



**Report
on
WILPF organization**

**WILPF Ad Hoc
Committee**

September 30th. 2013

Ad Hoc Committee
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1 Summary

This report comprises the work of the Ad Hoc Committee appointed in Madrid February 2013 in order to look at WILPF organization in connection with the revision of the constitution in preparation for WILPF's 100th anniversary.

The report concentrates on WILPF's main structures, culture, communication and financial sustainability. Some of the measures given are valid for today's organization, others are aiming at a future model of greater regionalization.

In general WILPF as a member organization has many of the required components for a well working organization. Still, it is fairly easy to discover bottlenecks, hindrances and unfavourable conditions in terms of bringing work forward, adopting best practices and involving members.

Decision-making bodies of WILPF are seen to be suboptimal in terms of communication and procedures. Follow-up implementation of decisions is a weak point of the organization. This is due to structural as well as cultural characteristics. Further the question of financial sustainability is central, and the report tries to look at the various elements of a financially sound organization.

This report lists a few of the challenges regarded as important, and some even imperative to action, and suggests measures to be taken.

It is hoped that this report will lead to objective and thorough discussions on the future of WILPF, and that it invites involvement at all levels of the organization.

It should be mentioned that a full and extended evaluation of WILPF organization on all levels, might have resulted in a different proposal; although not necessarily so.

2 Introduction

2.1 Mandate

The Ad Hoc Committee (AHC) was appointed during the International Board meeting in Madrid 2013. It was given six months (later extended with one month) to “elaborate a WILPF organization for the future”. The initiative came with statement to the ExCom made by the WILPF Nordic sections in their meeting in February 2013, expressing the need for an assessment of WILPF prior to the revision of the constitution by the constitution committee. The Nordic request was then sustained in the Madrid IB meeting.

The aim is that the following recommendations on WILPF organizational revision, will support the work of the constitution committee in preparation for WILPF’s 100 years congress in the Hague in 2015.

Interestingly it is now 17 years since WILPF’s organization and structure was reviewed. At the August 1996 IEC meeting in Sri Lanka the Organization Development Committee (otherwise known as the 'Rainbow') was tasked with reviewing the whole operation of WILPF International. Rainbow had a broad mandate: to review current structures as well as relations, roles, and responsibilities in WILPF and to recommend to the 1998 Congress in Baltimore administrative, structural, and managerial changes that would increase the effectiveness of WILPF. Many of those recommendations have not been implemented to date and the status of the Rainbow report as an existing roadmap or policy document is in dispute.

2.2 Members of the committee

K. Margrethe Kvam Tingstad – Convener – WILPF Norway
Heidi Meinzolt – WILPF Germany
Lynette Lane – WILPF Australia
Sameena Nazir – WILPF Pakistan
Manuela Mesa – WILPF Spain
Annie Matundu-Mbambi – WILPF DRC
Laura Roskos – WILPF US
ExCom liaison is Kerstin Grebäck

2.3 Scope, limitations and methodology

The mandate given by the IB meeting was not clearly defined, and it was largely up to the committee itself to define its approach. Scope had to be identified and delimited due to limited resources. The committee members therefore agreed to execute a level-headed approach when identifying the primary target of topics to investigate as a basis for a future organization draft. The aim of the AHC has been to make concrete suggestions for measures which we believe will enable WILPF to more effectively realize its mission.

In this context our work has been limited to the organization's central structures, finances, culture and communication and its management according to congressional decisions. It is considered outside of the scope of the AHC to carry out a full organization evaluation or to assess the impact of WILPF's work. The organization of WILPF's Projects, Standing Committees and Working Groups are also not part of the assessment work of this ad hoc committee.

The AHC has had no budget for any of its activities, and with full time working members, this task has been entirely a volunteer time activity. Due to the limitation in resources, the committee has been left with quite a restricted choice of methodology.

A survey was conducted among section members during May 2013. The survey link was sent to all section contacts, who were asked to spread the survey among members and encourage response. A total of 84 replies were received.

In addition, the committee members have relied on their collective experience, both professionally and within WILPF, to inform the work of this report. The ability to look at the organization from within has clear advantages. On the other hand, being too familiar with the organization, and knowing what to look for may lead to overlook some other factors compared to what would be the case if external resources were to assess the organization. Hence, it was seen as a clear advantage that three of the committee members represent newer sections formally adopted in August 2011.

3 Discussion

3.1 Culture

The organizational characteristics, practice and self image as shaped over time comprise an important part of WILPF. The intellectual capital of knowledge, skills and experience acquired over generations represent a tremendous strength of the organization.

It is probably not possible to define one "WILPF culture" as such, but there are some dominant cultural characteristics present in the organization. The predominant characteristics of WILPF's culture are:

A strong engagement, social commitment, high competence, action orientation, impatience to see changes in the world, readiness to stand side by side for a common cause, compassion, fellowship, friendships, devotion, and a "never give up, because we are right" attitude.

On the other hand in WILPF, as in any other organization, processes can become stuck due to disagreements and interpersonal resentments that fester over time. At other times we experience disputes that may be ascribed not only to different opinions, but rather "cultural clashes".

WILPF culture can be assessed in the way that we as an organization overcome and deal with disagreements, conflicts and cultural differences.

Cultural competence is present when we not only recognize the cultural differences among us but we accept and appreciate them and use the knowledge they provide to build respect and mutual understanding. New perspectives should bring creativity in problem-solving.

Diversity is the reality and as an international organization we need to acquire the skills to make diversity our fortune and not the cause of organizational and cultural gridlock.

The executive leadership bodies have a fundamental role to play through their action and leadership, and are expected to set a standard for a social climate, degree of accommodation and communication.

Structure and culture.

In all organizations there seems to be an interdependence between culture and structure.

Organizations with a strong culture rely less on formal structures.

With a firm structure, little about how to get things done is left to culture, because very much is specified in the structure itself.

Within WILPF it is apparent that culture in the sense of habits, practice and traditions in some cases replaces structures and formalities, even when structures and procedures do exist.

An example could be meetings of the International Board when formalities and rules are being ignored or skipped, leaving participants uncertain and the meeting processes in chaos.

On the other hand, following formalities to the point of doctrinarianism should neither be necessary or wanted. At the same time, some structures are necessary to guide the operations of WILPF. What we clearly see in practice, which is also a general characteristic in organizations, is that policies and structure have an effect on the work being performed ONLY if they affect behaviour.

Communication as part of culture.

It is important to keep in mind that how WILPF communicates is both a product and a cause of culture.

The chapter on communication deals more with the internal communication of WILPF.

Conflict resolution.

In an international organization such as WILPF there are bound to be differences in views on how to communicate, how to run the organization, decision making, and work division, to mention only a few. Since disagreements are inevitable, conflict resolving mechanisms need to be readily available, made known and used in order not to dwell on disagreements, and to avoid polarization when disagreements occur.

Decisions follow-up.

Procedures and follow-up (management) of decisions is another practice that can develop to be a characterizing part of organizational culture as well as structure. The value of decision making within WILPF depends on the extent to which all parties involved comply with decisions made.

Challenges and measures

Challenges	<ul style="list-style-type: none"> ● In the survey that was carried out among WILPF sections by the ad hoc committee spring 2013, the following statement was posed: “Conflicts within the organization are handled, or seem to be handled, openly and resolved in a timely manner. 27.5% of the respondents disagreed, whereas 21.25% respondents agreed or agreed strongly (2.5%). Follow-up interviews confirm that there is a lack of knowledge about conflict resolution procedures. ● Decisions within WILPF are from time to time subject to replay, or simply not complied with, which could, if part of an established and accepted culture, detain processes and weaken decisions for action.
Measures	<ul style="list-style-type: none"> ● Make known and adopt the conflict resolution procedures ● The by-laws should refer to the conflict resolution procedures, and keep the document as an annex ● Register and work on the cultural aspects of decision follow-up ● Increase the awareness of WILPF culture as a topic to work on in all parts of the organization, and refer to available documents such as the Code of Conduct

3.2 The current organizational structures of WILPF

This chapter comments on some of the operational aspects of the current organizational structure, its challenges and possible measures, whereas chapter 3.4 on WILPF’s future organization deals with structural issues and measures not mentioned under this chapter.

3.2.1 General observations

WILPF’s mandate and structure is established through its Constitution - the organs of WILPF being the International Congress, the International Board (IB), Executive Committee (EC) and the National Sections.

However, the reality is that WILPF’s organization is quite complex, both structurally and also behaviourally. As a member organization, strongly dependent on volunteer effort, WILPF’s structure contains a vast diversity of activities and functions from grassroots organizing in developing countries to sensitive work in environments restricted due to security or logistics, and from fairly autonomous sections to the secretariat with staff working in a coordinated manner on a high international level, close to UN bodies. WILPF also has a history with some sections being very old and active and some in the middle or just starting as part of WILPF.

WILPF’s structure should successfully embrace all these various levels of engagement and tasks.

Organizational structures (should) give members clear guidelines for how to proceed and bind members together. Regardless of the type of structure, three elements are inherent in the very idea of organizational structure: governance, rules by which to operate, and

distribution of tasks. Management, operative work, projects and policy setting are necessary functions rarely visible to most members. Such structures and their interactions are, however, vital to the success and long term resilience of WILPF as an important change agent.

As in any other organization the structures within WILPF are both formal and informal. The formal structures, such as the committees, the offices, the sections, the international board, the Executive committee, the working groups all create legitimacy and contribute to the organization’s sustainability.

The informal structures explain how everybody in the organization navigates to accomplish tasks, partly due to a number of long-term personal relationships.

A potential imbalance in the formal structure is easier to detect and address than would be potential problems caused by informal (power) structures. Informal structures develop when people forget or are not informed about the formal structures, or they simply find new ways of doing things which they find easier and time saving. Also groups of friendships and relationships shape patterns of interaction and form informal structures.

In order to get a full picture of “what might be going on behind the scenes” a complete social network analysis would be required, which is outside the scope of this report.

3.2.2 Political leadership

Background	According to the constitution and by-laws, the <u>political leadership is unclear</u> . The Rainbow committee added this specifically to the role of the President, whereas the current By Laws refer to the President acting as a spokesperson for WILPF and being its representative on official occasions and the Secretary-General maintaining relations with other international bodies in the furtherance of WILPFs aims and principles.
Challenges	<ul style="list-style-type: none"> ● The Secretary General (SG) and the President will from time to time need to address urgent concerns. This situation might be challenging as far as daily political leadership is concerned. ● Daily political work sometimes implies actions or statements not included in the formal work program. To undertake new and unforeseen political arenas or tasks imply a close cooperation and coordination. ● Co-presiding: According to the constitution “<i>two candidates for President may stand for the position as a job share...</i>” In practice co-working and a co-chair structure may relieve one person from bearing all responsibility and optimize the impact. It may on the other hand lead to inaction if leadership and responsibilities are unclear. (The Report of the then Co-Presidents to the 2011 Congress in Costa Rica suggests that in practical terms their shared Presidency was not always easy and they seemed uncertain as to the benefits it brought to

	<p>the Board - which was also challenged at this time in understanding its role and agreeing on how to move WILPF forward.)</p> <ul style="list-style-type: none"> • Strategies in the work program needs to promote the follow up of the decision making process by SG and Ex-com
Measures	<ul style="list-style-type: none"> • Clarify the political leadership work division between president and secretary general and specify in the constitution and by-laws as well as in the work programs • Consider whether two candidates should be able to stand for the position of president.

3.2.3 The International Board and The Executive committee:

Background	<p>The responsibility of the IB and ExCom is defined in the constitution. However, IB representatives and ExCom members acknowledge that there is confusion around their responsibilities and how to execute them, as well as in (managing) decision making processes.</p>
Challenges	<ul style="list-style-type: none"> • The inability to follow up intentions of the IB decisions and tasks specified in the constitution seem both structural and operational – perhaps mainly operational. There seems to be a lack of coordination among functions, and thereby a failure to share tasks and responsibilities. It appears that previous discussions have focused on formal structures whereas leadership deficiencies can explain much of the confusion. • There seems to be an erosion of trust allowed to grow over time between Ex Com members. If they fail to enforce their responsibility according to the constitution it will be difficult for the rest of the organization to pull itself out of the current suboptimal working environment. • IB meetings partly fail to carry out decision making processes in a democratically satisfactory manner, mainly due to insufficient information, lack of loyalty to formalities and the ad hoc nature of the meeting’s leadership. Practices have to some extent surrendered to a culture which accepts processes that diverge from written rules.
Measures	<ul style="list-style-type: none"> • The ExCom and the IB need to take ownership and act responsibly, including taking immediate action to address the confusion around roles and responsibilities. • It is imperative to specify who is to direct whom and who is accountable for what results. • The revision of the constitution and bylaws should support the actual division of work, clarify the roles of Officers and strengthen decision-making. • The review of the Constitution and bylaws should also address action

	<p>to be taken when a member speaks or acts contrary to the aims and principles of the League or where the performance of a Board member gives rise to serious concerns (exclusion procedures).</p> <ul style="list-style-type: none"> ● Efforts should be made to create and adopt operating manuals explaining in detail the roles and responsibilities of elected and appointed members of IB and ExCom. ● At every level of organization, it must be clear who has responsibility for developing work plans to achieve goals. ● At every level of organization, committee chairs or conveners must take responsibility for tracking progress towards the goals, measuring results of initiatives and practice changes, and reporting on both.
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3.3 Young WILPF

(the following information is sourced from the Young WILPF Draft Project Plan – July 2013)

Y-WILPF, initiated by a group of young women at the International Executive Committee meeting in September 2005, was conceived as a network that would encourage younger members to enter the organization, connect with each other across national sections, and provide a mechanism to address the generation gap in membership, and leadership/decision making positions across the organization.

Current situation

Since 2005 when Young WILPF (YWILPF) was formed, many new members have joined the YWILPF group, and it has operated with varying levels of success in different sections as means to guarantee the inclusion of young members and as a vehicle to encourage a renewal of WILPF membership globally.

Some aspects of the work plan developed in 2006 have not been implemented, mentorship programs have not been established, and YWILPF members have not been supported by sections to take on board positions, enter working groups, or have international representation. Lack of clear and institutionally protected functions and roles for YWILPF have been cited as a principle reason for lack of effective consolidation of the YWILPF Network. Although formalizing participation in the international board, and working groups has been agreed, there is currently no constitutionally guaranteed role for young WILPF members.

YWILPF has representation currently through the YWILPF Working Group established by the International Board. This working group has taken on project work, and to date has not taken an active coordination role. It has been identified that in order to consolidate the operation Young-WILPF, coordination of the network needs to improve through activities such as:

- Enhancing member recruitment
- Streamlining processes for how members join, access and participate in the network
- Improved communication (internal and external)
- Improved promotion of Young WILPF

- Coordination and facilitation of improved collaboration, coherency and sharing between YWILPF members internationally
- Formalizing the role and operation of YWILPF in WILPF’s governance structures

Vision

The Vision for the YWILPF Network is that it will serve as a platform to revitalize WILPF’s younger membership base and bring new skills, experience and knowledge into the organization. YWILPF provides an inclusive space for women aged 35 and under to network, organize and advance the goals of WILPF within new generations so that WILPF’s core principles to end and prevent war, defend the human rights of women, promote social, economic and political justice, and to ensure that women are represented at all levels in the peace-building process are advanced into the future.

There is presently no clear organizational structure for YWILPF, which is an ambiguity the YWILPF Working Group will seek to resolve. Presently, YWILPF operates within and reports to WILPF International and the International Board and this will be maintained. Nationally organized YWILPF Networks also exist and operate within the national section structure and report to national boards.

Aims and Measures	<p>1. Consolidate the operation of Young-WILPF internationally:</p> <ul style="list-style-type: none"> ● Develop a process for new and existing young WILPF members to join the Young WILPF Network ● Feature the Young WILPF Network on the WILPF International website ● Enhance internal Communication ● Review and develop proposals for Constitutional Review, including a quota system for YWILPF representation in international governance bodies ● Fund raising
	<p>2. Support increased collaboration, coherency and sharing between Young-WILPF members internationally:</p> <ul style="list-style-type: none"> ● Identify existing international, regional and national projects and facilitate the participation of Young WILPF Network members ● Facilitate collaborative work across the Young WILPF Network ● Contribute to the 2015 Gertrud Baer seminar and 100th year anniversary

3.4 The future organization of WILPF – greater regionalization?

Background: Significant advances to position WILPF as the “*go to*” organization have been made in the past two+ years primarily through the work and achievements of staff in WILPF’s Geneva and New York offices – led by dynamic Secretary-General, Madeleine Rees. However as WILPF moves closer to celebrating its centenary in 2015, we also need to address our organization, functioning and constitution.

Is the way we currently operate still relevant to take WILPF into the next centenary?

Prior to and following the February 2013 International Board (IB) meeting in Madrid there has been increasing reflection on a greater regionalisation of WILPF. This has been prompted in part by:

- key questions circulated by EXCOM to "regional contacts" prior to the February Board meeting;
- questions regarding WILPF’s structure raised by the Secretary General in her report;
- the sense that EXCOM is overwhelmed (paralysed) by its mandate, including the reality that EXCOM members are not able in practice to be in close contact to their chosen or assigned world regions; and
- the realisation that the International Board (IB) is too big to effectively function as a decision-making body and as new Sections join this lack of efficiency will be exacerbated.

The Ad Hoc Committee’s Survey on WILPF structure sought feedback from members on “Regional WILPF. *WILPF could increase its efficiency with the establishment of regional bodies?* 46.67% of respondents agreed with the statement and a further 12% strongly agreed. Whilst 28% neither agreed nor disagreed, 14% disagreed.

What is obvious:

The international character of WILPF as an inclusive organization with an international program and as an international organization linked to the United Nations is intrinsic and must be kept. WILPF is primarily a member-based “volunteer” organization and in moving forward we need to be mindful of the importance WILPF as an organization has always placed on engaging with its membership. The strength of WILPF’s program be it at the national or local level, is its linkages to our global approach. A greater emphasis on regionalisation must not put in danger our international approach but enrich it.

Regionalisation is not seen as adding an extra layer, or changing the relationships and manner in which Sections communicate with the international level.

Regionalisation is seen as fostering a greater understanding and sharing of WILPF’s aims and objectives through encouraging Sections to support each other and to work together on regional campaigns and issues they have in common.

Regionalisation is seen as streamlining and strengthening the International Board with representatives elected by each region bringing a stronger and more coherent regional perspective to the Board.

