI. Develop and institutionalize governance that supports the growth, sustenance, and success of a 21<sup>st</sup> century women's membership organization.
- VII. Covid-19. Organisational/membership restructuring needed post-Covid-19
- VIII. Development of the GWI research and knowledge centre<sup>1</sup>

### Objectives

Each goal has one or more objectives that are projected to be achieved over the next two and half years.

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<sup>1</sup> To be further developed in 2020 – does not yet have defined Objectives and Strategies



**Goal 1. Continue our focus on Education Advocacy: Be a leader in global and national advocacy for women's and girls' education.**

***Objective 1: Continue building knowledge throughout the GWI system about past, present and future UN, and other multi-lateral commitments to education.***

Strategies:

- Provide members with synthesis of global progress of Education for All goals, and key elements of SDG 5 (Gender Equality) and SDG 4 (Education) for the UN 2030 Agenda particularly in relationship to GWI's mission of inclusion, access, gender equity, quality lifelong education.
- Provide information and support to help members advocate for specific national efforts to achieve SDG 4 and SDG 5 targets in their respective countries.
- Continue to work with the Education Committee to convene relevant discussions among members, write position papers and build knowledge about the SDG 4 (Education) UN 2030 Agenda.
- Provide UN reports by the GWI UN representatives on specific issues / results in addition to the summaries that are published in GWI Update, website, and social media.

***Objective 2: Empower members to practice advocacy with all stakeholders that have the potential to impact education within their countries***

Strategies:

- Provide policy – relevant research and advocacy platforms to practice and refine verbal and written communications and advocacy techniques to frame issues, build awareness and influence target audiences
- Provide advocacy scripts, marketing and public support announcement materials that include GWI's key messages
- Promote opportunities (befitting graduate women) to members to partner with UN and other agencies that gather and disaggregate data; monitor, report and evaluate policies, systems and tools that are essential for the achievement of Education 2030

**Objective 3: Continue the work of GWI's UN representatives**

**Strategies:**

- Evaluate plan of action for UN representatives
  - Identify specific objectives be achieved with their advocacy that dovetail with strategic plan objectives,
  - Coordinate these with advocacy knowledge and training needs of members
  - Make UN news and reporting an integral part of information provided to membership on a regular basis
  - Activate UN representatives to lobby for achievement of the SDG4 and SDG 5 targets worldwide

**Objective 4: Work with global partners who will enhance GWI's mission -based work**

**Strategies:**

- Strengthen/optimize partnerships with UN, UN Women, UNESCO, ILO, ITU and identify new ones.
- Build/develop relationships with complementary organizations such as WTO, UNCTAD, ECOSOC and member states.

**Covid-19**

- More NFA Outreach on Mission-Related Global Needs
- Build the GWI Research and Knowledge Centre
- Create Advocacy Toolkits for the CIRs to increase their knowledge, information and understanding of GWI and the roles they play in spreading that knowledge and information



**Goal II. Increase GWI Membership by recruiting new NFAs and Independent (individual) Members and retain GWI Membership through creating Membership Value-Adding Programs**

***Objective 1: Membership Focus: GWI Membership is a diverse entity of NFAs, with their individual members, and Independent Members connecting many different voices and where every member is of equal importance.***

Strategies:

- Reach out to the Membership to understand why NFAs/Independent members join and increase retention by providing a better understanding of GWI and how it works for and on behalf of the Membership.
- Build a Membership perspective of global interconnectedness and inspiring friendship with a shared mission that encourages the NFAs to unify their voices for greatest impact on issues that matter.
- Recruit and engage the Intergenerational Membership by raising awareness about the connection between local, regional, national, and global GWI issues.
- Emphasize the need for Graduate Women to belong to an international organization to make the impact from the local to the global level of influence/impact

***Objective 2: In cooperation with GWI's Membership Committee and Young Members Network facilitate NFAs with their recruitment of members***

Strategies:

- NFAs conduct membership drives at universities, colleges, and other educational institutes to recruit academics and students. GWI facilitates the NFAs with information and knowledge of GWI Membership and of the impact of GWI advocacy.
- Develop membership initiatives with the GWI intergenerational focus.
  - Young Members (such as management of the GWI Mentor program)
  - The Next Generation
  - The Intergenerational Connection
- Continue to promote GWI internship opportunities for college students at UN agencies, NGOs, UN permanent missions and monitor their recruitment efforts for GWI at their Universities upon return.
- Review and benchmark best practices in membership recruitment practiced by other organizations that have a likewise vision/mission and are membership driven.
- Maintain and expand the Membership Toolkit

***Objective 3: Connect, engage, and retain members through GWI resolutions in cooperation with GWI Resolution Committee***

Strategies:

- Focus on adopted resolutions that are specifically of importance for the specific NFA and make them aware of the GWI global voices that can help to implement.
- Work with the Resolutions Committee to translate resolutions into advocacy and membership awareness.
- Connect members with resolutions in practical ways to encourage them to use resolutions for advocacy and other projects.
- Contact NFAs that have proposed resolutions that have been adopted on how they have used the resolutions. Promote this work to encourage other NFAs.
- Become proactive about promoting quality education related resolutions and its global, regional, national, and local connections/impact with/on other women/girl's issues so the individual members at grass root level can engage and feel that their voices matter.
- Create E-book/ overview of resolutions to facilitate understanding of these resolutions and to promote their use by NFAs and monitor the implementation.

