

GWI – Organizational Development (OD) Process

Phase II: Organizational Readiness Assessment

Asia and the Pacific Meeting of Group 6: Thursday, February 10, 2022

Discussion Notes

Note: Immediately below, I've included the Background, GWI's Response, Organizational Development Goals and Results So Far to keep us on track.

Meeting Discussion Notes begin after this introduction.

Background:

The effects of the pandemic have been and continue to be devastating for the education of women and girls – setting back women's and girls' education by twenty years in many countries. The UN has urgently called for acceleration in the implementation of the SDGs.

GWI's Response:

To support this acceleration in implementation by adding capacities into the ongoing implementation efforts of UN agencies and nationally designated SDG agencies.

This response is based on GWI's understanding that graduate women have the skills and competencies to respond to capacity needs identified by UN agencies and nationally designated agencies.

Organizational Development Goals:

- 1) To make a measurable difference in the implementation of SDG 4 in our NFA countries by bringing together GWI Headquarters and NFAs to work with UN agencies, national focal points and global decision – makers*
- 2) To work with global funders to develop funding for GWI and its participating NFAs to carry out implementation activities.*

Organizational Development Process Results So Far

Research on the state of implementation of SDG4 and capacity needs of UN agencies and nationally designated agencies, conducted by OD Steering

Committee members in their respective countries, has shown that there are six categories of needs:

- *Building Awareness about the SDGs*
- *Outreach to communities and vulnerable populations*
- *Conducting Community Dialogues*
- *Providing Training and Support based on templates that already exist – not reinventing the wheel.*
- *Policy Review and Development*
- *Data Collection.*

GWI believes that graduate women are eminently qualified to respond to these needs.

Meeting Discussion

During this Phase of its Organizational Development process, GWI is assessing its readiness to carry out its intended work.

The Organizational Readiness Assessment is:

- rooted in looking ahead rather than looking back at the organization's decisions and actions. We honor the past and look to the future.
- a process through which GWI can envision and build a new chapter in its organizational life
- based on nine (9) organizational readiness prerequisites (necessary conditions) that must be met in order to be considered ready
- a discussion that is not so much a debate about the prerequisites themselves as it is a discussion about which actions need to be taken in each system (part) of the organization, to meet the prerequisites.

The first two Prerequisites were discussed at this meeting.

Prerequisite 1:

GWI (needs) Leadership that has:

a) Knowledge of the global social- economic space within which GWI operates.

b) Ability to negotiate and work with UN Agencies, Global Decision-Making Bodies and Funders on a multi-year basis.

c) Ability to manage a global organization.

d) Ability to create a united organizational culture of work that is outcomes -based.

- This prerequisite can be broken down into two parts: the type of leadership and the culture that will enable the leadership to flourish and in turn the organization.
- Organizational Culture, comprised of the values, attitudes and beliefs of the board, staff and members, can be a driving and resisting force for organizational goals.

How do we attract, nominate and select the leadership we need?

In recruiting leadership (President and Board) for the next Chapter in the organizational life of GWI and in developing job descriptions for these positions, we should do the following

- Create a list of the challenges that the Leadership is likely to face over the next few years given the continuously changing state of the world. Include in preface to job descriptions to provide context.
- Create an orientation and training for in-coming leadership
- IF GWI needs a different kind of leadership than it has had in past, the changes made to recruitment, selection, nomination, election processes should be made in a manner that can be sustained.
- There should be a Succession Plan so that there is continuity of goals and the work in the accomplishment of these goals. Discontinuity can be dangerous for the organization.

- A first Vice President should receive on- the – job training that will help her when she becomes President.
- Continuous learning for the board and as – needed trainings should be the GWI’s new organizational paradigm. Leadership should be open to constructive criticism and to new ideas.
- Generally speaking, we should take some cues from corporate leadership recruitment and training models – many of the biggest NGOs have adopted a type of corporate model
- One of the features of a corporate model of leadership is that company goals are set based on what customers want – what outside stakeholders want. This is a something that GWI now needs to do given that it would like to accomplish the SDG 4 – a goal that has been set by the UN and its Members States.

GWI has, so far set goals that the GWI Board thought were important – leadership should now incorporate and prioritize goals set by the UN, global funders and engage its members in the accomplishment of these goals.

- Each board member must have her portfolio and competencies in these portfolio areas. The Board and President must understand how to develop transparency and accountability in their actions on behalf of the NFAs and external stakeholders. The president must understand organizational management and growth and be able to direct her Board members in the work of the organization. The board and President must relate to the vision and deliver outcomes as a team.
- If GWI Headquarters envisions working hand- in -hand with its NFAs, it should offer training to its NFAs on a number of aspects of organizational management, recruitment and board development.