3.4.1 What might be an additional value?

- Members (feel it is very important to) meet from time to time personally and also internationally - beyond branch and section meetings;
- Strengthening regional networks will enable members to gain a greater awareness of special characteristics of their region, and to support new, emerging or struggling Sections;
- Providing a regional meeting point for individual International members;
- Encouraging regions who share a language in common to exchange translated materials and campaign information;
- Regional meetings can collect ideas linked to political challenges in the region, initiate common activities and campaigns focussing on specific and often quite different conditions of political involvement: democratic representation, war and conflict zone, women in politics, links to NGO-community, etc.
- Cultural differences could be bridged easier in a region before the discussion comes back (and forward) to the international level – which should not be avoided!
- Communication and liaison between Sections, the International Board and the Secretariat and might be easier if regional coordinators put some issues/discussions together as a kind of transmitter.
- Regions could also overlap and put energies together according to the issues discussed. It should not be a closed concept but transparent and open.
- Expediting information sharing and gathering for WILPF International Office; in particular for campaigns and special activities.

3.4.2 What might regionalization look like?

Looking at other international women's organizations, there are positive examples and inspiring ways of getting better and more effectively organised in the global world. What analysis highlights is the significant difference in governance models – for example the World Board for the YWCA comprises 20 members and the WAGGGS' World Board has 22 members. These Boards govern 228 and 145 national organizations/associations respectively. Whereas the current WILPF IB, has 47 members to “govern” 40 national sections. (See Appendix 3)

WILPF Regional Model

WILPF Sections are currently grouped under 6 regions², although outreach by EXCOM and dialogue across regions is ad hoc by nature:

Two regions (Africa and the Middle East) prepared reports for the last IB meeting; the Nordic Group initiated a proposal and European Sections presented reports on thematic issues and internal discussions from meetings in Rome and Brussels.

Africa: Democratic Republic of Congo (DRC) | Nigeria | Sierra Leone

Asia Pacific: Aotearoa/New Zealand | Australia | French Polynesia | Japan | Philippines |

South Asia: India | Nepal | Pakistan

Middle East: Lebanon | Palestine

Europe: Albania | Denmark | Finland | France | Germany | Italy | Netherlands | Norway | Spain | Sweden | Switzerland | United Kingdom

The Americas: Argentina | Bolivia | Canada | Chile | [Colombia](#) | Costa Rica | [Mexico](#) | [United States of America](#)

²⁾ To be considered:

should there six (6) or be seven (7) geographical areas/ regions – for example Africa, Asia, Europe, Latin America, Middle East, North America (Canada, Mexico and the United States) & the Pacific.

Regional Governance ³⁾

A volunteer governance board or Regional Coordinator to collect ideas linked to political challenges in the region, to support emerging new Sections and to initiate common activities

³⁾ To be considered by Regions:

How will regional administration be funded?? Hosted by a National Section on a rotational basis? Funded through international/collaborative fundraising?

Regional meetings held at least every two years, or more often if necessary and 12 months before the Triennial Congress at which 3 members (from different Sections and one of whom must be from YWILPF or under the age of 35) are elected as regional representatives to the next International Board.

- Nominations to be supported by the member's Section, which also contributes to the costs associated with attendance at IB meetings.

International Board (IB)

- *The International Board shall carry out the policies and programme adopted by the International Congress.*
- *The International Board shall be responsible for ensuring the means of financing the administration, programmes and all other activities of WILPF in accordance with the By-Laws.*

- *The International Board shall have overall responsibility for establishing the necessary standing and ad hoc committees, and for determining the rules governing their constitution, mandates, operating modes, and dissolution.*

{Source: current By Laws}

IB Membership

Under a regionalisation *model* the **International Board** would comprise of **20 members**: three representatives from each of the six regions (18) together with a democratically elected President, and Treasurer. The Secretary-General serves as an ex-officio member.

- Convenors of Standing Committees attending Board meetings do so in an advisory, non-voting capacity.

As is the experience with other international organizations, this size membership enables a Board to effectively function as a decision-making body; with Officers of the Board (currently referred to as EXCOM) serving from within and supported by the Board as a whole. WILPF has much to gain from adopting an integrated, cohesive governance structure.

A skilled, communicative, functioning International Board is essential to WILPF's success. All members of the International Board have a role to play and should be mindful of their responsibilities. These include:

Showing leadership by:

- Providing organizational vision above all else
- Understanding their role within the organization
- Being a trustee/owner not a volunteer/helper
- Being results focussed

Having the discipline to:

- Focus on their governance role
- Be organised, efficient and responsive;
- Be a teamwork model for the whole organization
- Determine what information is needed for accountability
- Give clear and consistent instruction to the staff
- Speak with one voice

Officers' Roles

The officers of the IB elected at the *Triennial International Congress* shall be the President and the Treasurer ⁴⁾.

⁴⁾ **Reflection point:**

To increase Board efficiency a position of Recording Secretary could be considered and elected through the Triennial electoral process.

Recording Secretary – see function below

Need to clarify – under WILPF's incorporation – what positions are mandatory??

The president

The President is the leader of the organization, and bears important responsibilities for leadership of the Board. While the Constitution & By Laws assign her specific roles and duties, the President has a role in ensuring the overall health and functioning of WILPF. Generally her duties include:

- Chairing Meetings of the Board
- Planning the Agenda of the Board and ensuring the board has the information it needs to make timely responsible decisions
- Being the spokesperson for the Board its representative on official occasions.
- Fostering a collegiate partnership with the Secretary General, and providing the link between the Board and staff through this relationship
- Mediating or otherwise resolving conflict between board members, or staff conflicts unable to be resolved by the Secretary General

The Treasurer

The Treasurer oversees the management of the International Funds. She is responsible for:

- providing financial transparency and accountability to the International Board,
- ensuring that processes and reporting requirements are met openly and accountably;
- providing an assurance of the ongoing financial viability of the organization; and
- convening the Standing Finance Committee.

A Recording Secretary would be responsible for keeping the Board on track and accountable thus needs to be highly organised and proficient in the By-Laws. Responsible for keeping all records and files, tracking attendance and corresponding with board members generally her duties would include:

- *Prepare, or oversight preparation of the Minutes of Board meetings*
- *Ensure back-up information/reports for agendas items are available for all meetings*
- *Keep clear log of Board decisions and ensure follow-up action is taken*
- *Maintain appropriate Board records in an accessible form*
- *Ensure Board is compliant with its legal requirements*

Should the International Board determine **Vice Presidents** are necessary for its functioning, two would subsequently be elected by ballot, by the International Board, from among its members as elected at Congress.

The **Vice-Presidents** would assist the President in her duties and may be called to perform the President's duties in her absence or at the request of the President. Additionally they would be assigned specific tasks and responsibilities – such as nurturing and mentoring new or emerging National Sections or oversight, coordination and mentoring of Standing Committees and Working Groups.

Non-executive Board members also have a key role to play in the ensuring the Board works as an effective, energetic and productive team that sets the example for the entire organization. Through assigned Regional portfolio positions these Board members will be responsible for liaison with National Sections in their region and working closely with Regional Committees in support of

'regionalisation'. Similarly outreach to the YWILPF network will be formalised through a nominated portfolio .

Recommendations:	<ul style="list-style-type: none"> ● A skilled, communicative and functioning International Board is essential to WILPF's success. ● WILPF has much to gain from adopting an integrated, cohesive governance structure. ● Use time before 2015 Congress to actively involve wider WILPF membership in discussion on WILPF's new structure: ● each region to arrange a regional meeting between April – June 2014 to discuss the greater regionalisation of WILPF, including the election of regional representatives to serve on the International Board; and/or ● if an IB meeting is agreed for 2014, it be preceded by a series of regional webinars focussed on the greater regionalisation of WILPF ● Feedback to be provided to EXCOM/IB no later than July 2014 so requisite Constitutional changes can be drafted.
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3.5 Communication

Communication plays an important role in an international organization as WILPF. The challenge is to be able to include the diversity of knowledge and experiences (local and international level) ways of doing, visions in the organization structures and in their performance.

Communication is essential for learning from each other and for growing as an organization itself and for having impact in WILPF mission. Communication affects the different levels of the organization.

Over the past few years, WILPF has made significant progress in both “communicating out” and reciprocal communications. These advances include

- 🌀 Monthly electronic newsletter from the secretariat which includes clear guidelines and instructions for sections wanting to submit stories for future publication
- 🌀 The homepage blog, with area for commenting on the blog entries
- 🌀 The WILPF International Facebook where members can post informal, inspirational updates on their WILPF activities and photos, communicating across borders and even languages.

- ☞ Short term campaigns and actions have been shared with sections providing long enough lead time for real engagement/involvement (16 Days Campaign, gender in the ATT Campaign etc.)

This will be further enhanced through the establishment of the WILPF International Communicator’s Network as foreshadowed at the IB meeting.

Good communication requires certain rules and guidelines, simple in one sense and difficult in another. Valuable work has also been initiated by the secretariat in drafting guiding documents to ensure professionalism for instance in our use of social media.

Some of the following measures are quite ambitious and should not be read as the responsibility solely of staff, Communications officer or leading positions . A good and efficient two- way (or more) communication must always be a responsibility of all members of WILPF, and it is important to stress everyone’s obligation to keep oneself updated through the established communication channels .

The organization is characterized by the following features:

1) LONG HISTORY AND EXPERIENCE

Background	A long history as an organization of nearly 100 years. Within WILPF co-exist national sections with a great experience along with new sections that don’t have this knowledge and experience.
Challenges	<ul style="list-style-type: none"> ● Incorporating the experience and the knowledge acquired over the years to the running of the organization and adapt them to the current situation. ● Promote the ownership of the knowledge and experience of WILPF.
Measures	<p>The establishment of measures to incorporate the experience and knowledge to the functioning of the organization in all the sections. For example:</p> <ul style="list-style-type: none"> ● Mapping who is who. ● Information about WILPF available in various formats. (Welcome package of information). ● Adoption of a “sister section” protocol to support new sections and do the follow up of their needs of information, structures and resources. Relates to implementing the goal of <i>“Establishing a programme of mentorship will provide a meaningful role for senior volunteers and enable them to assist in developing new sections”</i>. ● Promote collaborative programs and projects between national sections and world regions, as we have seen with the 16 days and ATT programs offering varied and wide involvement opportunities to sections. ● Regularly updated contacts on WILPF International website. ● Appoint somebody who could be responsible for developing cross-sectional projects with specific objectives within a limited time-frame.

	<ul style="list-style-type: none"> ● Bridging the gap between a formal UN language/UN -conferences interventions and grass root activities/grass root conflict understanding – breaking down expert language to basic understanding and vice versa!! The WILPF International blog/homepage does a great job of this; how can it be better promoted as a newsfeed for WILPF members in all sections?
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2) DIVERSITY:

Background	WILPF is characterized by its diversity, plurality of languages, ethnic backgrounds and ways of doings etc., which may constitute an asset as well as barriers to communication.
Challenges	<ul style="list-style-type: none"> ● Strategies to include diversity as a richness: “Be more open to other ways of handling different matters”. ● Deepen a mutual understanding about different visions, perceptions, traditions of political work, ways of working. Reach a balance between the will to achieve consensus and when to accept the different opinions
Measures	<ul style="list-style-type: none"> ● Adaptive working procedures ● Trust building communication facilitated by a conscious transparency ● Overcome language constraints (will have to be specified at which level). ● Find ways to facilitate the members who have logistical issues to become more active members.

3) WOMEN ORGANIZATION WITH PEOPLE FROM DIFFERENT AGES (INTER-GENERATIONAL)

Background	WILPF members constitute women of all ages, grandmothers, mothers and daughters which is positive and implies great potential. Effective communication and networking have been key elements driving the work of WILPF along the years. The organization has combined efficiency with the sharing of passion and suffering in all actions. This dimension should be taken into account in the organization, favouring spaces of encounter and exchange.
Challenge	<ul style="list-style-type: none"> ● Strategies to deepen the exchange among women of different ages as well as different background
Measures	<ul style="list-style-type: none"> ● Create non-judgemental space for exchange, sharing knowledge and actions.

The information flows mainly from the International Secretariat to the other bodies of WILPF, which means a quite centralized model of communication. It would be desirable further promote the opportunities recently implemented for more reciprocal communications, such as:

- 🌀 opportunities to respond in real time to position statements posted on the WILPF International homepage blog
- 🌀 Opportunities to contribute to the monthly e-news published by the secretariat and programs
- 🌀 Opportunities to promote new sites of engagement or campaigns via WILPF International’s Facebook page.

One way to invite further participation in these interactive social media might be to do webinars in several languages introducing members to the media and its potential.

Different types of information:

- i. *Grass-root level of information from national sections.*

Information sharing among the national sections of WILPF.

How could we achieve an information flow, in a condensed version, between sections to create synergy effects and publicity and even the synchronization of activities?

- ii. *International information from WILPF projects and policy*

It is important to disseminate this information at the local level and also to adapt to the local context.

- iii. *Information about management and structures, procedures of WILPF.*

Although there are various documents on the structures of WILPF (Rainbow Report is one) generally there is a lack of knowledge about the structure and decision making processes of WILPF. There is sometimes little loyalty to procedures and structures of WILPF and poor assessment of the rules and procedures of the Organization

Challenges	<ul style="list-style-type: none"> ● Produce instructive documents about the structures, functions, etc ● Explain how the rules and procedures of WILPF help us to reach our goals.
Measures	<ul style="list-style-type: none"> ● Develop communication skills among the members of WILPF adapted also to their age ● Explore different ways of disseminating the information: print media, webpages, blogs, electronic bulletin, webinars etc. When possible personal contacts by telephone, visits, etc.

3.6 Financial sustainability

3.6.1 Goal #1: Financial planning and balanced income streams.

WILPF's work is sustained by income derived from a variety of sources: governments, private foundations, individuals, membership/section fees. WILPF describes itself as a civil society organization that supports social movements in bringing "together women of different political beliefs and philosophies, who are united in their determination to study, make known and help abolish the causes and legitimization of war." Achieving this mission requires different activities at different historical moments and in different locations. Does our current funding support the programmatic priorities arising from our mission? Does it offer us the flexibility to respond to emerging situations and the confidence to plan strategically based on our analysis of the world?

WILPF International Revenue Chart				
	2011 (audited)	2012 (unaudited)	2013 (projected)	Healthier balance
Government Grants	78.84%	56.12%	70.26%	20.00%
Foundation Grants (Inc. UN)	2.74%	28.88%	15.53%	30.00%
Combined Fundraising	18.42%	14.94%	14.21%	50.00%
Individual Gifts (Inc. major donors)	3.96%	6.67%	5.05%	15%
Bequests and Annuities	0.94%	2.53%	2.33%	10%
Income from Trusts	0.00%	0.00%	0.00%	10%
Membership Fees and Section Support	13.53%	5.74%	6.83%	15%
Total Revenues (less misc. income and meeting fees)	CHF 849,533	CHF 1,658,337	CHF 1,288,000	CHF 1,288,000
Percentage of total revenue derived from grants	78.80%	83.00%	84.20%	50.00%

As illustrated above, a review of WILPF's recent financial reports and budgets demonstrates a high level of dependence on government grants. While this support seems secure and on-going, it is also possible to imagine political developments that could put this funding in jeopardy. At the same time, WILPF's own donor cultivation efforts are astoundingly underdeveloped for a 100 year old organization. Financial sustainability requires WILPF to plan more responsibly for its financial future. This means engaging officers, volunteers and staff in fundraising efforts and financial planning, including goal setting to meet our anticipated financial needs.

There is no single ratio or formula for determining the optimum balance of funding sources. All experts agree that sustainability is strongly linked to a diversity of income streams, but different sorts of non-profits have different sorts of revenue streams and for each organization these different revenue streams are more or less dependable. What is important is that financial performance be continually evaluated against mission impact: do we have the money we need to carry out the mission-related work we want to do in the world? Using this lens erases some of the distinction between restricted and unrestricted funding:

There is an on-going debate among grant makers about whether general operating funds are a better investment strategy than programmatically restricted grants. And frustration with funding restrictions is a common refrain among non-profit executives. But at times this debate gets oversimplified to a notion that all restricted money is bad and inherently compromising of organizational sustainability, when this is not the case. As an executive, what you need to be concerned with is not whether a grant is restricted but what it is restricted to.

A restricted grant for a program central to your desired impact and that covers a robust portion of that program's cost is functionally the same thing as general operating support—it is funding a core piece of the work that you do. The two qualifiers are key, though: you are doing something that the organization would do anyway, and you are getting paid fairly to do it. What you need to avoid is chronic reliance on grants and contracts that pull the organization in unaligned directions or that refuse to pay fairly for the promised outcomes.”¹

Within WILPF's structure, it isn't clear who has ultimate responsibility for

A. Create a culture of generosity throughout the organization.

WILPF's strength lies in the visibility and effectiveness of its grassroots work in locations throughout the world. Currently, WILPF members fundraise and save up to attend WILPF national and international congresses, regional and cluster meetings and other large gatherings where WILPF has a strong presence such as the World Water Forum or the World Social Forum. Can we shift our organizational culture so that these efforts are directed instead at supporting the international coordination of our local actions to intensify the impact of this activism? What would it take to create a cultural norm of giving to WILPF International such that every WILPF member, section, branch as well as every person positively impacted by WILPF's work were to want to contribute to it financially?

- i. Demonstrate gratitude by acknowledging contributions from individuals in annual report. These contributions can be both monetary and non-monetary (skills, facilities, time, etc.). Publish annual report promptly and distribute as a .pdf file; also post on website. Use WILPF's Facebook page to commend local WILPF groups and branches on work well done, publish pictures whenever possible. This “work” could be political in nature or a fundraising project.
- ii. Provide opportunities for section leaders to learn about WILPF's own fundraising efforts and about the successful fundraising efforts of other sections. “Best ideas” can be highlighted in WILPF newsletters and its annual report. Webinars featuring empowering and inspirational fundraising experts could be offered to interested members and archived on our website.
- iii. Regularly promote giving opportunities in electronic newsletters. The giving opportunities should be focused and timely, for example appealing for donations specifically to support the International Travel Fund or specifically to print materials for a high-profile event. Links should be provided to WILPF's on-line giving page and acknowledgements should be automatically generated and sent to donors, even of very small amounts.
- iv. Use diversity of WILPF's funding needs to attract a diversity of new donors. Use interactive social media to better understand the interests of individual sections and members so that “asks” can be tailored to their interests. Ask non-member individuals and individuals who feel they cannot take an openly activist stance for financial contributions. One doesn't have to be a WILPFer to want to support the organization's mission and work.