***Objective 4: Connect, engage, and retain members in cooperation with the GWI Regional Platform***

Strategies:

- Interconnect, gain knowledge and inspire through the 6 GWI regions.
- Share opinions on regional and global quality education and related issues.
- Initiate Regional Scholarships and Projects on shared regional issues i.e. Migration, Harassment, Cybersecurity, Corruption all related to quality education.

***Objective 5: Promote and enhance, in cooperation with the GWI Twinning Working Group, the Twinning Program among NFAs to encourage interconnection through sharing of knowledge, the creation of inspiring friendships and participating in new and existing projects.***

Strategies:

- Expand existing Twinning Group, e.g. by the Twinning Mentors and project managers.
- Maintain the Twinning Toolkit.
- Start the GWI Twinning Marketplace for members.
- Facilitate the initiation and implementation of friendship ties/networks between the NFAs through e.g. friendship visits, tours, e-meetings, and Meet & Greets, by promoting a streamlined concept of the tour that does not place unreasonable burden on host NFA.

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- Facilitate the initiation and implementation of NFAs regional meetings, educational tours, and conferences.
- Facilitate the initiation and implementation of NFA knowledge sharing and participation in regional projects.
- Look for opportunities for NFAs to initiate a Twinning Programme with existing projects like Bina Roy, and other Flagship Programs.

#### Covid-19

- Initiate membership activities that ensure that all membership voices are heard, and no one is left behind.
- Have extra interactions/give assistance with NFAs in countries hardest hit by Covid-19.



**Goal III. Market to increase recognition of GWI as a credible 21<sup>st</sup> Century graduate women's advocacy organization**

***Objective 1: Continue to promote GWI's focus on Education Advocacy and Global, Regional and National Engagement to attract and retain members***

**Strategies:**

- Continue to create marketing messages such as:
  - Suitable tagline that captures GWI's mission in one fell swoop.
  - Facilitate NFA's to upload key messages that resonate with current membership and attract new members.
  - In the GWI E-book on GWI website which raise GWI's profile as the "go to" organization on Education Advocacy and distinguish GWI from its competition –why graduate women should choose to join it rather than other organizations.
  - Incorporate videos, stories, blogs, articles, interactive dialog among NFAs, advocacy, GWI's You Tube Channel, infographics, quote graphics and competencies into a GWI marketing vision.
  - Make GWI Twitter, Instagram and Facebook links visually more attractive and thus encourage friendship among members.

***Objective 2: Continue Marketing Support for GWI's fund development and fundraising efforts***

**Strategies:**

- Segregate donor market and create marketing materials that can be tailored easily for high net worth individuals, patrons, annual donors, corporate sponsors
- Identify high profile individuals active in Education Advocacy (like Malala) to endorse GWI in marketing materials
- Highlight the five or more Nobel Prize winners within it's the membership of GWI marketing messages
- Incorporate Hegg Hoffet and Bina Roy and other projects/programs in marketing materials
- Support GWI's annual fundraiser (a global walk) on International Day of the Girl.

***Objective 3: Evaluate existing marketing components***

Strategies:

- Review existing evaluation of:
  - purpose and analytics for twice monthly Update and In Focus for possible rework
  - GWI website analytics, content, ease of navigability and attraction to determine if it serves GWI's multi- faceted purpose of online organizational presence, promotion, credibility, public information, service, member benefits, membership development and fundraising
  - media contacts and relationships. Continue press releases and templates for members

***Objective 4: Optimize ICT platforms to support interaction within the membership***

Strategies:

- Review existing platforms (for example the Discussions Network) and their use – change to platforms that serve organizational needs most effectively
- Review/Activate GWI's Linked In network so that it exclusively serves the professional needs of members



## Goal IV. Develop funding sources and activities

***Objective 1: Establish an Ad Hoc Fundraising Committee to identify best practices on fundraising and assist GWI on fundraising in general and for specific programs in (post) Covid-19 world.***

### Strategies:

- To share knowledge and experience

### Covid-19

- Look for alternative funding sources Covid-19 during lock down and in post-covid and built new strategies
- Search for alternative and safe alternatives to face-to-face fund-raising events

### ***Objective 2: Continue to search for local and global funding***

### Strategies:

- Look for regional sponsors/funders with the help of Regional Leaders.
- Visit potential Swiss local funders.
- Approach global private and corporate foundations who promote women's and girl's education and support gender equality for grants and donations.
- Approach individual funders and raise funds in multiple countries
- Identify possibilities for social impact bond financing
- Research other international NGOs for potential fundraising alliances (funding for NGOs)
- Search for alternative funding sources from especially UN Women and UNDP.