- The President and the Board must have an understanding of how to position GWI in the socio-economic, environmental, human development space in which GWI aspires to work.

Leadership must be able to differentiate GWI from other international NGOs – think about what makes it unique –and create a global space for it based on its uniqueness.

- Leadership should create a clear roadmap for the future of GWI – this also makes partnering easier as prospective partners are able to assess the organization based on its future vision.
- Key to good leadership is leaderships’ ability to have a vision – and a little bit of charisma won’t go awry, either.
- GWI should have a structure that enables the exercise of good leadership – Leadership should be able to reach out to and communicate with members through multiple organizational levels. Leadership should be able to inspire and motivate NFA members, to know what is going on with members – to be able to connect with them.
- There may be a conflict of interest with external stakeholders serving on the board unless there are clear rules and policies that prevent this.
- External stakeholders may bring new ideas – a breath of fresh air but the pros and cons should be weighed. Many international membership NGOs have external stakeholders on their boards – stakeholders that bring attention, funding and other resources to the NGO.

How can GWI working with its NFAs create an outcomes-based culture?

- An Organizational Culture is created by the people within an organization. It is made up of the values, attitudes and beliefs of these people – it is informal and recognizable by the way people within an organization behave. It is a driving and resisting force in terms of an organization’s goals.

Leadership that does no work will inevitably give rise to a culture of idleness and lack of accomplishment throughout the organization. Leadership that works hard and accomplishes organizational goals will give rise to an organizational culture of excellence and outcomes.

- NFAs are completely autonomous and are connected slimly with GWI Headquarters by virtue of their payment of annual dues and stating that they are members of GWI in their NFA constitution. GWI Headquarters is not in a position to insist that NFAs commit to working with GWI headquarters and staff and to achieving agreed-upon outcomes.
- However, GWI Board and staff can provide them with information on the value of working together- the value proposition.
- It's important to also create a Values Statement that motivates NFAs. Our values include international, friendship, common focus on education, diversity and learning from diversity and also opportunity. GWI gives its members a gamut of opportunities that can strengthen the fabric of the organization.
- A discussion of what outcomes - based means and how we measure results shed light on Projects conducted by NFAs including Bina Roy Projects and the fact that results were measurable and outcomes -based.
- In contemplating joining forces with global entities, an advantage in working with our NFAs is that they have a history of evaluating the results of their project work and in assessing the change that their work makes in the community.

Prerequisite 2:

GWI headquarters and NFAs are committed to working with UN and other agencies to build capacities into their ongoing programs to expand these programs in NFA countries.

GWI has a loose, distributed structure. NFAs and GWI Headquarters do not traditionally work together on specific projects

How do we get the NFAs to Commit to working together with GWI Headquarters?

- A definition of Commitment is that when a person(s) agrees to carry out an identified piece of work, it will be completed on time, in accordance with the set standards and on time. Also, that the work can be evaluated.
- The SDG activities that NFAs and GWI Headquarters will have to carry out in partnership with UN agencies fall into six categories – Outreach, Awareness –Building, Community Dialogues, Training and Support, Policy Development and Data Collection.
- To the question of sustained commitment by NFAs, the suggestion was made that the NFAs themselves do a Self-Assessment to understand for themselves whether they have the capability to undertake these activities. NFAs do not have to stop what they are already doing but can they accommodate this work into their NFAs?
- In the past, GWI's experience is that some NFAs don't open their emails from GWI nor do they open the Update Newsletter. So

how can GWI Headquarters and NFAs move forward to work together and to deliver results?

- Seeking commitment from the NFAs would entail speaking to each of the participating NFAs in more specific terms – sharing and discussing timelines, a projection of work to be done by the NFAs with support from GWI – the scope of this support, interaction with GWI, etc.
- NFAs have worked in partnership with other NFAs on projects and they have also worked on Bina Roy Projects – so they do have a track record of joining forces.
- Funding for NFAs to cover their activities will make a big difference and NFAs more likely to commit.
- Members who wish to work with GWI and UN agencies and other global entities will need to be supported by their NFAs – they cannot work independently of their NFAs
- There was a discussion about the inability so far to create a comprehensive member database. The Membership Committee and the Executive Director have created quite an extensive database so far from their contacts and interactions with NFA members.
- A Membership letter is going to be sent out at the end of February 2022, so there is an opportunity to build awareness of GWI's next chapter, its goals and the opportunity for members to

work on SDG 4 implementation in their respective countries with the support of their NFAs.

- Some important information about the Rotary Organization and its grants was shared. GWI will follow-up on this valuable information.