¹ Kate Barr and Jeanne Bell, “An Executive Director's Guide to Financial Leadership,” *Nonprofit Quarterly*, Fall/Winter 2011.

- v. Because of the economic disparities that exist among countries in which WILPF has a presence, gifts of disparate impact on the organization's budget must be equitably acknowledged and appreciated.

B. Integrate fundraising into the Campaign "Women's Power to Stop War."

In the 1980s and 90s, WILPF sponsored the highly successful STAR campaign which increased membership, revenues and visibility of WILPF. It increased revenues because every one of the million+ individuals signing on to the campaign was asked to contribute \$1. Because campaign supporters were asked to give their contact information, WILPF acquired a fresh list of potential members and donors to whom follow up materials could be sent. The visibility of the campaign attracted celebrity sponsors and spokespersons, most notably the actress Joanne Woodward, who herself and through her various family foundations became a steady major donor for several years. "Women's Power to Stop War" with its simple but intense pledge has the elements needed to replicate the success of the STAR campaign if these elements are exploited and materials to promote it are distributed throughout the organization in a timely manner.

C. Develop revenue from dedicated trusts.

From 2000 – 2010, WILPF received income from the Elizabeth Fehrer trust, established upon the death of Ms. Fehrer and her sister. The trust yielded dependable revenue of approximately \$60,000 annually to support the work of WILPF UNO in New York. When WILPF ceased to use the Jane Addams Peace Association as its fiscal sponsor for donations made in the United States, the Jane Addams Peace Association ceased transferring the income from this trust to WILPF. This revenue should be recovered and WILPF should seek to establish more such vehicles.

- i. To achieve this, WILPF International should develop a "Planned Giving" campaign that is international in scope with a goal of establishing an endowment that can yield similarly dependable revenue. As we celebrate our centennial, we have the perfect opportunity to work with established WILPF donors and long-time members to plan for WILPF as part of their personal estate planning. We might want to seek a one-time earmarked gift to support hiring a seasoned professional experienced in designing and implementing international fund drives.
- ii. The fundraising committee must be developed to include retired and aspiring WILPF international leaders, serving before or after their elected terms of office have expired. Major gifts and bequests are developed in the context of long term relationships. International officers can be expected to have the greatest breadth of WILPF contacts and "name recognition" making it easier to cultivate sustained relationships with likely benefactors. The fundraising committee should be asked annually by the International Treasurer to submit short, medium and long range development targets along with some sort of workplan devised to meet those targeted amounts. Members of the development committee should be acknowledged in the annual report and at international meetings.

- iii. WILPF takes pride in its incredibly well-spoken and intelligent professional staff. Program directors and the SG should be trained to influence donor networks in all focus areas related to WILPF’s broad program of work. This means positioning themselves as experts in the various fields where WILPF has influence: international law, women/peace/security, disarmament, etc., through selective high-level media appearances and participating in small, closed donor conferences. (Estimated to be 10% of work responsibilities, so job descriptions would need to be revised to reflect this added responsibility.)
- iv. Donor acquisition and cultivation must take place in consultation with appropriate section-level leadership, in a spirit of transparency and mutual assistance. K

D. Establish clear accountabilities for cultivating and retaining individual donors over an extended time frame, ensuring that accountabilities are spread throughout the organization and involve both volunteers and staff.

- i. SFC can assist the development committee in its planning responsibilities by using the information provided in the mandated section reports to periodically update the “funding map” initiated by Petra Totterman.
- ii. Facilitate national sections especially new country sections to fundraise locally.

E. Change the expectations and attitude towards dues and section fees. (See Goal #3 below)

Recommendations	<ul style="list-style-type: none"> ● Financial sustainability requires WILPF to plan more responsibly for its financial future ● Create a culture of generosity throughout the organization ● Integrate fundraising into the Campaign “Women’s Power to Stop War” ● Develop revenue from dedicated trusts ● Establish clear accountabilities for cultivating and retaining individual donors
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3.6.2 Goal #2: Establish Appropriate Reserves

Background: The expert advice regarding how much money a non-profit organization should hold in reserves is mixed, and depends on various variables and risk factors specific to a particular organization. Generally, however, the minimum operating reserves thought to be prudent would be the equivalent of 3 months operating expenses. Using this formula, the target for minimum reserves would be somewhere in the approximate vicinity of 350,000 CHF. (see chart below)

Operating Budgets (expenses)				
	Geneva (CHF)	NYC (\$)	Combined (CHF)	25% or 3 months (CHF)
2011	263,867	233,829	514,064	128,516
2012	1,050,140	330,223	1,403,479	350,870
2013	915,200	355,505	1,295,590	323,898
2014	1,010,560	402,010	1,440,711	360,178

Is this a realistic or appropriate number?

Realistic: WILPF currently has about 140,000 CHF in reserves, which will be invested in a U.S. mutual fund and so is likely to grow in pace with inflation and possibly faster. It will take incredible discipline and several years to reach a reserve target of 350 000CHF.

Appropriate: WILPF's budget is highly dependent upon its success in winning grants, as the chart below demonstrates. WILPF's heavy dependence on government grants makes it particularly vulnerable to fluctuations in its income. To compensate for this risk while planning responsibly for WILPF's employees and infrastructure, it would be prudent to keep 6 months operating expenses, or 700,000 CHF in reserve.

3.6.3 Goal #3: Articulate philosophical basis for section fees

Section fees are an important expression of WILPF's cultural values and movement philosophy.

The link between the payment of a fee and the right to participate in WILPF decision-making is reiterated throughout WILPF's constitution and bylaws. The link is said to exist at the level of the individual, who is expected to pay an annual fee to either the International body directly or to a national section, and at the level of the national section, which is expected to pay an annual fee to the international body, to maintain a seat at the decision-making table. In this way, WILPF seems to endorse the notion that all who can pay are equal, an idea of democracy that is problematic in many ways. In WILPF, the problem that most frequently commands attention is that of financial inequality: individuals and sections periodically ask that fees be waived, usually on the basis of inability to pay. But there are clearly other potential problems as well: is the WILPF we want one where anyone can essentially "buy a vote" in shaping our policies and program? Doesn't that leave WILPF vulnerable to corruption and takeover?

Take for example, the International Congress, which is open to any "paid-up" member of WILPF. Although non-delegate WILPF members may not cast votes on those items that are voted (elected officers and changes to the constitution), they may participate in discussions, both formal and

informal. In addition, because members pay dues variously at the local, national or international levels, there is no comprehensive membership list and hence no way to determine whether an individual is or is not a WILPF member. In practice, it is very difficult to exclude from decision-making anyone who is known to have been a member at some point in the lifecycle regardless of whether an annual fee has been paid in the current year or for any number of past years.

For these reasons, the “payment for rights” equation falls short of ideal, on a philosophical or moral plane.

Nonetheless, dues and section fees have accumulated more rather than less symbolic weight.

It is often said that Section fees should be enough to support WILPF’s basic operations, sans projects. The rationale for upholding this standard is two-fold: (1) that the support of our members is more dependable than that of external, institutional funders and (2) that if we can rely on our members for support, we are able to exercise more independence in our thinking and approach. As illustrated in chart #3 in the previous section, we would need section fee income to total just over 450,000 CHF to support our barebones operation of a year. At the same time, section fee income is anticipated to be only 80,000 CHF for the next three years. In order to approximate our “ideal”, section fees would need to increase more than fivefold immediately and grow from there.

Our section fee projections are based on having approximately 40 sections. Even if we were to somehow develop a section in every country on the planet, we would still fall short of the 200 needed to generate a fivefold increase in section fee revenue, and it is unlikely that the sections we do succeed in developing over the next several years will be mostly in high-income countries. This means that in order to meet our entrenched “ideal” for stability and independence, we would need to increase section fees so significantly as to be beyond the easy reach of most of our sections.

The values of financial stability and independence of thought underlying the “ideal” are worth maintaining. Can they be de-linked from the unrealistic and unenforceable “payment for rights” equation?

At the same time as international leadership maintains a mythic ideal of section fee revenue, section fees are important to those sections that pay them. For those sections they are a demonstration of commitment to WILPF’s mission and solidarity with WILPF around the world. They can also be a source of pride within the organization, giving the paying sections a heightened sense of investment in the international organization, which is denied to those sections unable to meet their annual assessment obligation.

However, there are a range of ways in which individuals and sections could demonstrate commitment and solidarity that would have a positive effect on growing the reach and impact of WILPF. At the level of the section, these could include technical/professional skills (graphic arts, social media, event planning), hosting events/conferences, providing speakers/testimony, promoting international organizing priorities within their country, etc.

Could we improve the “contract” between WILPF and its sections by offering sections a menu of commitment options that:

Provided for a base financial contribution equal to 15% of the sections projected operating budget along with a check off list of human, relational, or technical/in-kind contributions for a specific year? The goal would be to try to shift the embedded cultural assumption of “payment for rights” to something more vital and more egalitarian.

As currently budgeted, the anticipated revenue from section fees does not provide for either financial stability or independence of thought. In order to realize these values, WILPF as an international organization must aggressively pursue additional revenue streams from non-institutional sources: specifically direct membership, individual donors and end-of-life gifts (annuities, insurance policies, bequests). The goal for fundraising from these sectors combined with section fees should equal the basic operating expenses of WILPF’s international organization.

WILPF INTERNATIONAL Combined Expense Budgets				
Actual 2011	Unaudited Actual 2012	REVENUES	Projection 2013	Projection 2014
669780.53	930650.59	Governments	905000	1166000
246	253520	United Nations	50000	50000
23017	225477.57	Private Foundations	150000	0
0	95000	Major Donor Gifts	30000	30000
33613.38	15537.22	Individual donations	35000	40000
7974	42002	Bequests and Annuities	30000	30000
436.57	931	Individual Internatl Membership Fees	1000	1000
114465.49	75333	Section Fees	80000	80000
0	18925.16	Section Contributions	7000	5000
0	12460.94	Registration fees IB meeting 2013	17000	0
0	0	Registration fees Congress 2015	0	0
25000	12475	ICAN	-	-
0	960.45	Sales	100	100
16993.2	2284.8	Geneva state - Maternity leave	-	-
22050	10211	Misc. Income	6500	7000
1010	2958.77	Net Investment Income	0	0
914586.17	1698727.5	TOTAL REVENUES	1311600	1409100
693043.53	1409648.16	Total grant revenue	1105000	1216000
75.8%	83.0%	Grant revenue as % of total	84.2%	86.3%

Operating Expenses for a Project-less WILPF (2013 figures)					
		Geneva (CHF)	New York (USD)	Combined (CHF)	3 mo./25% (CHF)
Staffing					
	Secretary General Office Manager Communications Manager Office Administrator Professional Fees	289,000	29,000	315,970	78,993
Overhead					
	Insurance	0	3,000	44,790	11,198
	Rent, utilities, web services and supplies	42,000	28,500	68,505	17,126
	Ex Com meetings	25,000	0	25,000	6,250
Totals by column		356,000	60,500	454,265	113,566

3.6.4 Goal #4: Improve ease of transferring funds between New York and Geneva

Over the past few years, WILPF has dramatically improved the transparency of its accounts. This has led to improved financial management, an increasing capacity to conduct financial planning, rapid growth of WILPF's financial holdings, and improvements in financial reporting to the IB and WILPF membership.

The decision to incorporate the UNO office as a U.S. based not for profit entity in the state of New York has given WILPF the ability serve as legal employer of record and process payroll for our project employees working out of the UNO. This has strengthened staff coherence and lines of accountability within WILPF's secretariat and ensures all WILPF employees work under identical personnel policies. The positive results of this transformation are evident in the 2011-14 Programme of Work and Implementation Plan.

The establishment of the UNO also enables U.S. citizens and foundations to give tax exempt gifts directly to WILPF, and enables WILPF to exercise appropriate responsibility in tracking, acknowledging and reporting on any funds received in support of WILPF's work.

The decision to incorporate the UNO was undertaken in reaction to deteriorating civility in the relations between WILPF and its previous fiscal sponsor, the Jane Addams Peace Association, with the pro bono assistance of the legal firm of Mintz Levin. Because of the time constraints involved, it is not clear that all of the options legal options available to WILPF were fully explored at that time. As a result, the UNO exists as a legally independent entity. Its accounts are kept separate from Geneva's. When monies need to be transferred from one entity to the other, it involves not just a change of currency but also a change of banks and incurs high fees. In addition, while the International Executive Committee appointed the initial governing board of the UNO, the charter for the UNO calls

for future directors to be appointed by the UNO directors themselves from among candidates meeting certain criteria.

In the context of renewing the WILPF constitution, the constitution committee should evaluate the desirability and utility of operating as two separate entities, chartered in different countries with different regulatory regimes and under the direction of two separate with two governance board. The constitution committee should be encouraged to enlist the assistance of experienced legal professionals in carrying out this assessment and in drafting any new governance documents. Pro bono assistance may be available through a clearing house such as the TrustLaw Connect project of the London-based Thomson Reuters Foundation, but if it's not feasible to get the legal review and audit we need the constitution committee should be given a modest yet adequate budget with which to contract for these services. The constitution committee might also seek advice and support from the International NGO Compact on Transparency and/or the Berlin-based International Civil Society Center, both of which have broad and deep experience in assisting long-established international organizations to adapt and thrive in rapidly changing financial and legal environments.

Recommendations	<ul style="list-style-type: none"> ● In working effectively with outside consultants, it is important that any volunteer committee retain awareness that they alone hold responsibility for ensuring the structural changes envisioned truly reflect the strengths, traditions, and envisioned future of the organization. Therefore, we highly recommend that the constitution committee review the International Civil Society Center’s proposal “Taking a Strategic Approach to Governance Reform in International Civil Society Organizations” (2012) prior to engaging professional assistance. ● Links: Trust Law Connect http://www.trust.org/services/trustlaw-connect/ International NGO Compact on Transparency http://www.ingoaccountabilitycharter.org/ International Civil Society Center http://icscentre.org/
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3.6.5 Goal #5: Detailed documentation of all financial holdings

The Standing Finance Committee is currently working on compiling a much needed operations manual that will include financial policies, among other things. The committee should be encouraged to complete this project in a timely manner and responsibility for keeping the manual up-to-date should be assigned to someone.

Either as part of this document or elsewhere, there needs to be a clear listing of WILPF’s various bank and investment accounts. Our finances are managed on a day-to-day basis by a combination of staff and volunteers, yet WILPF does not have a situation of excess capacity. Because of turnover in personnel and geographical disbursement of personnel, continuity in WILPF’s finances depends on

ensuring that an adequate number of individuals have a record of our accounts and actually signing power to access them.

Recommendations	<ul style="list-style-type: none">● At least three individuals have signing power of each account and that these authorities are reviewed regularly to ensure that the appropriate individuals and only the appropriate individuals have signing authority● The authority to sign contracts and thus encumber WILPF assets be clearly delegated to two or three individuals by means of a formally adopted signing resolution of the International Board, and that this authority be reviewed annually or whenever there is turnover in the organization's leadership or staff.● That members of the WILPF UNO, Inc. Board of directors be appointed to the IB
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4 Conclusions and recommendations

4.1 Conclusions

It is important to keep in mind that when assessing and designing a membership organization that the applied criteria for efficiency will differ strongly from a fully professional organization. WILPF organizational structure may pose significant challenges related both to setting priorities and the implementation of priorities made. Apart from a small number of highly professional and dedicated staff, WILPF operates on a great deal of commitment and passion from members' volunteer efforts

In general there is no doubt that engaged high quality work is being carried out on all levels of WILPF. Some of the performance shortcomings uncovered by this report can be attributed to organizational design, whereas others are clearly a result of operational practices and culture. It is evident that confusion about roles and lack of coordination among functions are causing suboptimal results in some areas of the organization.

The executive leadership must ensure structures for decision making and follow-up, and enforce responsibility and accountability for mission accomplishment. The consistent application of the procedures for equitably recruiting, tasking, recognizing and releasing staff, volunteers and interns outlined in the Rainbow report could enhance this effort significantly.

A general reflection is the need for everyone in WILPF to acknowledge the importance of culture in either supporting or undermining the organizational design, implementation and success of strategy.

The recommended measures on structure and culture challenge today's leaders to follow the processes and procedures encoded in WILPF's statutory documents rather than letting pragmatism rule. There are currently a number of existing informal structures that are used to "do or get things done" outside of formal structures. This may be the result of confusion about reluctance to accept the lines of authority in the formal structures. To improve the effectiveness of formal structures over time, it is vital that guiding documents are widely disseminated, discussed and adopted at all levels to supplant informal structures where necessary.

Equally important is the need for Board members to be properly prepared for their roles. In agreeing to take on a governance role, Board members accept a range of legal, moral and ethical responsibilities. They should, therefore, have a good knowledge of WILPF's organization: how it works, why it exists, and how it does what it does. They need to understand the role they be expected to fulfil and the skills and time commitment required. It is the role of the executive staff to ensure that Board members receive the training they need to fulfill their roles.

No matter what strategy the organization chooses to pursue to advance its mission, if we fail to be true to WILPF's constitution our efforts will continue to be undermined by conflicts which will adversely impact WILPF's climate, culture and integrity as well as our political effectiveness. In order to improve organizational culture, the board and the ExCom must take action to address these concerns to avoid an erosion of confidence, credibility and trust.

Many of the problems can be linked to significant leadership deficiencies such as inconsistent

application of rules, lack of transparency and poor communication, linked with uncertainty around the role of the IB and its lack of vision in how to take the organization forward.

Further, it is the opinion of the AHC that it is worth exploring a stronger element of regionalization to bring sections closer together, to ease internal communication and operational issues, and to provide a framework to support new, emerging or struggling sections. A regional structure, as discussed at 3.4 implies reducing the size of the International Board through the election of regional representatives in lieu of representatives from all national sections.

A reduction in the size of the Board presents an opportunity for WILPF to explore a more integrated, cohesive governance structure and would enable the Board to more effectively function as a decision-making body. This could well overcome many of the issues currently paralysing WILPF's progress, as discussed above.

The Ad Hoc Committee is looking forward to discuss its findings within WILPF at coming occasions, and welcome questions and comments to this report.

4.2 Recommendations and their implications for WILPF constitution

Recommendations have been given under the respective topics handled in this report.

The table below list the recommendations which are expected to have implications for the revision of the constitution.

