

GWI – Organizational Development (OD) Process

Phase II: Organizational Readiness Assessment

Meeting of Group 6: Thursday, February 24, 2022

Discussion Notes

Organizational Readiness Prerequisites 3 and 4 were discussed:

Prerequisites 3:

GWI Headquarters and its NFAs have a strong working relationship and a thorough understanding of division of responsibilities.

Current Relationship between GWI and NFAs represented at this meeting:

In anticipation of building working relationships between NFAs and GWI Headquarters, the existing relationship from the NFAs' perspective was discussed. NFAs represented at this meeting expressed the relationship in the following manner:

- In some instances, the relationship can be termed as Participatory when members serve on GWI Committees. There is frequently open discussion and mutual respect that advances the work of the committee.
- More generally, there is a reluctance of members to engage with GWI and also the work of their NFAs. This may be attributable to the lack of received information. There are barriers internal to NFAs that impede the dissemination of information from GWI. On the other hand, members who do receive information like the newsletter frequently do not open the newsletter.
- Some GWI Committees work well but information about the work they do is not disseminated to the membership in general.
- It appears that there may not exist orientation programs at NFAs to familiarize new members regarding GWI and to update older members. In the case of Federations there may not exist a central orientation program – when members join on the local level, local Associations are responsible for

new members and their engagement

- Members come into the NFA infused with aspiration and hope which dwindles as time goes by.
- NFAs are losing members. Moreover, there is a *lack of momentum* within NFAs in recruitment and engagement of members.
- Young members are loathe to spend their time on NFA activities, they don't believe the international connection is relevant to their lives and frequently equate time spent on NFA activities and money. Time is money.

What is that Cognitive Dissonance between the initial hopefulness felt by new members and the later decline in interest in their membership in the NFA and GWI?

- Members join NFAs because they are interested in the international connection and in doing work that is driven by this connection. However, members don't see the international connection or engagement at the level of the NFA.
- Since GWI does Advocacy predominantly, NFAs find it hard to explain to members what GWI is doing and to make the connection between in-country issues and the advocacy that GWI does or even point to the impact of this advocacy on country issues.
- It's only at the AGM that members see some international connection and involvement.
- GWI does year- round advocacy on behalf of its NFA countries and provides tools to NFAs to participate in advocacy in their own countries. But this does not seem to resonate with members.
- Advocacy may resonate with the NFAs if they felt that their national issues were being advanced by GWI, if there was more information from GWI on

its targeting their issues or information from UN representatives that speaks to their issues.

- There is a cognitive dissonance between what members expect when they join an international organization whose mission is Education and what they in fact experience as members.

Members may expect that there will be international collaboration, international exchange and the building of professional connections. For example, participation in professional groups like a STEM Group.

There currently exists a platform for groups/NFAs to meet and interact – the NFA to NFA Marketplace - but this is not being utilized as much as it should be. The Membership Committee is available to help with this but the membership is not responding to calls by the Membership Committee to utilize this platform.

Insights from Discussion

- The relationship between the NFA and GWI headquarters as well as an NFA's clearer understanding of GWI's work and value is stronger when the CIRs understand and promote the relationship and the work.
- NFA Presidents who are visible, active and mission- driven, make a difference in the level of activities undertaken by the NFA including proactive membership recruitment and engagement.
- Some NFAs have members who are content to work on National issues and are not at all interested in working on international issues. Also, young members are not interested in international issues.

There appears to be a gap in understanding about the connectedness of the world and the fact that all national issues are influenced by global financial and investment decisions. There appears to be a gap in understanding

about the finance – driven globalization that has reduced national policy spaces that have a direct impact on the exacerbation of national issues. In other words, there is a gap in understanding that in a world that is connected by the global economy, it is impossible to address a country's national issues unless you address global policies and importantly actions taken in other countries. This is why international advocacy is so important

There also appears to be a gap in knowledge about the fact that The SDGs target many of the global policies that are counterproductive to human development in all countries. This is why working on the SDGs specifically is so important.

And for young members and prospective young members, particularly, it is important to understand that working on the SDGs will increase their global competence, personal and professional growth, Leadership skills, ability to build careers, shape the jobs, quality of life for their families and quality of their environments. So, involvement with the SDGs is time well- spent.

