

GWl – Organizational Development (OD) Process

Phase II: Organizational Readiness Assessment

Meeting of Groups 2,3,4,5,6: Wednesday, March 30 and Thursday, March 31, 2022

Discussion Notes

Organizational Readiness Prerequisites 9 and Next Steps were discussed.

Prerequisite 9

GWl Board can streamline daily activities, events, operations to those deemed to be of high priority and contribute towards creating value for GWl in the eyes of members, funders and partners as it responds to the UN's urgent call for acceleration of the SDGs.

The prioritization of services/activities to create the value that NFAs want, is not just a GWl Board Discussion. The Board would like to know which services/activities the NFAs feel are the most helpful in providing the value that members are seeking from an international women's organization.

Understood is the fact that when GWl Headquarters provides value to its members, it cannot help but provide value to prospective funders and partners

The discussion took place based on the above two premises.

GWl Headquarters currently provides the following services/activities:

- Consultative Status with UNECOSOC, UNESCO, formal relationship with ILO, ITU
- Advocacy, including management of UN Representatives in NY, Paris & Vienna
- 5 annual formal Statements including CSW, HRC, UNESCO, UN Office on Drugs and Crime and
- Membership Recruitment
- Press Releases and Templates
- Update Newsletter
- Webinars; (issue related content)
- Bina Roy Projects

- Fellowships
- Discussions Network
- NFA 2 NFA Marketplace
- Young Members network and development of projects
- Teachers for Rural Futures
- Hegg Hoffet
- Management of Interns
- Website Updates
- Social Media
- Member Services; Year-Round Member Relations
- Financial Management
- Budgeting
- Invoicing and Dues Collection
- Triennial Planning/ Implementation

These services/activities are all made possible by GWI's one staff person (Executive Director, Stacy, Dry Lara) who also works with the data management technology that undergirds all of these services/activities.

Members' knowledge of GWI's services/activities:

- Most discussion participants said that they had some familiarity with many of these services
- Approximately half of the participants said that they did not know the full scope of the services/activities provided by GWI
- Some of the participants have used one or more of the services/activities
- Fewer than some, had no knowledge of the services/activities
- Almost all participants said that they did not talk about these services/activities during NFA Board or other meetings – in fact GWI headquarters was only on the agenda when there was a request for action from GWI Headquarters
- *A majority of NFAs do not use these services/activities to attract new members*

Discussion Participants were asked which services/activities were most relevant to them:

Most frequently mentioned were:

- ✓ GWI's consultative status with UNECOSOC and the ability to participate in the annual CSW event.
- ✓ GWI's relationship with UN bodies
- ✓ Exposure through GWI to other NFAs
- ✓ Collaboration in general -opportunity to collaborate with other NFAs
- ✓ Regional Collaboration
- ✓ Exposure to a global space
- ✓ Update Newsletter
- ✓ The Discussions Network when it is facilitated
- ✓ Onboarding services to new NFAs like providing them with a model constitution
- ✓ Scholarships, grants, fellowships
- ✓ International friendships
- ✓ Learning about other countries

Importantly, it was generally recognized that all GWI services/ activities are, in fact, relevant.

Cognitive Dissonance between relevance of services and membership reductions

There is a cognitive dissonance between the fact that GWI provides services/activities that are relevant to members and the fact that almost all NFAs are unable to recruit new members and/or are losing members.

To reduce this cognitive dissonance, GWI Headquarters should factor the following into the redeployment of services/activities:

- ❖ GWI Headquarters should utilize UN connections differently – the connections seem very remote to most members
- ❖ GWI Headquarters should help NFAs translate services and activities into tools for membership recruitment, engagement and retention
- ❖ GWI Headquarters should proactively engage members in group activities such as analysis and discussions on the Zero Draft CSW Agreed Conclusions

document rather than informing them of GWI Headquarters work on the Zero Draft document after the fact. Working together is important.

- ❖ GWI Headquarters should help members internalize all content that it produces so that members see the relevance of content to their lives, careers, family lives and communities
- ❖ GWI Headquarters should think about how Bina Roy and Teachers for Rural Futures can serve its direct beneficiaries as well as provide collective membership value.
- ❖ Review the organizational models of Professional Women's organizations. These organizations do not have a problem recruiting and retaining members because the value of membership is clearly apparent to its members. GWI Headquarters may be able to adopt some of their best practices.
- ❖ Leadership Development and opportunities to lead in the socio-economic environmental global space should be built into all services and activities as should be knowledge of the connection between domestic issues and global decisions
- ❖ All of GWI's services and activities must incorporate global competence for all its members but particularly for those who need it for their professional advancement.
- ❖ GWI Headquarters should incorporate an understanding of Regional Corporate Social Responsibility so that its services and activities can leverage these policies to benefit NFA communities.

Next Steps

Our intentions with this OD process were:

- For GWI Headquarters and NFAs members to work with UN agencies and National SDG Programs to expand the implementation of SDG 4 in our NFA countries.
- To acquire funding, earmarked for capacity- building, from global funders and some of the largest foundations in the world.

So far, we have:

- Researched the capacity – building needs of UN agencies and National SDG programs in 37 countries.
- Held in-depth Discussions on organizational readiness to approach, work with, deliver outcomes and be financially and programmatically accountable to external stakeholders

Conclusions at the end of Phases I and II

- There is a great need for capacity – building into UN agencies and National SDG programs
- Graduate women – GWI members are eminently suited to providing this help
- However, the discussions have revealed that in the aftermath of the pandemic, there exist certain stress points within GWI Headquarters and NFAs.

These include but are not limited to:

- Loss of membership and reductions in the membership of almost all NFAs
- Inability to attract new members
- For many NFAs, a dearth of members willing to do the work that will be expected by external stakeholders
- Less than an optimal communications process throughout the GWI organization
- Need for a stronger GWI Headquarters- NFA relationship
- Need of many NFAs for management training
- Need to create an organization-wide culture of outcomes-based work

Decision on Next Step:

Steering Committee members agreed that in anticipation of approaching, working with and becoming accountable to external stakeholders, GWI's next step should be to strengthen NFAs and GWI Headquarters in all the areas listed above and to strengthen their relationship to each other

Geeta will speak to the Board about the conclusions drawn from the discussions – the board has been kept apprised of discussions and many board members have attended the meetings.

Beyond the discussion with the board, the likely next step, as outlined in the Organizational Development (OD) process, is to approach the NFA leadership with Discussion Conclusions

Geeta's note: Central to the OD process are frequent consultations with the GWI Board and the NFA leadership to let them know where the OD process has organically taken us and where the process indicates we should go next.

Also central to the OD process is to collectively and in agreement move to the indicated next step.

Steering Committee members continue to serve on the Committee.

Geeta will be touch with the Steering Committee contingent on the board's and NFA Leadership's decisions regarding next steps.