Report Section	Recommendation /measure	Constitution – to be addressed in revision of the constitution and bylaws.
Organizational Structure: Current – political leadership	Clarify the political leadership work division between president and secretary general and specify in the constitution and by-laws	New inclusion
Organizational Structure: Current – ExCom: confusion around role and responsibilities	the ExCom and the IB needs to take ownership and act responsibly, including taking immediate action to address the confusion around roles and responsibilities.	By Laws to clarify the roles of Officers and support the actual division of work. Constitution to address action to be taken when (a) a member speaks or acts contrary to the aims and principles of the League; and (b) where the performance of a Board member gives rise to serious concerns
Organizational Structure: Y-WILPF	currently no constitutionally guaranteed role Young-WILPF members	Constitution to address the operation of Young-WILPF internationally
Organizational Structure: Future – greater regionalisation	Strengthening operations at regional level	Recognition/ formalization of WILPF regions

Report Section	Recommendation /measure	Constitution – to be addressed in revision of the constitution and bylaws.
	Regional meetings to be held every two years - 12 months before the Triennial Congress at which 3 members (from different Sections and one of whom must be from YWILPF or under the age of 35) elected as regional representatives to the International Board.	Significant change to current process – replacing “one member and alternate elected by each National Section” Also – formal inclusion of young women.
International Board	Under a regionalisation <i>model</i> the International Board would comprise of 21 members : three representatives from each of the six regions (18) together with a democratically elected President, Recording Secretary and Treasurer.	Significant change to current size and composition of the International Board
	Integrated governance structure: Officers of the Board (currently referred to as EXCOM) serving from within and supported by the Board as a whole.	Significant change to current: , the Executive Committee (EC) no longer identified as a <i>specific</i> organ of WILPF.
	The officers of the IB elected at the <i>Triennial International Congress</i> shall be the President, the Treasurer. Board efficiency could be improved through the establishment of a Recording Officer position.	Change of titles and possible establishment of new position - Recording Secretary. If deemed necessary Vice President/s to be elected by ballot, <u>by the International Board</u> , from among its elected members.
Organizational Culture: Conflict Resolution	Make known and adopt the conflict resolution procedures	By-laws to reference conflict resolution procedures and keep the document as an annex
Organizational culture: Decision making	The value of decision making within WILPF depends on the extent to which all parties involved comply with decisions made.	By-laws to reference Code of Conduct resolution procedures and keep the document as an annex
Financial Sustainability: Financial planning and balanced	Financial sustainability requires WILPF to plan more	By-laws to require that financial performance be continually

Report Section	Recommendation /measure	Constitution – to be addressed in revision of the constitution and bylaws.
income streams.	responsibly for its financial future	evaluated against mission impact: do we have the money we need to carry out the mission-related work we want to do in the world?
Financial Sustainability: Establish Appropriate Reserves	WILPF’s heavy dependence on government grants makes it particularly vulnerable to fluctuations in its income. To compensate for this risk while planning responsibly for WILPF’s employees and infrastructure, it would be prudent to keep 6 months operating expenses, or 700,000 CHF in reserve.	By-laws to reflect need for financial prudence and protection of employees entitlements.
Financial Sustainability: Articulate philosophical basis for section fees	As currently budgeted, the anticipated revenue from section fees does not provide for either financial stability or independence of thought.	Review the link between the payment of a fee and the right to participate in WILPF decision-making as reiterated throughout WILPF’s constitution and bylaws.
Financial Sustainability: Improve ease of transferring funds between New York and Geneva	Incorporated in the US, the WILPF UNO exists as a legally independent entity. Its accounts are kept separate from Geneva’s. When monies need to be transferred from one entity to the other, it involves not just a change of currency but also a change of banks and incurs high fees	In the context of renewing the WILPF constitution, the constitution committee should evaluate the desirability and utility of operating as two separate entities, chartered in different countries with different regulatory regimes and under the direction of two separate governance boards
	The initial governing board of the UNO was appointed by the International Executive Committee. The charter for the UNO calls for future directors to be appointed by the UNO directors themselves from among candidates meeting certain criteria. Should WILPF forfeit its oversight?	In conjunction with above evaluation, the constitution committee to look at measures to enable the IB to appoint the WILPF UNO Inc. Board of Directors.
Financial Sustainability: Detailed documentation of all financial holdings	At least three individuals to have signing power of each WILPF account and that	New provision

Report Section	Recommendation /measure	Constitution – to be addressed in revision of the constitution and bylaws.
	these authorities are reviewed regularly to ensure that the appropriate individuals and only the appropriate individuals have signing authority.	
	The authority to sign contracts and thus encumber WILPF assets be clearly delegated to two or three individuals by means of a formally adopted signing resolution of the International Board, and that this authority be reviewed annually or whenever there is turnover in the organization’s leadership or staff.	New provision

5 References and acknowledgements

Barr, Kate, Bell, Jeanne: *An Executive Director’s Guide to Financial Leadership*

NON-profits assistance fund :www.nonprofitsassistancefund.org

Ourcommunity.com.eu http://www.ourcommunity.com.au/boards/boards_main.jsp

Thomasdotter K., von Melen Mir G.2012.*Creating sence. A Case study conducted in WILPF (Bachelor thesis)*

WILPF Internal documents:

WILPF Constitution and Bylaws

WILPF Code of conduct

The Rainbow Report

SG report to International Board meeting, Madrid, February 2013

WILPF Geneva staff working practices: *On staff, interns, and volunteers working practices*

Financial documents

Acknowledgements

Sincere thanks to everyone who has taken an interest in this work and shared their knowledge and opinions. Special thanks to survey respondents, Secretary General Madeleine Rees, WILPF President Adilia Caravaca, Communications Officer Nina Mørk Hansen and other Geneva staff, Sharna de Lacy from YWILPF, Ex Com members and section contacts.

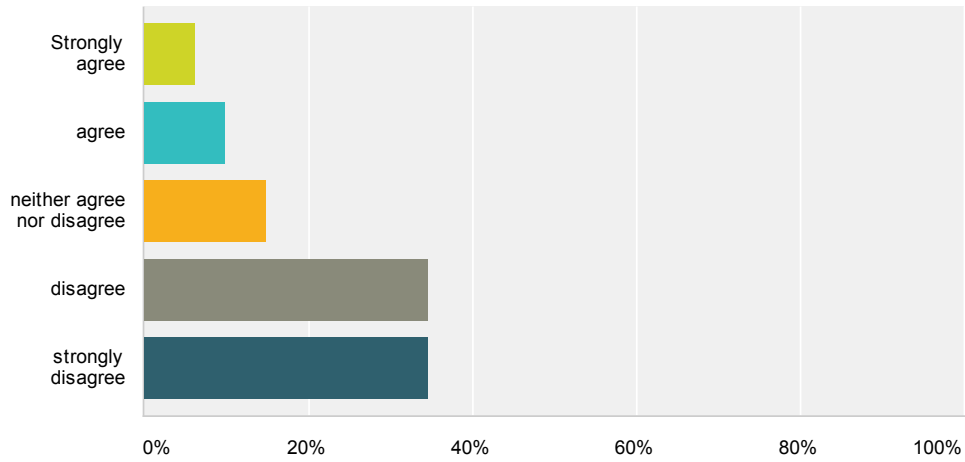
6 Appendices

1. Summary of survey among WILPF members June 2013
2. Summary of survey among YWILPF members August 2013
3. Comparative summary of governance structures



aQ1 Communication, cooperation and information sharing: Language is a barrier for your partaking and information sharing in WILPF

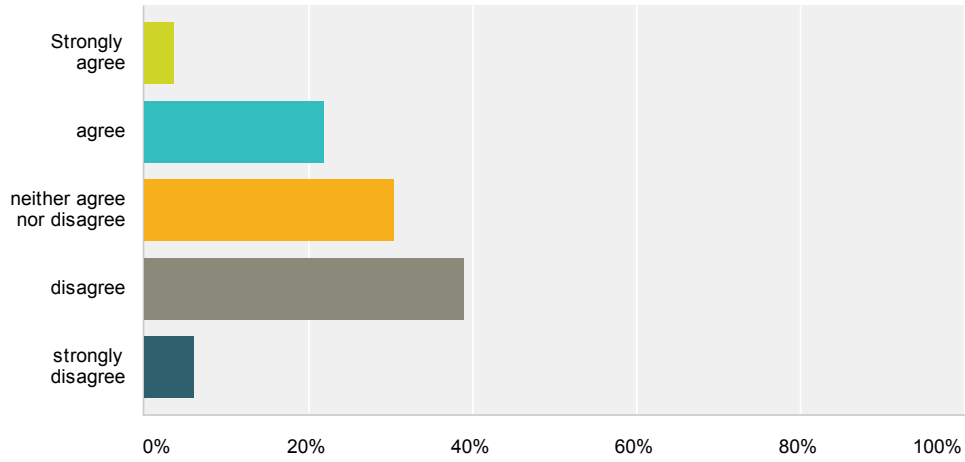
Answered: 81 Skipped: 3



Answer Choices	Responses	
Strongly agree	6.17%	5
agree	9.88%	8
neither agree nor disagree	14.81%	12
disagree	34.57%	28
strongly disagree	34.57%	28
Total Respondents: 81		

Q2 Cross section communication within WILPF is efficient

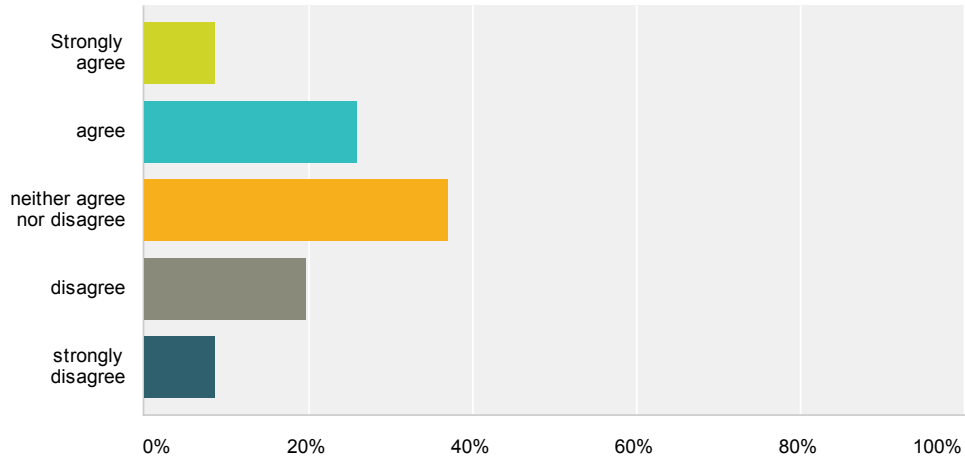
Answered: 82 Skipped: 2



Answer Choices	Responses
Strongly agree	3.66% 3
agree	21.95% 18
neither agree nor disagree	30.49% 25
disagree	39.02% 32
strongly disagree	6.10% 5
Total Respondents: 82	

Q3 My section has been able to develop close relationships with other sections

Answered: 81 Skipped: 3



Answer Choices	Responses
Strongly agree	8.64% 7
agree	25.93% 21
neither agree nor disagree	37.04% 30
disagree	19.75% 16
strongly disagree	8.64% 7
Total Respondents: 81	

**Q4 If you disagree to question 2 or 3 above:
What could/should be done to improve
cross-sectional work? Please write concrete
suggestions !**

Answered: 41 Skipped: 43

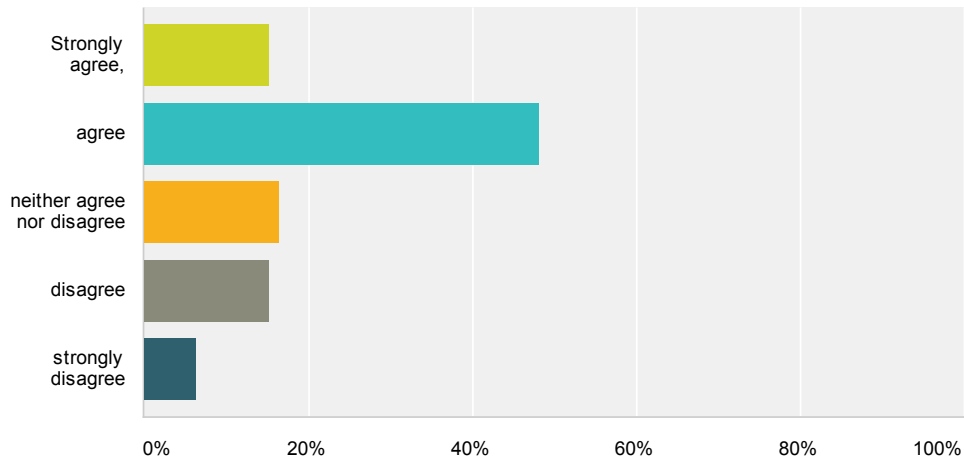
#	Responses	Date
1	Need follow up from Cluster meetings, etc. Teleconferences have helped...	7/10/2013 9:06 PM
2	cross section communication would be interesting if it would function. Part of the barrier is language; it would be good to have cross-points in the region, or direct partner regions; it would also be useful using the int. newsletter more from sections	7/9/2013 11:00 AM
3	Languages other than English, Spanish, French should be given more consideration.	7/9/2013 9:21 AM
4	Not applicable	7/8/2013 11:26 AM
5	Meeting between cross section is only way to improve cross sectional work	7/8/2013 7:54 AM
6	A stronger focus on cross-sectional co-operation - led by EXCOM.	7/7/2013 3:47 PM
7	1. Regional Group formation could help. 2 A liaison from Geneva or Ny office could help each region get together.	7/7/2013 2:20 PM
8	It is easier to work together when you understand each other. English is our common language. And most of the sections do not have english as mother tongue, but all of us try our best or get help to use it. It is important that french speaking and spanish speaking sections also use english when they correpond internationally . Not all in a section knows english, but then the section must be able to find a person to help with that translations	7/6/2013 11:59 PM
9	Regular sharing of newsletters/journals Adoption of a "sister" section	7/6/2013 7:43 AM
10	NOT AP	7/6/2013 7:09 AM
11	It would be useful, I think, if our section IB representative provided reports of her work on the IB, to our members - and if she actively worked to provide avenues for our section, our members, to work with other sections, perhaps on specific projects. Many members like the work of International, but do not have a way to connect to it.	7/5/2013 7:46 PM
12	- To increase the knowledge of what each section is working on - International Secretariat could support the conexions -Mapping the thematic work of sections and the contacts and include it in the web	7/4/2013 2:46 PM
13	Some kind of direct communication among sections. Better reporting by our section's rep to the IB	7/3/2013 11:25 PM
14	We could make the cross-sectional work more efficient if we had regions as a level in between the Section and the International level.	7/2/2013 11:52 AM
15	IN the past when funds were raised to enable women from thePacific and SEAsia were funded to attend Australian conferences there was a stronger connection with women in the Region and also with New Zealand.	7/1/2013 12:27 AM
16	better communications re the work and contact of various sections	6/30/2013 8:17 PM
17	Ray Julie send out just as you are now doing with this some questions that various members to say what's positive and negativ e About what and what they believe are how they believe will shoot function differently .	6/30/2013 4:12 AM
18	To avoid an information overload & a sense of despair at the inability to act upon & keep on top of the "glut" of information emailed on a daily basis, perhaps a weekly update email to members with a brief sentence summarising an event and/or association & then a link to that event, if you require more details, etc.	6/27/2013 6:43 AM
19	Closer cooperation on projects.	6/24/2013 7:15 PM
20	Stop trying to make the organization as homogenic as possible. Be more open to other ways of handle different matters, for example, do not take for granted that people "knows" how a decision making process works, becous it works differently everywhere. In an organization such as WILPF we need to have this diversity when it comes to handle this kind of matters, but there is also a need of deepen our understanding in how differen cultures (or whatever you like to call them) perceptions are. What does it means to take a decision, for example? What is an annual meeting? What is peace? But it is important not to try to unify the organization into ONE perception, only understand that there are several and that the organization needs to figure out how to make it work anyhow. I think tha organization is to eager to find THE anwere to everything, when there is no such thing.	6/24/2013 5:21 PM
21	Finding better ways to share info between sections e.g. quarterly section update with round up of key campaigns and person to contact to get involved. More linking between sections working on similar issues/ or who want to support specific campaigns. e.g. where leverage can be added by targeting specific governments on behalf of others	6/24/2013 11:42 AM

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22	Q2. Some happens but it could be better and this is likely to do with Sections not looking outward, I think. Q3. Members of the UK Executive would want to do this and it has taken a number of years to get them to understand we have an international programme that the Section should prioritise for, so don't hold your breath.	6/23/2013 3:53 PM
23	English is used differently by different speakers. Native speakers can easily plough ahead, not noticing that those whose first language is not English are not participating fully. We need to remind ourselves before each meeting, and facilitators who can make space for non English speakers to make their contribution.	6/23/2013 10:42 AM
24	Sections exchange information about their activities. For this, we would need the email addresses of other section IB representatives so we can forward them our newsletters and journal. This way we could discover which issues and interests we have in common, and perhaps run joint campaigns.	6/23/2013 9:47 AM
25	create online postings and linkages, collaborative programs and projects	6/22/2013 5:45 PM
26	Mutual invitations and mutually organised campaigns, such as 16 day stop violence against women. (We are trying this yr with WILPF Columbia and Mexico)	6/21/2013 4:11 PM
27	The focus needs to come from shared interests/challenges rather than bureaucratic style arrangements.	6/20/2013 2:58 AM
28	Communication. There is no cost to email.	6/19/2013 11:32 PM
29	???????????????	6/19/2013 9:46 PM
30	I cannot answer these questions because I do not know, not living near to where my section functions	6/18/2013 10:25 PM
31	more suggested opportunities to do so?	6/18/2013 10:06 PM
32	informing us about other sections and how we could work together on peace actions -- giving us enough time to plan	6/18/2013 8:17 PM
33	Committee fact sheets about actions easily connected on internet Unaware of international newsletter is it on the web?	6/18/2013 7:12 PM
34	Establishment of an interactive online forum for members	6/18/2013 4:39 PM
35	I think it has to do with participation in addition to reading the e-mails. -- Ability to work together.	6/18/2013 3:41 PM
36	Regularly updated contact details Skype meetings - quarterly	6/18/2013 3:29 AM
37	While the general membership does get information, sometimes, if not most times, it is late in coming. We, as members sometimes cannot work on an issue since the time line has passed.	6/18/2013 2:18 AM
38	Assign regional field organizers (volunteers) to communicate with specific branch contacts as well as at-large members. Try to encourage the coordination of similar activities.	6/17/2013 9:12 PM
39	Would increase communication mainly on specific issues/actions/activities.	6/17/2013 5:52 PM
40	need to appoint somebody who can be responsible for developing cross-sectional projects with specific objectives within a limited time-frame.	6/17/2013 3:45 PM
41	The international website, Facebook page, and significant meetings (such as IB, CSW etc) might be used to "spotlight" the work of other sections. Cross sectional work can be supported facilitated by international staff/offices, but is ultimately the responsibility of sections and their coordinators. Working in the YWILPF space, we are looking (as you know) to encourage this cross-sectional work - and it will be effective only so long as there are members willing to drive the processes. Perhaps staff can take on role identifying opportunities for collaboration - and linking sections to suggest this work.	6/17/2013 2:24 PM