Actions to consider taking based on Insights

- GWI should prepare a complete package of information that explains why Members should belong to GWI including information on the value of GWI to young people. What is to be gained by membership in GWI? This should be distributed to NFAs
- Webinars should be devoted to knowledge – building about the connectedness of the world, strategic involvement of the NFAs, rationale for strategies and moving NFAs into a space of knowledge-based impactful solutions – rather than the endless review of issues.
- Since the level of commitment to GWI by NFA Presidents and CIRs is directly proportional to NFA engagement and understanding of GWI's work and value, GWI should create a President and CIR Council that the GWI President/Board/ Executive Director should meet with on a quarterly basis.

This Council will provide the forum for sharing GWI and NFA information, (including work with the UN) and immediate plans, respectively, as well as strategic discussions about challenges and problem -solving. The Council should provide the space for team- building between GWI Board and NFAs.

NFAs must be made to understand and feel that they are valued partners for the GWI Board.

This may also be a solution for the issues with communication with NFAs that GWI has experienced to date.

- Similarly, GWI and the Membership Committee could create a group for NFA Membership VPs that convenes twice a year to share experiences in membership recruitment and engagement, trainings in the use of GWI memberships tools, products and services (like the Marketplace) and the GWI website to give momentum to the growth of NFAs.
- Relationships matter – the above structural changes will allow key members from NFA Leadership to get to know each other and to support each other. SDG implementation projects can also organically grow out of this connection – when people get to know each other they are more likely to work with each other.
- Recognition matters – recognition and awards for individuals, projects, organizational practices, entire NFAs for exemplary services – recognition is very human need and it should be done on an as-needed basis not just at the AGM

Underpinnings for a strong working relationship between NFAs and GWI

- NFAs and GWI needs to be strengthened

- There is work to be done on the part of both GWI and its NFAs in preparation for a strong working relationship.
- What kind of help/support do NFAs need? NFA must be organized enough to have the people to carry out the SDG implementation activities, provide oversight within their own NFA, deliver outcomes on time, receive dedicated funds and provide accountability.

Some NFAs may be equipped to do this while others might not.

- Ideally, GWI should work with its NFAs to help them become organized – sharing best and effective ways to manage organizations and processes and procedures that may need to be put into place for NFA stability and growth.

Generally speaking, this would help NFAs regardless of the OD process.

A few of the NFAs present have asked for (invited) GWI to help present the OD process, envisioned outcomes and the idea/tools for NFA preparedness

Prerequisite 4:

GWI Headquarters and NFAs have clarity about the expectations of funders and partner organizations, goals, strategies, deliverables, time tables, reporting and use of funds.

This prerequisite is not just transactional – there is a human dimension that is as important as writing a clear document of agreement between GWI and its NFAs in together implementing activities to expand ongoing UN programs.

We should proceed knowing that this is not just a collaboration between entities but importantly a collaboration between people and requires the following:

- Building of trust and mutual respect
- Respecting cultural approaches to strategies used to deliver outcomes.
- Understanding of what collaboration outcomes can mean – where NFAs fit into the bigger picture of worldwide SDG implementation

- Understanding of progression of events likely to occur if we don't undertake the work.
- Understanding of relationship needs,
- Understanding of shared problem -solving and shared success
- Understanding and instituting lines of communication and mutual support
- Understanding the frameworks of team -building and team work.

Other Thoughts

- When we go to funders, we must make it clear to them who the beneficiaries of funding -driven work will be.
- Indian NGOs – strict government regulations – cannot receive foreign currency. Example of UN outsourcing within a country and also Bina Roy projects.
- Discussion about GWI recruiting Colleges and Universities and what the outcomes will be for these institutions. Colleges and Universities and their students are extremely important to SDG implementation

It's a good idea to first approach Universities that already have experiences in collaboration - UN collaborations for example- a Gender studies Institute, He for She, etc. We can become another collaborator.

There is a Global University Coalition but it is relatively small

- A couple of the NFAs present have already thought about recruiting colleges and school principles
- Another NFA has hired a part -time marketing person to help with member recruitment.

Our Next Meeting will be held on Thursday, March 10, 2022 when we will discuss Pre-requisites 5 and 6 and perhaps 7 if there is time.