### ***Objective 3: Activate funding and support Twinning projects within GWI membership***

### Strategies:

- Activate funding and support twinning projects/programs in under-developed countries
- Strengthen friendship and understanding between GWI membership how funding for projects/programs can save lives by promoting educational opportunities
- Develop webinars to market new projects and share past success stories to convince and increase potential funders.

- Create more projects with the help of the Projects Development Committee and organise fundraising campaigns.
- Encourage and replicate local supporters of GWI to participate in GWI's global walk on International Day of the Girl

***Objective 4: Continue online fundraising***

**Strategies:**

- Continue and expand best practices to maximize fundraising on Global Giving for funding of Bina Roy projects.
- Identify other crowdfunding websites suitable for GWI fundraising
- Continue to use and promote PayPal
- Continue working with GWI Projects Development Committee on fundraising for Bina Roy projects

***Objective 5: Continue to encourage donations and bequests from (individual) members, friends or family and write specific letters to our potential funders.***

**Strategies:**

- Write letters/e-mails to individuals, with request for donations and/or bequests.
- Write thank you notes and follow-up letters, give out certificates when donations are 1.000 CHF or above and honour donors at GWI triennial conference.
- Re-Establish the "Friends of GWI"



**GOAL V: Establish and promote financial management practices that are user-friendly, transparent, and adapted to the needs of a membership-based organization.**

***Objective 1: Implement internal controls to facilitate the financial overview of the organisation by the Board and the Finance Committee.***

Strategies:

- Establish clear procedures for membership fees (dues) collection from NFAs and independent (individual) members.
- Set rules for refunds to Board members and staff.
- Establish rules for designated funds not included in the Restricted Funds.
- Establish procedures for all grant giving processes.
- Establish record-keeping practices.
- Establish financial reporting procedures.

***Objective 2: Establish clear governance procedures for financial reporting***

Strategies:

- Collect and keep records of the Swiss law concerning finance-related, governance-related, and personnel-related issues in the office.
- Establish procedures for the approval, the distribution and the discussion of yearly budgets and financial reports.
- Establish criteria and procedures for closing the organisation

***Objective 3: Ensure the financial stability of the organisation***

Strategies:

- Create a dues structure discussion ad hoc committee to prepare a proposal for the next Face to Face General Assembly.
- Create an ad hoc committee to explore a wide range of strategies to reduce GWI's financial dependence on membership fees.

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### **Covid-19**

- Develop different budget scenarios taking in all aspects of a post-covid world especially scenarios that would make GWI financial in other ways than dues membership.



**Goal VI. Develop and institutionalize governance that supports the sustainable growth and success of a 21<sup>st</sup> century women's membership advocacy organization**

***Objective 1: The current GWI Constitution is a Principles – Based Constitution and does not have bylaws. Update Guides and Policies as and Terms of Reference.***

Strategies:

- Review current Board Charter, Guides and Policies as well as Terms of References

***Objective 2: Review outcome of Committee of Due Structures report***

Strategies:

- Review GWI Dues and Membership structure within a changing (post) covid-19 economic, political, and social international landscape
- Identify what the organization needs to sustain itself and grow.

***Objective 3: Develop positions on all GWI programs/projects***

Strategies:

- Develop a policy regarding current and future projects based on a review of their relationship to GWI's mission, scope of work, innate organizational strengths, available resources, and general responsibilities.

Covid-19

- Review the Constitution and suggest alternatives to current face-to-face protocols such as the General Assembly, Triennial Meetings and Board face-to-face meeting requirements.
- Review the Constitution and / or create alternative protocols taking a post-covid environment into consideration.



## **Covid-19. Organisational / Administrative restructuring**

Until such time as a viable treatment and/or vaccine that is effective and globally / equitably available, GWI will modify its operating environment to ensure safety and expediency that at the same time reflects the current global situation. (i.e observing personal distancing and other measures as required by the applicable government health standards).

1. Staff and Volunteers: safe protocols for the office environment [Office]
2. Interns: safe / alternative protocols for our internship program. [Office]
3. United Nations: safe / alternative methods of attending UN meetings (via teleconference or UN Web TV). That includes such GWI regular attendance as the Human Rights Commission, the HLPF and CSW. [Office, Advocacy]
4. Triennial Conference: will need a discussion of its own with possible adjustments to the Constitution if the Triennial Conference cannot be held in a safe environment. [all]
5. Regional Meetings: safe and alternative methods of conducting / attending regional meetings. [regional participants]
6. Fundraising Events: safe and alternative methods of fundraising that do not include events where personal attendance or attendance in close quarters is expected. GWI currently has at least one fundraising event held in Geneva every fall that is out of doors but required personal participation. [Office, Fundraising]

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Graduate Women International  
Chemin du Grand-Montfleury, 48  
CH-1290 Versoix, Switzerland  
Tel: +41 22 731 23 80  
Email: [gwi@graduatewomen.org](mailto:gwi@graduatewomen.org)  
Website: [www.graduatewomen.org](http://www.graduatewomen.org)

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