Q5 I often read newsletters from WILPF international

Answered: 79 Skipped: 5



Answer Choices	Responses
Strongly agree,	15.19% 12
agree	48.10% 38
neither agree nor disagree	16.46% 13
disagree	15.19% 12
strongly disagree	6.33% 5
Total Respondents: 79	

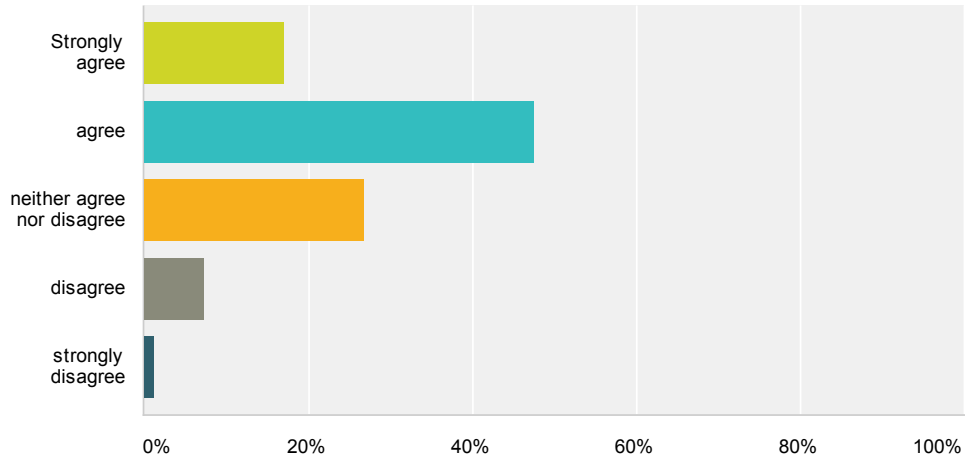
#	Please specify which newsletters you read	Date
1	I/we read the int. newsletter from the office to get to know more about the institutional /UN work and relevant events and if I have enough time "Peacewomen" which is very detailed and full of informations	7/9/2013 11:00 AM
2	Letters from the secretariat, reaching critical will, peace women, 1325,	7/8/2013 10:49 PM
3	Don't receive any newsletters	7/8/2013 11:26 AM
4	U.S. Section & local branch	7/8/2013 1:43 AM
5	International Update PeaceWomen Reaching Critical Will	7/7/2013 3:47 PM
6	PW and RCW	7/7/2013 2:20 PM
7	WILPF News Peacewomen e-news All information from Int.Secretariat	7/7/2013 7:23 AM
8	The ones sent out from Geneva and New York.I do not read them regularly. I keep an eye on Reaching Critical Will, but not so much Peacewomen, I read the EWG newsletter. I wished to have the important emails only to the IB members and I want another for emails only to the sections. Of cause sometimes it is the same letter, but it is important to know what is expected from a IB member o and what is expected from the board /chair of the section.	7/6/2013 11:59 PM
9	international update	7/6/2013 7:43 AM
10	Basically, the email newsletters that are occasionally forwarded to our branches by our IB representative. These then have to be distributed out to branch members. It would be better if they were sent directly to members via the national mailing list.	7/5/2013 7:46 PM
11	International Secretariat Human Rights Reaching the Critical Will	7/4/2013 2:46 PM
12	Newsletters from the projects and newsletters from WILPF International.	7/2/2013 11:52 AM
13	RCW Peace Women	7/1/2013 11:11 PM
14	WILPF Update, peace women, RCW news	7/1/2013 12:27 AM

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15	all depends if I have time	6/24/2013 10:28 PM
16	HR, Reaching Critical Will, International Updates	6/24/2013 7:15 PM
17	I am updated through the web page, but not receiving any on my mail.	6/24/2013 5:21 PM
18	RCW	6/24/2013 3:01 PM
19	HRC, RCW, WILPF Int, WILPF UK	6/24/2013 11:42 AM
20	WILPF Update	6/24/2013 10:19 AM
21	as many as possible but always the International Secretariat one and usually peacewomen - although I may only have time to skim the headlines. I always forward them to the UK Executive and another e-list we have and ask for members to circulate to other orgs.	6/23/2013 3:53 PM
22	Local branch newsletter, Reaching Critical Will and Peacewomen.	6/23/2013 10:42 AM
23	Peacewomen news WILPF International news	6/23/2013 9:47 AM
24	Peace and Freedom, Reaching Critical Will Queensland Branch Newsletter (Australia)	6/22/2013 9:53 AM
25	WILPF International Newsletter	6/21/2013 4:11 PM
26	I haven't received any.	6/19/2013 11:32 PM
27	Any newsletter that comes to me via email.	6/19/2013 9:46 PM
28	I believe I receive all the newsletters and updates issued by the Geneva and New York staff electronically. They report primarily on WILPF activities around the UN..	6/18/2013 10:25 PM
29	wilpf US	6/18/2013 7:12 PM
30	Human Rights. WILPF news and Alerts Peace women	6/18/2013 5:16 PM
31	Rcw Peacewomen Wilpf intl newsletter	6/18/2013 4:39 PM
32	The on line material -- which I find is very available. It simply requires taking the time to read it.	6/18/2013 3:41 PM
33	on-line letters. Sent by email	6/18/2013 9:20 AM
34	WILPF International Update PeaceWomen E-news	6/18/2013 6:18 AM
35	International News	6/18/2013 3:29 AM
36	All current newsletters that are sent.	6/18/2013 2:18 AM
37	I have never received one - even though I run the local blog. Idiomatic!	6/18/2013 12:48 AM
38	I am a new member. My intention is to read all newsletters	6/18/2013 12:36 AM
39	peacewomen, reaching critical will, Peace and Freedom update	6/17/2013 3:45 PM
40	I read any and all that I receive through my email - I love seeing what Wilpfers are doing, wherever in the world they are. Facebook etc is great for this too.	6/17/2013 3:07 PM
41	PW and International. I visit RCW for updates regularly (depending on what is happening).	6/17/2013 2:24 PM
42	Reaching Critical Will - and all of the sub lists. this is really well written, clear and useful. Peacewomen always has information I can use. Wilpf International Update- is great to see these things. I'd like the international update to have more information on global days of action that I can join.	6/17/2013 2:04 PM

Q6 Newsletters are important for my section's work

Answered: 82 Skipped: 2



Answer Choices	Responses
Strongly agree	17.07% 14
agree	47.56% 39
neither agree nor disagree	26.83% 22
disagree	7.32% 6
strongly disagree	1.22% 1
Total Respondents: 82	

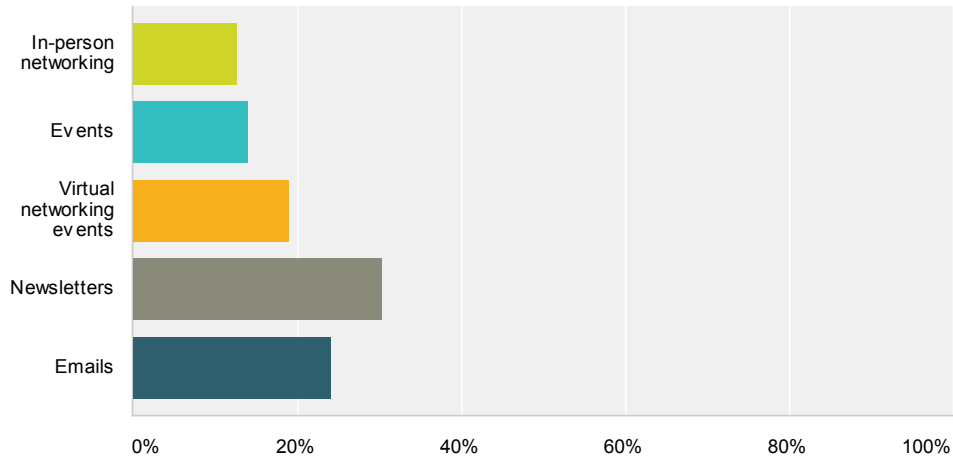
Q7 If you disagree with statements 5 or 6 above: What could/should be changed, made better? Please write concrete suggestions !

Answered: 23 Skipped: 61

#	Responses	Date
1	Sections , even individuals who follow an interesting event should use the Newsletters (in a short form) to spread important infos and create synergie effects	7/9/2013 11:00 AM
2	Let us have the hard copy	7/8/2013 11:26 AM
3	Sent directly to the member of WILPF	7/8/2013 7:54 AM
4	Make it a brief e-newsletter with links to longer articles. Create a strong Facebook page.	7/8/2013 1:43 AM
5	Members need to be directed to the newsletters. A Section could form a newsletters readers' club	7/7/2013 2:20 PM
6	If we had a "sister" section, we could feature articles about the other in our publications	7/6/2013 7:43 AM
7	If possible hard copy	7/6/2013 7:09 AM
8	We think they are important, but still we are in the process of building the section so it is a question to work on	7/4/2013 2:46 PM
9	I don't know about any newsletters, don't know how to access them, if there are some.	7/3/2013 11:25 PM
10	Same as Item 4 above.	6/27/2013 6:43 AM
11	I strongly agree with Q6 but just to say that this is my view - newsletters should be important and I think they are but whether they are viewed as such by others is hard to tell	6/23/2013 3:53 PM
12	Actually , only a few have subscribed but we are ready to subscribe more and to actively use it as we feel that it is really good and worth using!	6/21/2013 4:11 PM
13	I don't hear much about International WILPF. Communication within WILPF-US is itself difficult. I don't really know if there is good communication between US WILPF and International WILPF because I am not aware of how they communicate or the intricacies of their working relationship.	6/20/2013 6:12 AM
14	Again, communication!	6/19/2013 11:32 PM
15	Perhaps the newsletters should be brief and more specific. Too many issues/calls for action are apt to be overwhelming.	6/19/2013 9:46 PM
16	I assume they are important to my section but do not know just how.	6/18/2013 10:25 PM
17	If one is a member of wilpf us perhaps it should mean an automatic membership in wilpf international	6/18/2013 7:12 PM
18	Some members still prefer printed material.	6/18/2013 3:41 PM
19	Our Branch wants summaries of IB information and a calendar of action we could/should undertake Members do not want long/coloured material which clogs up their computers	6/18/2013 3:29 AM
20	A linked hierarchy of websites - from international flowing down to local group - with smart electronic newsletter - incorporating 'best of' mailed out monthly .	6/18/2013 12:48 AM
21	My branch isn't very interested in National activities and we are not near any other branches.	6/17/2013 9:12 PM
22	Didn't know about intl newsletters. Would NOT be likely to go to website. Perhaps a sign-up option to receive directly on e-mail.	6/17/2013 5:52 PM
23	As long as they are available as multi- media - ie email, printable, online social media etc - options for access are important.	6/17/2013 3:07 PM

Q8 What would be your one preferred method for getting to know the work of other sections? Check only one:

Answered: 79 Skipped: 5



Answer Choices	Responses
In-person networking	12.66% 10
Events	13.92% 11
Virtual networking events	18.99% 15
Newsletters	30.38% 24
Emails	24.05% 19
Total	79

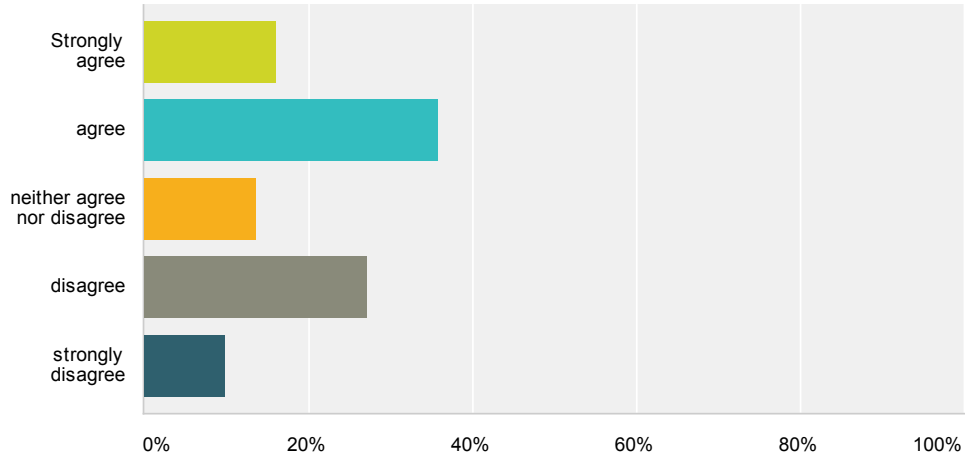
#	Other (please specify)	Date
1	Also events, newsletters, virtual networking....more conference calls open to branch members....	7/10/2013 9:06 PM
2	using events to meet, intervene in the name of WILPF in a coordinated way In-person networking more often is a wishful dream Daily bussiness is e-mail	7/9/2013 11:00 AM
3	Make available hard copy of Newsletter	7/8/2013 11:26 AM
4	Information regularly dissemination by Dr. Ila Pathak.	7/8/2013 7:54 AM
5	Exchange of newsletters	7/7/2013 3:47 PM
6	I am not yet aware of any Section publishing a newsletter or organise an event where persons from other sections are invited in my region (Asia Pacific) so only emails or at most personal net working remain to be tried first.	7/7/2013 2:20 PM
7	I would have liked to read regular inputs in the international newsletter from the sections	7/6/2013 11:59 PM
8	For Australia focus groups communicating eg via a Facebook group on an issues such as challenging the increasing US militarism of the Pacific especially due to repositioning of US Bases, effect of climate change etc	7/1/2013 12:27 AM
9	Events although time-consuming for members on limited time, as a good marketing tool for the unknown public and for associated members to network.	6/27/2013 6:43 AM
10	but virtual networking may be difficult seeing as not all sections are located in countries where internet it well functioning. This is also something that must be kept in mind also with the focus that I feel is taken here. emails and newsletters are depending on internet. Of cause this is the easiest way to distribute things. But innovative ways must also be taken.	6/24/2013 3:39 PM
11	better communication on the IB. We (IB) should be seeking to network and share common goals and seek ways to engage our Sections to work collaboratively - not do all the work on the IB but come up with a strategy on how to engender better working between sections	6/23/2013 3:53 PM

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12	online access to other sections and collaborative projects, e.g., US & Pakistan sections "speak out" for peace & host mutually shared "Teach-ins" in own capitols	6/22/2013 5:45 PM
13	organising joint events	6/21/2013 4:11 PM
14	I think it would be great to invite members of all branches to a quarterly or semi-annual or annual presentation of what is happening in International WILPF and to remind us how the sections intersect and collaborate.	6/20/2013 6:12 AM
15	keep up emails, newsletters etc but a few live virtual events would add energy.	6/20/2013 2:58 AM
16	especially electronically disseminated ones. But believe there should be a mix of methods taking into account local possibilities.	6/18/2013 10:25 PM
17	I write our branch newsletter so at least once a month I check the us and international wilpf web sites so I am very dependent on them for news, actions and information to construct our newsletter	6/18/2013 7:12 PM
18	I've felt more connected after I have met someone for a section and learned about their work.	6/18/2013 3:41 PM
19	all above	6/18/2013 4:54 AM
20	Through a field organizer who is aware of the status of each branch.	6/17/2013 9:12 PM

Q9 The roles and responsibilities of the various "bodies" in WILPF are quite clear to me: (Example: International Board, Ex. Com, Project Staff, Geneva Staff, Secretary General, President)

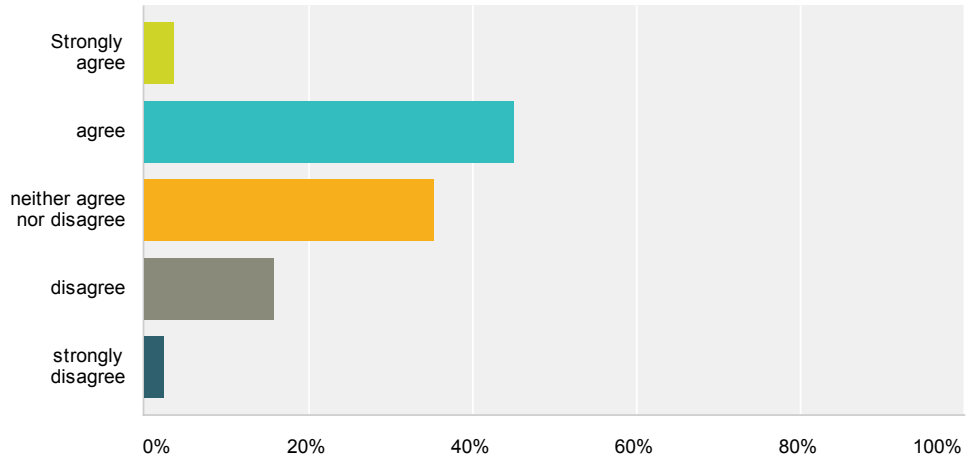
Answered: 81 Skipped: 3



Answer Choices	Responses	
Strongly agree	16.05%	13
agree	35.80%	29
neither agree nor disagree	13.58%	11
disagree	27.16%	22
strongly disagree	9.88%	8
Total Respondents: 81		

Q10 The International organisation seems well organized and efficient.

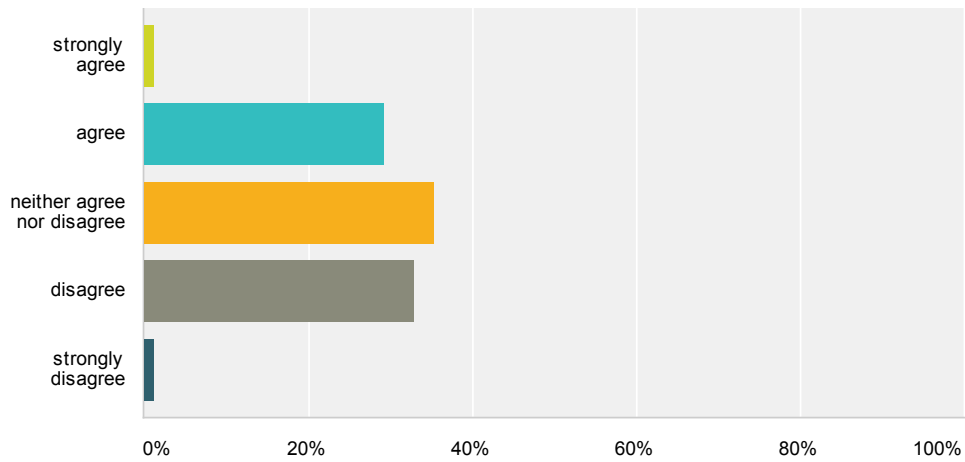
Answered: 82 Skipped: 2



Answer Choices	Responses
Strongly agree	3.66% 3
agree	45.12% 37
neither agree nor disagree	35.37% 29
disagree	15.85% 13
strongly disagree	2.44% 2
Total Respondents: 82	

Q11 WILPF's functioning (organisation, structure and, eventually, also program) is still adequate to the challenges of 2015

Answered: 82 Skipped: 2



Answer Choices	Responses
strongly agree	1.22% 1
agree	29.27% 24
neither agree nor disagree	35.37% 29
disagree	32.93% 27
strongly disagree	1.22% 1
Total Respondents: 82	

Ad Hoc Committee survey

Q12 If you disagree with the above, what could/should be improved?

Answered: 44 Skipped: 40

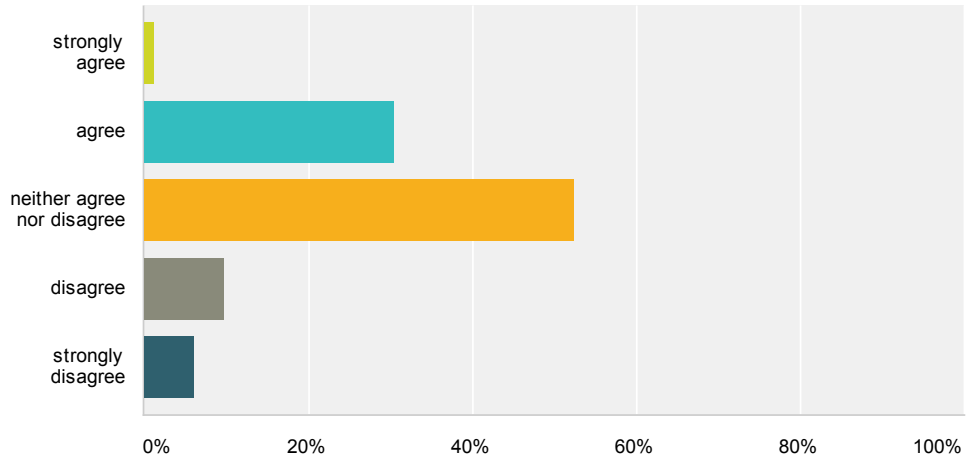
#	Responses	Date
1	we need more regionalisation and coordination of world-regions	7/9/2013 11:00 AM
2	I have the feeling that the Geneva office some times forget that very few of the sections have paid staff, and because of that have difficulties in reaching answering in time. Right now we in the Danish section are on holy day untill at least August. You have to bare with us, we just can't ceep up with the speed letters and questinaries are coming upp.	7/8/2013 10:49 PM
3	N.A.	7/8/2013 11:26 AM
4	Give responsibilities to those persons who understand WILPF v ery scientifically and ideologically .	7/8/2013 7:54 AM
5	Quicker, easier communication via Internet. Relevant 21st century campaigns, e.g., support of women in occupied countries (a la Afghanistan); creating space for democracy in all countries (or maybe outside Europe which seems to be doing OK).	7/8/2013 1:43 AM
6	The international offices are well organised and particularly efficient within their limited resources, The role and leadership shown by Secretary -General and staff is exemplary . However EXCOM is almost invisible; there is little sense of leadership & that organisationally (at the IB level) WILPF is moving forward.	7/7/2013 3:47 PM
7	I do not strongly agree since there is the room for improvement which I think will soon be done	7/7/2013 2:20 PM
8	I think we need more information and contact in the Pacific region	7/7/2013 7:23 AM
9	I am very satisfied with our gen secr Madeleine and her staff. I admire RCW and Peacewomen for their work.during the years. The EXCOM members seems to not functioning well. I would expect that each EXCOM member had a responsibility they followed up and that these were known by all. The IB is not functioning well as a body and I am wondering why. IB should have had a chairperson that looked after the doings of IB. It cannot be mixed with EXCOMs work because IB could be very critical to that body and also to its president and then IB members should elect a spokesperson to have things corrected. At Costa Rica one had to demand to have IB meetings and that the standing commitees must function. The excom is also dependant on good relations between its own members. . The IB members should know exactly what is expected from them, they are after all the board!! A IB meeting should be limited to the elected IB members (Excom included in IB) or deputy and chairs of committees and workshops if resources are limited.	7/6/2013 11:59 PM
10	I believe that at the most recent Triennial Congress, no financial report was presented. This indicates a failure at the organisational level.	7/6/2013 7:43 AM
11	NOT AP	7/6/2013 7:09 AM
12	I think it is the job of the leadership of our section, to keep members educated on the functioning of International.	7/5/2013 7:46 PM
13	How to attract younger women to WILPF	7/4/2013 3:45 PM
14	To avoid the overlapping among bodies and clarify the responsibilities and relationship among them. For instance, among Ex.Com, Secretary General and President	7/4/2013 2:46 PM
15	Find ways to get input from regular members.	7/3/2013 11:25 PM
16	The roles and responsibilities are clear, but they are not followed. Too much decision making at the staff level in stead of at the membership levell!!!	7/2/2013 11:52 AM
17	Some aspects of WILPF seem to operate very effectively and productively eg our Peacewomen and RCW projects. Amazingly so. And the work done by Madeleine Rees and others in lifting the sense of vitality in WILPF through the regular updates from Geneva with news of initiatives give a real sense of the significance of WILPF. This is in contrast with the difficulties that we hear of operation of the IB?	7/1/2013 12:27 AM
18	don't know enough about internat'l. structure and program	6/30/2013 8:17 PM
19	You should be in the public eye making statements about the issues of concern Regarding whistleblowing genetically modified, public education, healthcare, employment with a living Wage.	6/30/2013 4:12 AM
20	Similiar to Item 4. Annually reinforce the Item 11 above with a brief sentence & a link for more details. Keep every thing brief & "one-liners" to catch the attention of member/s & associations & if interested will click on the link & access more information. Prevents the "burn-out" sceniario of information overload; & promotes a sense of "keeping on top of information as required"?	6/27/2013 6:43 AM
21	As we grow and in this world we need to define more closely roles of staff and roles of Sections and members. We need to remember this is a membership organisation and support members.	6/26/2013 1:15 PM
22	I worry about the salaries of staff they seem very low.	6/25/2013 7:24 AM

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23	It's a very tuff question due to that it is rather problems with what I wrote above than how the organization is manage. The board is not a board as it is today , but I believe that it is important to have that body (I mean, one representative from every country) in some kind of group, but it shall not be called a board.	6/24/2013 5:21 PM
24	The program of work is extremely relevant - however economic justice should still be in there somewhere as women's circumstances often bar them from political participation. Food security should also be on the agenda. We need to bring WILPF's structure and methods of communication into 21st century along with our image to avoid being left behind. This is happening at the international level which is great but we have a lot of work to do in the Sections - along with how we can work better between global north & south where women have very different challenges	6/24/2013 11:42 AM
25	well I feel mean disagreeing because if the question was how efficient are the staff, I would strongly agree but in terms of the ExCom and IB, I cannot possibly gauge. It seems that there is better more efficient comms but I can't help thinking this is regardless of the IB and ExComm. I hear runours that the ExComm do not communicate well but how would we know?	6/23/2013 3:53 PM
26	we need closer collaboration among sections, branches & members	6/22/2013 5:45 PM
27	WILPF needs to be more firm when it comes to writing resolutions. WILPF seems to write resolutions that do not offend anyone. But in fact, we have either right or wrong; there should be no gray area.	6/21/2013 7:23 PM
28	It is hard to judge, as simple members are not so Close to the Int. Office...as IB member I think YES, the program is still valid, structures can and must always be improved	6/21/2013 4:11 PM
29	ACTIONS on the ideas. What have we accomplished?	6/20/2013 8:14 PM
30	We need to recruit new and younger women who are tech savvy and we need to better communicate the intersections between the work of US WILPF and International WILPF. It's not clear how they connect or inform one another...	6/20/2013 6:12 AM
31	I really don't know enough to answer this.	6/20/2013 2:58 AM
32	Communication!	6/19/2013 11:32 PM
33	On the whole there is nothing in the sructure that prevents the organization to fulfil is mandate. the problem is more one of using the strctures.	6/18/2013 10:25 PM
34	efficiency of committees and officers and IB	6/18/2013 10:06 PM
35	We don't get enough suggestions for public actions in a timely way .	6/18/2013 8:17 PM
36	I suspect the international office sees it's main role as help and influence to the UN. maybe they need to see it role as educating WILPF members and folks interested in women's issues and peace and advocating for women world wide. I find the Children's Defense fund had better research and advocacy for women than wilpf	6/18/2013 7:12 PM
37	Communication structure Clarification of roles and responsibility Accountability in relation to follow up of intl program	6/18/2013 4:39 PM
38	There may be issues that that board needs to address in between formal meetings.	6/18/2013 3:41 PM
39	The roles of various "bodies" might be explained by a separate box (column) now and then in the newsletters. I do not know how well the Int'l is organized. Much improvement needs to be done regarding getting the word out to all members. Some sections only send what they feel is necessary , not giving the whole picture.	6/18/2013 2:18 AM
40	While celebrating 100 years in some way, I don't want to see valuable resources used up for this. Better to see that WILPF still exists in 2016. Also, I don't think the 100th will bring in new members.	6/17/2013 9:12 PM
41	Where do we find the specifics of "roles and responsibilities?"	6/17/2013 5:52 PM
42	I don't feel adequately comment on this as i am not across the day to day workings of the whole organisation...but i would like more opportunities to support the work of the amazing and dedicated staff and board etc as a member.	6/17/2013 3:07 PM
43	I find it hard to understand/ work with the constitution, and national and international boards. It seems as though there are unnecessary barriers to simple changes (such as making sure a young WILPF woman is on a board). Or I am often told that if I want to do X, I should refer to the exCom. It does not seem very efficient, and does serve to drive members away. Though I am not sure whether this is due to lack of understanding about their functions/role/powers and/or on occasion a means to defer doing anything. I have never come into direct conflict with these processes, but they are often raised as potential issues that I spend time and energy trying to understand (unnecessarily I think).	6/17/2013 2:24 PM
44	It should be a smaller, more functional board. there needs to be room for more than section representatives, which could be arranged regionally or in another way. The excom should be elected from currently serving IB members based on competencies needed, not the popularity contest that seems to usually happen.	6/17/2013 2:04 PM

Q13 The International Board (IB) seems to function well as a decision making body.

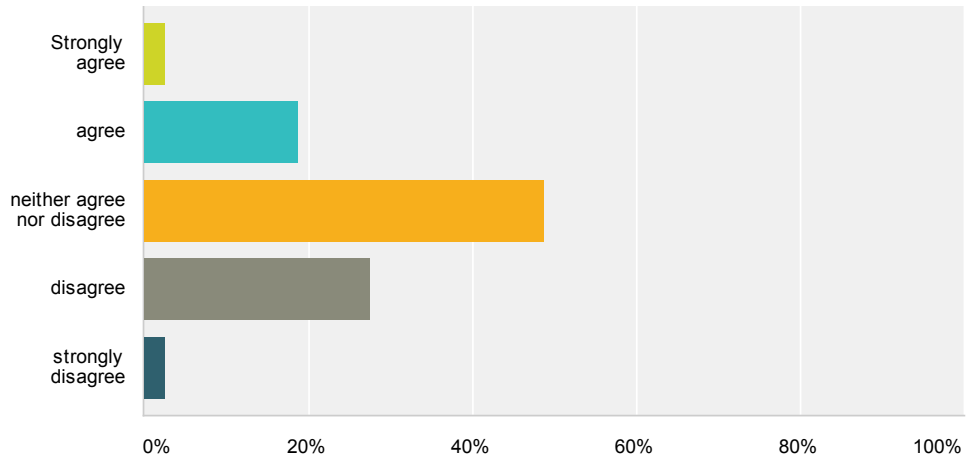
Answered: 82 Skipped: 2



Answer Choices	Responses
strongly agree	1.22% 1
agree	30.49% 25
neither agree nor disagree	52.44% 43
disagree	9.76% 8
strongly disagree	6.10% 5
Total	82

Q14 Conflicts within the organisation are handled, or seem to be handled, openly and resolved in a timely manner.

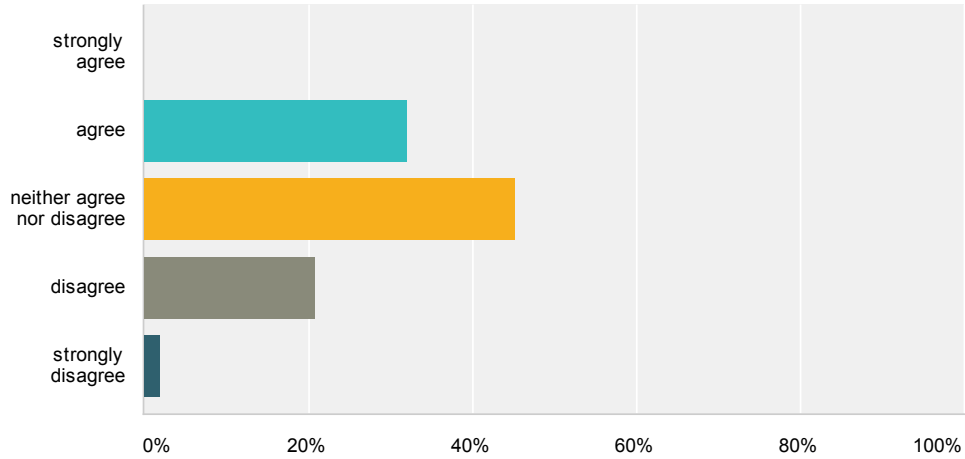
Answered: 80 Skipped: 4



Answer Choices	Responses	
Strongly agree	2.50%	2
agree	18.75%	15
neither agree nor disagree	48.75%	39
disagree	27.50%	22
strongly disagree	2.50%	2
Total		80

Q15 If your section took part in this year's IB meeting, we want you to answer the following: The IB meeting met our expectations as far as decisions made and clarification of WILPF's strategy and priorities

Answered: 53 Skipped: 31



Answer Choices	Responses
strongly agree	0% 0
agree	32.08% 17
neither agree nor disagree	45.28% 24
disagree	20.75% 11
strongly disagree	1.89% 1
Total	53

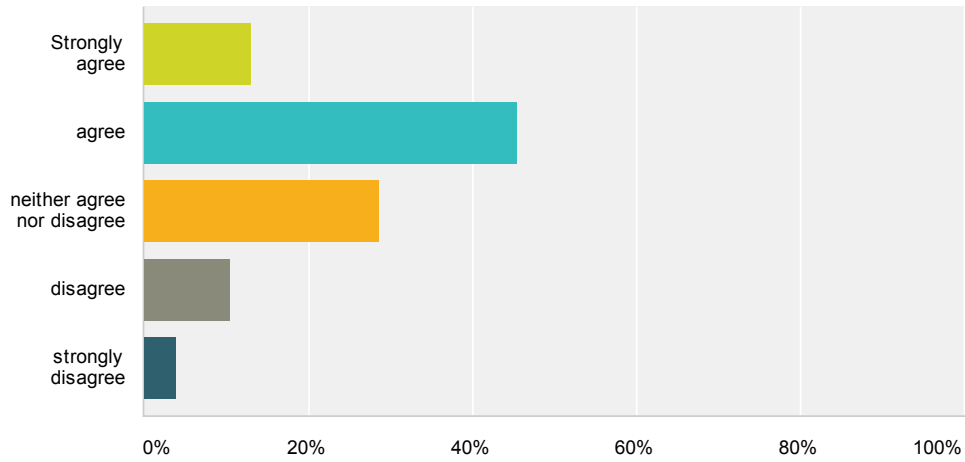
Q16 If you do not agree with question #15 above, what specifically was it that did not comply with your expectations?

Answered: 27 Skipped: 57

#	Responses	Date
1	Decision making was at the very end - some had already to leave The mixture of a not binding discussion, information and decision making was not always logic We need a contact to coordinate IB's in between meetings - it could be a small group of regional coordinators	7/9/2013 11:00 AM
2	resolutions were not discussed fully .	7/9/2013 9:21 AM
3	N.A.	7/8/2013 11:26 AM
4	It felt we were at a conference or seminar NOT a Board meeting. The structure did not encourage or support decision making; no clear, agreed meeting procedures & IB members raising concerns were not seen in a favourable light, IB members MUST take their responsibilities seriously and those that do should be encouraged. Having said this, the presentations by S-G and staff were excellent. They set the standard for WILPF moving into the next century .	7/7/2013 3:47 PM
5	A number of decisions remained vague, resolutions were postponed and all dispersed	7/7/2013 2:20 PM
6	This is second hand information from those who attended Too much formality at the meeting-getting bogged down in this. Very Eurocentric way of working.	7/7/2013 7:23 AM
7	NOT AP	7/6/2013 7:09 AM
8	We, as members, did not receive reports from those who attended on our behalf , and at our expense.	7/5/2013 7:46 PM
9	Resolution of finance issues concerning the former 501c3 sponsor in the U.S. were not addressed or acted upon	7/4/2013 3:45 PM
10	How would I know?	7/3/2013 11:25 PM
11	To much staff influence and decision making.	7/2/2013 11:52 AM
12	I was uninformed	6/30/2013 8:17 PM
13	I do not know what the IB meetings where discussing or their agendas. Cannot reply to this question. (When I click "neither agree nor disagree" box; I am basically saying "is that I do not know or understand the question"	6/27/2013 6:43 AM
14	No sturcture. No set agenda on decisions. No discipline. People running around doing papers on their own. (?) Group meeting facilities lacking or being poor. No real dialog.	6/24/2013 7:15 PM
15	There was no decision made? We did not agree upon how the meeting should work. Everybody came from there culture and with their understanding in how a meeting shall work and that resulted in a mischmasch of nothing understandable.	6/24/2013 5:21 PM
16	The question is very difficult to understand.	6/24/2013 3:39 PM
17	Needs to be more structured and participants need to take more responsibility and have more respect for the time, the discussions and eachother.	6/24/2013 10:19 AM
18	I'll leave this to the woman who attended the IB meeting	6/23/2013 3:53 PM
19	THough I understand that Spain needed a day for their own Young Membership, we could have used more time for IB-work...	6/21/2013 4:11 PM
20	Honestly most WILPF US members just don't hear about International... and are not aware of how efficient it is or how it collaborates with US WILPF.	6/20/2013 6:12 AM
21	I was not clear what to expect from the meeting. I felt the necessary background magterial for informed discussion and decision taking was lacking,	6/18/2013 10:25 PM
22	clarity of decisions made, cohesion of the ExCom and IB reps	6/18/2013 10:06 PM
23	what is an IB meeting? need long hand	6/18/2013 7:12 PM
24	There seems to be a lack of knowledge about previous decisions.	6/18/2013 4:39 PM
25	Nancy Ramsden seemed very encouraged be the meeting when she reported to our branch.	6/18/2013 3:41 PM
26	we did not receive a clear picture to pass on to members of decisions made	6/18/2013 3:29 AM
27	I don't recall receiving a report that totally gave what was discussed at the IB or the actions taken. Maybe I missed it.	6/18/2013 2:18 AM

Q17 WILPF could increase its efficiency with the establishment of regional bodies with a regional representative who could represent the sections in the regions at IB meetings.

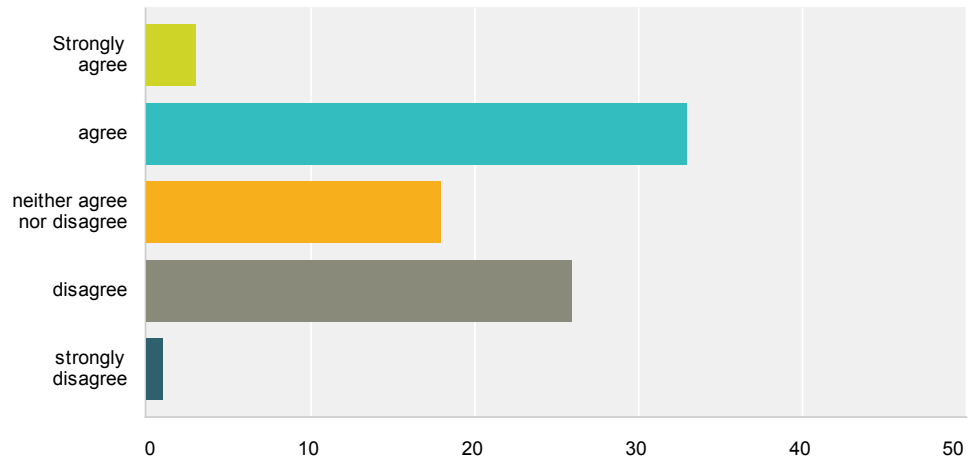
Answered: 77 Skipped: 7



Answer Choices	Responses
Strongly agree	12.99% 10
agree	45.45% 35
neither agree nor disagree	28.57% 22
disagree	10.39% 8
strongly disagree	3.90% 3
Total Respondents: 77	

Q18 I am well aware of the various working groups within WILPF.

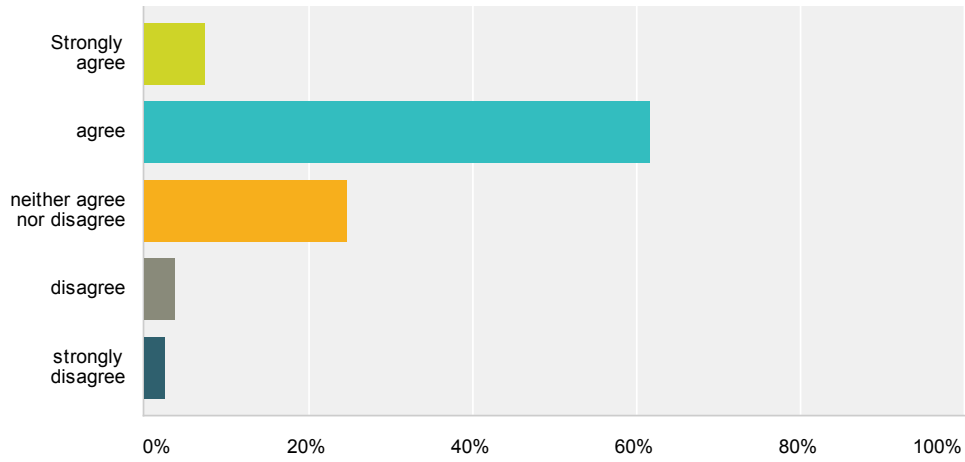
Answered: 80 Skipped: 4



Answer Choices	Responses
Strongly agree	3.75% 3
agree	41.25% 33
neither agree nor disagree	22.50% 18
disagree	32.50% 26
strongly disagree	1.25% 1
Total Respondents: 80	

Q19 Working groups seems to be an efficient way of organizing WILPF's work around thematic issues.

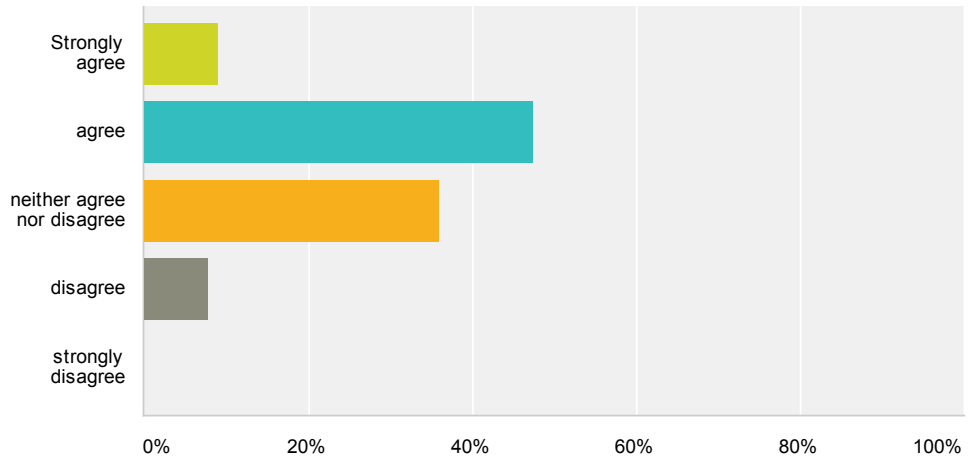
Answered: 81 Skipped: 3



Answer Choices	Responses	
Strongly agree	7.41%	6
agree	61.73%	50
neither agree nor disagree	24.69%	20
disagree	3.70%	3
strongly disagree	2.47%	2
Total Respondents: 81		

Q20 I, or other members of my section, would like to take part in one of the working groups if we were invited.

Answered: 78 Skipped: 6



Answer Choices	Responses
Strongly agree	8.97% 7
agree	47.44% 37
neither agree nor disagree	35.90% 28
disagree	7.69% 6
strongly disagree	0% 0
Total Respondents: 78	

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Q21 Do you have other comments related to working groups?

Answered: 33 Skipped: 51

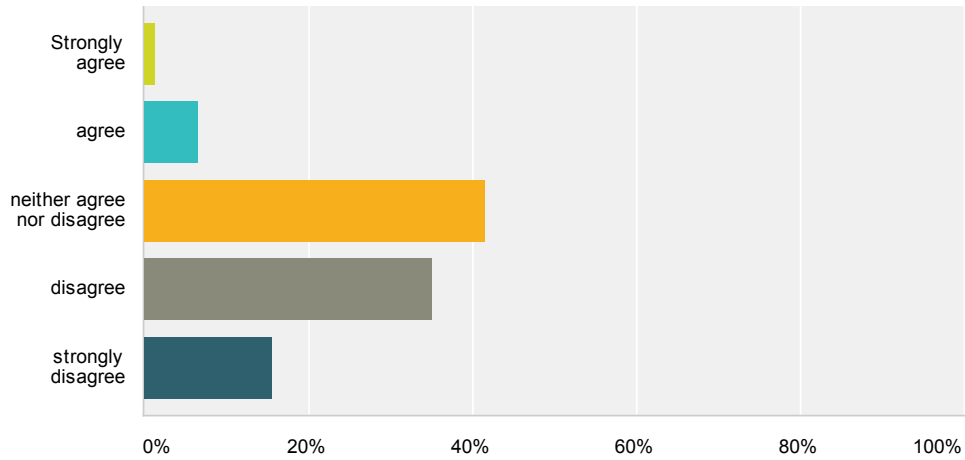
#	Responses	Date
1	We need more transparency and openness for the work of the working groups; founding WG is full of enthusiasm but in most cases without a professional help there is a lack of continuity of the work and lack of responsibilities to communicate results	7/9/2013 11:00 AM
2	No	7/8/2013 11:26 AM
3	Need more visibility & promotion. Also need to be relevant and value add to WILPF's plan & mission.	7/7/2013 3:47 PM
4	They could be more inclusive	7/7/2013 2:20 PM
5	The work of a working group will depend on: the relation to the office and the board/EXCOM dedicated convenors and active members A minimum of resources It must also be understood by all what is expected from a working group and its members. bers	7/6/2013 11:59 PM
6	NO	7/6/2013 7:09 AM
7	Although invitations to apply were sent out by International, this process was bottle necked at our national level. We had to scramble with almost no time, to inform our members at the branch level.	7/5/2013 7:46 PM
8	But we are in enough committees and working groups (100th aniver.) and still building our section, as such we don't have enough capacity yet	7/4/2013 2:46 PM
9	Agree that working groups are a good way to organise. However regional working groups might be more effective and these could then be coordinated/in communication with each other. Regional groups will work only if there is considerable common interest/ culture in the region. Europe is more coherent as a region than Asia/Pacific. Perhaps problems would be minimised by having 2 reps from each Region. This could help represent diversity within a region.	7/1/2013 12:27 AM
10	I need to know much more about them and their accomplishments	6/30/2013 8:17 PM
11	Working groups I would assume would be a great source on understanding & networking. Most I would think only need a personal invitation to join & commit to a working group. Most, like myself do not what working groups are out there. Most, like myself would enjoy committing to a working group to be amongst "like minds" & develop friendships & strengths in our belief systems. It can be lonely "out there" and encouraging to "rub shoulders" with "like minds"	6/27/2013 6:43 AM
12	They need to be evaluated sooner than IB Meetings to see if they work or if something need to be done. Working groups need to have good agendas and be working.	6/24/2013 7:15 PM
13	I belong to a working group but unfortunately it seems the respect for them as an organisational tool to carry out thematic work is poor. If women aren't on the group, they complain about the group. If women are on the group, they are few and feel overwhelmed but the lack of response from Sections or the IB to requests for information and engagement. I think there is no respect for the process but it is definitely a helpful way to organise our work.	6/23/2013 3:53 PM
14	I am not aware of any.	6/23/2013 10:42 AM
15	While I am not opposed to the concept of regional representation to the IB, I wonder how this representative would be selected.	6/23/2013 9:47 AM
16	Communication within the working group is very poor. I couldn't communicate with the ME group- I always got delivery failed permanently.	6/21/2013 7:23 PM
17	We would love to participate more, also in Working Groups but no womanpower around...	6/21/2013 4:11 PM
18	WE need to collaborate and work in coalitions more- too many issues that others are also engaged in	6/20/2013 8:14 PM
19	There are not enough of us to do what we are currently charged with doing.... it is hard to imagine taking on MORE work or another committee or 'working group'. I am aware of working groups within US WILPF, but not within International WILPF.	6/20/2013 6:12 AM
20	Not sure about this. My professional experience working in international groups is that some face-to-face interaction at the beginning to establish trust and a sense of things is useful if not critical. A virtual meeting in camera might do the trick.	6/20/2013 2:58 AM
21	Working groups are useful but difficult to make function. The need dedicated core leadership.	6/18/2013 10:25 PM
22	Need to be held accountable with timely reports, etc.	6/18/2013 10:06 PM
23	They seem to be the back bone of WILPF and I am grateful to all those who participate in them	6/18/2013 7:12 PM
24	working groups rarely meet, if skype meetings could be held at regularly, working would be more effective.	6/18/2013 5:16 PM

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25	The working groups seem to me to be an old fashioned way of organising and do not get that much done. There are also problems related to efficiency, transparency and accountability.	6/18/2013 4:39 PM
26	The key question is time and availability.	6/18/2013 3:41 PM
27	WILPF members working around thematic areas are often doing so in networks of likeminded organisations.	6/18/2013 6:18 AM
28	working groups work if communication within and to the IB is working well, but if it breaks down, then nothing happens. This happens very easily.	6/18/2013 3:29 AM
29	I think all working groups should fall under the Program Chair. Money donated should not be earmarked for specific groups.	6/17/2013 9:12 PM
30	Do you mean "issue" groups, too? I've tried to get one of the "issue/working groups" to take up a petition and never heard back from them. That's NOT efficient, in my judgment.	6/17/2013 5:52 PM
31	Frequently difficult to find out how to participate	6/17/2013 3:45 PM
32	Working groups are only as efficient as the members that make them up, and the skills of those in leading roles.	6/17/2013 2:24 PM
33	They rarely seem to actually work. it is unclear how they communicate, or if they even communicate. there are no minutes from teleconference calls, or other meetings made available.	6/17/2013 2:04 PM

Q22 The section I am representing has severe problems paying our contribution to WILPF International.

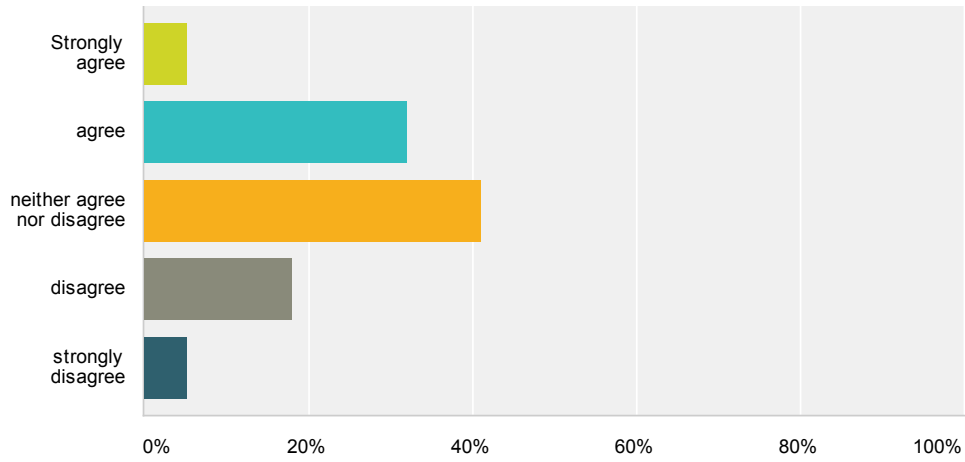
Answered: 77 Skipped: 7



Answer Choices	Responses
Strongly agree	1.30% 1
agree	6.49% 5
neither agree nor disagree	41.56% 32
disagree	35.06% 27
strongly disagree	15.58% 12
Total Respondents: 77	

Q23 The section I am representing is successful in raising funds other than member fees in order to pay for activities.

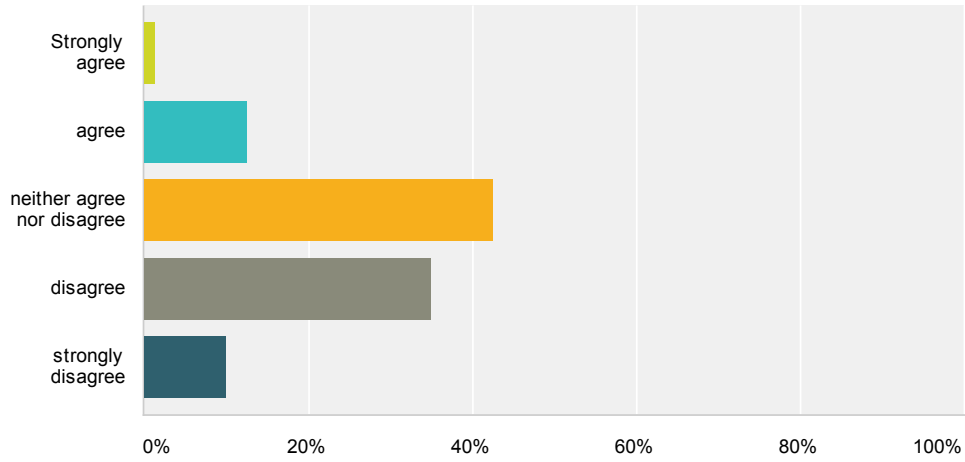
Answered: 78 Skipped: 6



Answer Choices	Responses	
Strongly agree	5.13%	4
agree	32.05%	25
neither agree nor disagree	41.03%	32
disagree	17.95%	14
strongly disagree	5.13%	4
Total Respondents: 78		

Q24 A non-paying section should be excluded after two years.

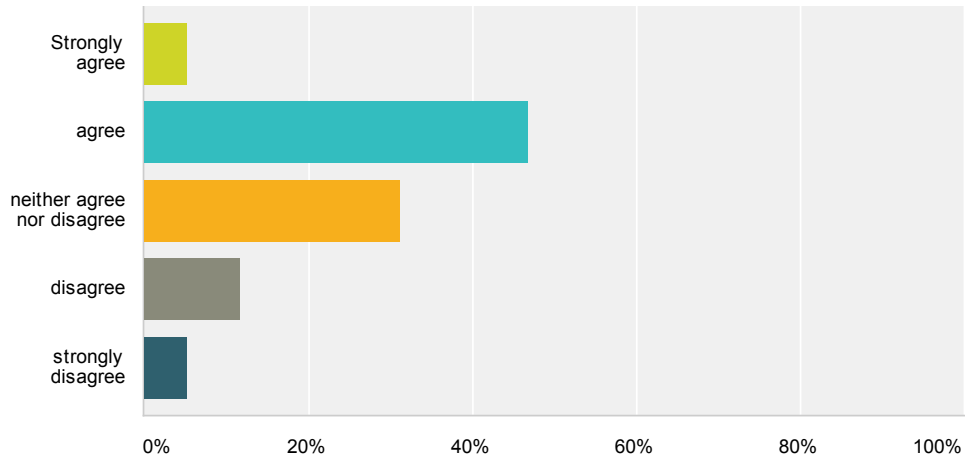
Answered: 80 Skipped: 4



Answer Choices	Responses	
Strongly agree	1.25%	1
agree	12.50%	10
neither agree nor disagree	42.50%	34
disagree	35%	28
strongly disagree	10%	8
Total Respondents: 80		

Q25 A non-paying section should have the right to meet at IB and congress, but do not have the right to vote.

Answered: 77 Skipped: 7



Answer Choices	Responses
Strongly agree	5.19% 4
agree	46.75% 36
neither agree nor disagree	31.17% 24
disagree	11.69% 9
strongly disagree	5.19% 4
Total Respondents: 77	

Q26 Do you have any ideas for funding activities either nationally or internationally?

Answered: 32 Skipped: 52

#	Responses	Date
1	Hold fundraising events with nationally-known figures on program--Alice Walker, Barbara Kingsolver, etc.	7/10/2013 9:06 PM
2	Germany is planning a historical symposium in 2015 carrying WILPF from the past towards the future - there is funding interest	7/9/2013 11:00 AM
3	No ideas	7/8/2013 11:26 AM
4	Need to explore women's' philanthropy	7/7/2013 3:47 PM
5	The Sections must raise money for their activity unless there is a case of mismatch between intentions and resource generation	7/7/2013 2:20 PM
6	A section and its members can be poor in socalled rich countries a section in socalled poor countries can have rich members and resources	7/6/2013 11:59 PM
7	Applying for grants Developing relationships with organisations and individuals and then seeking their financial support Seeking sponsorship for specific events or purposes	7/6/2013 7:43 AM
8	NO	7/6/2013 7:09 AM
9	I want to qualify answers about non-paying sections. I do not think that poor sections should be penalized. But, perhaps they can pay something, even a low amount. I think wealthy sections should be subject to more stringent requirements. Where the line is drawn, is another question.	7/5/2013 7:46 PM
10	We think it is necessary to study case by case, because not always the poor countries lack money. In fact, they are more able to collect funds!	7/4/2013 2:46 PM
11	I have in another capacity invited a member from another section who is also coming in another capacity, and her travel will be paid because we both have two different hats, and I use those non WILPF hats for the fundraising. Nevertheless we will both be presented with the WILPF hat as well at the meeting.	7/2/2013 11:52 AM
12	In Australia I think that emphasis on the international significance of WILPF in its work at the UN could be stressed much more in both fund raising and in attracting members who wish to give additional money to support our Geneva office and coordination all of our international work, rather than be involved in volunteer work within our WILPF branches.	7/1/2013 12:27 AM
13	In my business, I raise funds for my favourite causes by giving 2% of cash sales to the cause I am promoting. I have a stamp made up promoting the cause & staff will ensure receipts are stamped & the customer is enlightened with that 2% of their cash sale has just been donated to whatever cause I am promoting. I based this on the EFTPOS machine where the banks take 2% on each sale item; so cash sales will promote a charity or cause. All my customers are generally delighted to promote the cause; and I also do this not only to raise money but to promote the cause and a connection to the cause for the customer. I also have a display in my reception for the cause, etc.	6/27/2013 6:43 AM
14	Support increasing of profile and communication of WILPF's work globally to provide a better framework for fundraising. Look at social enterprise model e.g. WILPF offering training sessions/ speakers for a fee to other organisations and bodies - if we can get a good programme together. Development of fundraising guides/ best practice kits that can be shared between sections with conferences and international events - give paying participants the opportunity to also sponsor a member less able or contribute an extra \$5 to an international travel fund. Enter competitions and win awards to raise profile!	6/24/2013 11:42 AM
15	loads of ideas nationally but all usually rejected due to religious fanatics or women who lack vision for or confidence in the brilliance of wilpf	6/23/2013 3:53 PM
16	Seeking out a wealthy benefactor - There must be some in Hollywood California	6/22/2013 9:53 AM
17	I believe to raise money you must have a more visible and publicized image than we have in US WILPF. I am not sure, but have heard that WILPF US is struggling with paying International WILPF contributions. I believe recruiting and strengthening members is vital, and the best way to do that is to hire Outreach Field Organizers, tighten the relationship between National and Branches, and provide help with recruiting, meeting facilitation and planning, and creating a membership handbook for old and new branches.	6/20/2013 6:12 AM
18	I personally love the idea of having sister section partnerships - such as the US Section partnering and assisting financially with the new Pakistan Section. Locally we have recently had an international fashion statement fundraiser for our section hosted by the Boston Branch. It was a very modest fundraiser, but it was super fun and could be replicated!	6/20/2013 1:31 AM
19	Sorry, I don't.	6/19/2013 9:46 PM
20	no	6/18/2013 10:25 PM

Ad Hoc Committee survey

21	branches and sections could have speakers, pot lucks, performances, sponsor speakers, etc. and charge admission and other local fundraisers to raise section fees and fund their work	6/18/2013 10:06 PM
22	perhaps there should be a % paid to national and international .. I am unaware of this. Peace and freedom magazine is the main member perk and could be sent to dues paying members with a warning note "last newsletter dues are due" ..our branch sends newsletter to anyone interested and pay the postage because we think the costs is be part of our fundraising . we have a big garage sale every other year to make money .	6/18/2013 7:12 PM
23	Nationally , we have been successful in generating our own funds by collecting registration fees from the participants who attend and participate in events. we also encourage the members to deposit small amount (whatever they are willing to give) every year.We are thus now able to pay the section fees.	6/18/2013 5:16 PM
24	I would want to know more about why the section could or did not pay .	6/18/2013 3:41 PM
25	Section could have a life membership category of say - for Australia - \$1000 for ethical investment and use of only the annual interest. Perhaps this \$1000 life membership could be shared between Section and International for management of capital. Some members may be well able to afford life membership which acts as a living will. Payment of Branch and project fees will still be payable, but basic WILPF membership will not lapse as it so easily does when members become ill or change residence..	6/18/2013 6:18 AM
26	possibly WILPF cards because there are always occasions when a card is needed at every level.	6/18/2013 3:29 AM
27	crowd sourcing using our vast online network for specific projects	6/18/2013 12:11 AM
28	WILPFers need to become literate in Social Entrepreneurship. We all need to learn how to get the maximum punch for all our activities.	6/17/2013 9:12 PM
29	No	6/17/2013 7:24 PM
30	Can't even get members here to be active Nationally , or pay annual dues. What would be the benefit of cutting branches or sections off because of non-payments?	6/17/2013 5:52 PM
31	An international salon :: one date, with regional or local branches all holding an afternoon or evening event (dinner, lunch, cocktail, drinks, whatever) with a guest speaker, poet, performer or music etc. the aim would be to give members a sense of the momentum building towards the anniversary, along with the knowledge that sisters around the world would be holding similar simultaneous events. if you set up a website (even via social media) for it, people could post live footage or photos and give others a glimpse of the international celebrations. you could encourage branches or prominent members/supporters or other individuals to send messages to others around the world too. And if possible you could include a central message from the SG which could be video or read out at the event, highlighting the work going into building towards the anniversary (so perhaps aim for on the 2014 anniversary or 6 months before it?) anyway, just a thought. Merchandise or other fundraising could tie into it too. It could work both as awareness raising and fundraising...	6/17/2013 3:07 PM
32	WILPF sections are poor at raising funds because we are focussed on WILPF work. Fund-raising is hard and time consuming - and as WILPF offices improving these processes internally, it may take a role on sharing possible funding opportunities it identifies. This could be an ongoing responsibility of an intern for instance - managing a database of known funders, sharing to a section that may be eligible, and possibly providing some support in applications.	6/17/2013 2:24 PM

Ad Hoc Committee survey

Q27 Do you have any other comments or suggestions to any of the questions in this survey?

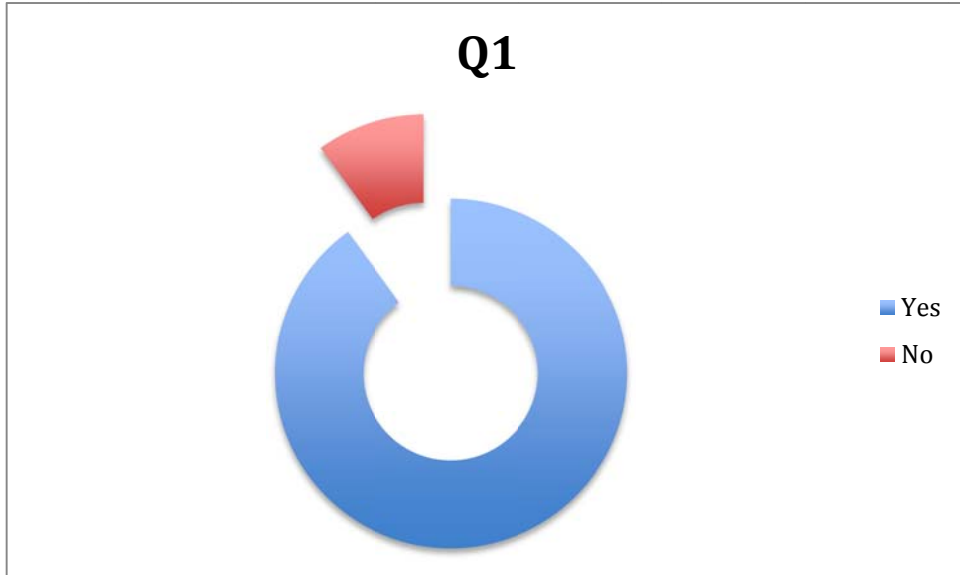
Answered: 39 Skipped: 45

#	Responses	Date
1	Sorry--there are so many issues--it's hard to keep track of all of them. I think that WILPF needs to be a little more focused on major ones: nuclear disarmament, SCR 1325, budget priorities/military spending, weapons' reduction....good to have other issues but so hard to find time and energies/persons to work on diverse issues	7/10/2013 9:06 PM
2	After the evaluation of the survey we have to think strongly about constitutional changes making WILPF as a whole more effective and representative in the engagement against war and violence and for the safeguard of freedoms; heavy task for a constitutional committee and think tanks!	7/9/2013 11:00 AM
3	No	7/8/2013 11:26 AM
4	Regionalisation has much to offer, we must encourage collaborative partnerships. However current regions need review - for example Asia Pacific is too vast & disparate. If WILPF doesn't adopt a regional structure (which could be seen by some as another administrative layer) regional networks organised around issues could be an alternative.	7/7/2013 3:47 PM
5	no thanks.	7/7/2013 2:20 PM
6	I am very for cooperation between sections on an international basis. But I am very much against making formal regional bodies in WILPF. I want 2 levels nation and internationally. Sections could cooperate and also united forces, and also send one person to represent several countries but I do not believe in geographical regions with boards and their own spokespersons. Then you will have strong US and Europe groups that dominate. But I believe more on cooperations between sections close to each other with a language similarity and common problems and the members in such cooperations can vary. But they always are united in WILPF International	7/6/2013 11:59 PM
7	Sections and Branches need to nurture the grass-roots membership. Developing inclusive and transparent practices at all levels and establishing procedures for handling grievances are important parts of this.	7/6/2013 7:43 AM
8	NO	7/6/2013 7:09 AM
9	Completed from a paper response completed by WILPF Australia (Qld Branch) member.	7/6/2013 3:21 AM
10	I hope that this survey is a sincere effort to find out what actual members within sections, think. It appears to be focused on relatively minor details. Members need a venue to make themselves heard, and to ask questions. Members need vastly more information coming to them from our section. In our section, our representatives are almost all unelected. They are people who have maneuvered themselves into positions of 'power' and do not have the backing of the members, who have a great distrust - with good reason - of our section leadership. From things I have heard of going on at International, and things that I have witnessed going on in our Section leadership, I am very disheartened. I think that it is more a failure of leadership than of structure. I am very sad that long time dedicated activists seem to be trampled by careerists, who put their personal career and desire for power above heartfelt activism. It this makes me old fashioned, then I would rather be so. Thank you for your inquiries.	7/5/2013 7:46 PM
11	I am new to the organization, but old to the cause....	7/5/2013 6:34 PM
12	Our, is a new section and for that it hasn't been easy to answer. So, our answers have to be nuanced. We think positively about WILPF and if we have answered critically is in order to favourise a change for better. This survey is a good idea!	7/4/2013 2:46 PM
13	There should be a choice of "I don't know."	7/3/2013 11:25 PM
14	The problems with the contribution to WILPF International: We do not agree on this in the Section Board. I as well as others have proposed that we should raise the national fee in order to be able to pay more to WILPF International. However, in the national Board we have never reached an agreement on this even though one of our members keep on proposing it.	7/2/2013 11:52 AM
15	I have sometimes ticked both agree AND disagree, because there were aspects of the question that I agreed with and aspects of the questions that I disagreed with. This is different from saying I neither agreed nor disagreed. A problem with the question for me.	7/1/2013 12:27 AM
16	I found it difficult to answer most of the questions as most of my answers needed a box for "I do not know" answer!	6/27/2013 6:43 AM
17	This is not the answers of an IB representative, but by a wilpf member.	6/24/2013 7:15 PM
18	I am not representing any section. And I kind of do not understand how this questionnaire will help WILPF with the 100th anniversary? Even if I think it is a very good questionnaire that is important for WILPF!	6/24/2013 5:21 PM

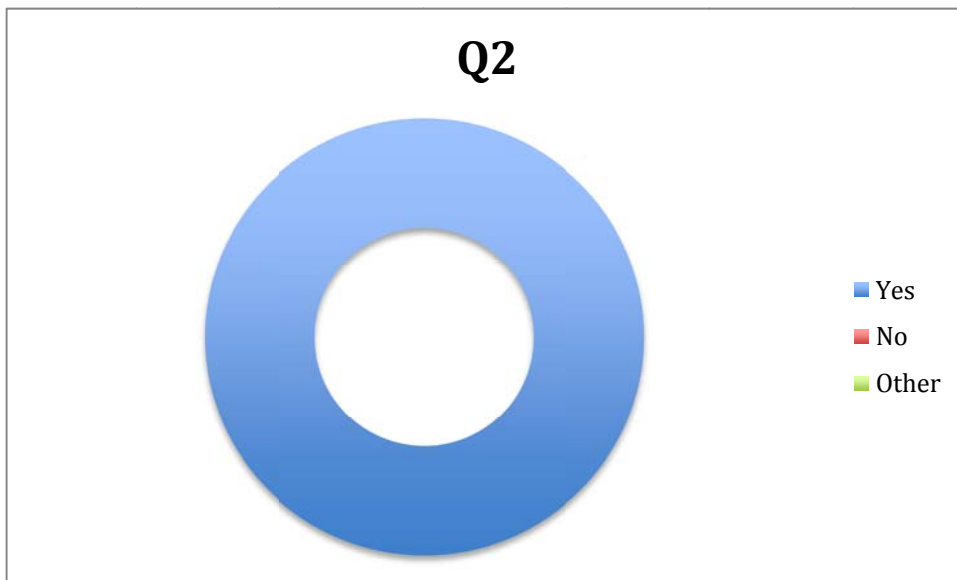
Ad Hoc Committee survey

19	re: question 17 - I think representation at IB should be open to all not just a representative as it is the non-hierarchical nature of WILPF is what makes it accessible. But - working within the UK I have found that the main problem is that we do not have any paid staff - therefore continuity of campaigns and any work is an issue on a long term basis. The establishment of a regional coordinator could make a huge difference if we can obtain funding for this.	6/24/2013 11:42 AM
20	thanks for asking the questions. The biggest challenge is how we get women to commit to their roles and work proactively and cooperatively together around our agreed programme. I don't have that many answers because I am demoralised by a Section that cannot or will not engage with big picture issues or who fail to understand that we are playing the long game and do not have to comment about every little thing in the world. we're dealing with root causes, patterns, history and our experience over time and we're doing that through UN structures amongst other ways. We do need activists but it seems activists have more credibility than those of us who feel a better balance is necessary. It's the continuity and presence of wilpf over time, saying the same things and relating those to different but similar situations that makes us an NGO to listen to. If we fuff about championing every last thing, we take time away from making the connections. Rant over xxxxx	6/23/2013 3:53 PM
21	Sorry, I am a supporting member of Wilpf, an active member of ANAWA.	6/23/2013 4:17 AM
22	Would like to see local branches more involved with other like minded communities	6/22/2013 9:53 AM
23	We raise the Money for the section fee, but thus we have less Money for our own activities! We pay 2000 to Geneva, it's hard to raise extra monies...NON-paying sections: if they present adequate explanations, ok, not punish them even more by not letting them vote.	6/21/2013 4:11 PM
24	I believe that communication is a very wide ranging problem within WILPF US. I don't know if it's a problem between US and International, because I never really hear about International.	6/20/2013 6:12 AM
25	As a member new to the interactions across sections and with International I don't have a good feel for what goes on or is possible. But as a voluntary NGO participation must come from energy created through interaction and focus. So I would be wary of too much hierarchy in any organisational arrangements.	6/20/2013 2:58 AM
26	My major concern is the apparent fatigue that has set in within our branch. I'm sure members are individually concerned about the issues at the forefront of WILPF, but there's little energy to get involved in them within the format of WILPF. Members are involved in co-sponsoring events and actions in support of local peace and justice group, but don't want to take on a leadership role. Very disheartening.	6/19/2013 9:46 PM
27	Too many of the questions are impossible to answer if one is a member but does not live near the location where the majority of the members live and where actions take place. How to keep members living away from the action centres involved is a challenge. This goes for sections and for members and the central leadership.	6/18/2013 10:25 PM
28	good survey	6/18/2013 10:06 PM
29	visit our web page at www.eastbay-wilpf.org . I think this has really helped us...National wilpf could help local branches get a web page up by downloading and maybe a common site to post them. One of our younger members (30)told us"folks think you don't exist if you don't have a web page. I am 71 and learned how to manage it. see the new PDA "educate congress" link at their site for a good example to a link in the newsletter that has a lot of information on how to be more effective. WILPF is well respected and has a unique perspective, I am proud to be a member	6/18/2013 7:12 PM
30	Regarding Section fees. -- I agree that nonpayment of section fees should not be a deterrent, but when we become members of WILPF, we are aware that we HAVE to pay a certain amount of fees.Hence it is the responsibility of the section to find out ways and means of generating funds to pay the section fees.	6/18/2013 5:16 PM
31	I am personally turned off with the theme for 2015 "Women have the Power to stop War" I don't like the word power. Also I don't like the symbol for meeting. I would prefer something more traditionally WILPF like --- the dove and female symbol.	6/18/2013 3:41 PM
32	As I am a wheelchair person and very time-constrained, I cannot play a more active part in WILPF, but I fully support its aims and have no criticisms of the management of the organization.	6/18/2013 9:20 AM
33	The cost of maintaining the office in Geneva is of concern.	6/18/2013 3:29 AM
34	No.	6/17/2013 9:12 PM
35	No	6/17/2013 7:24 PM
36	Please define terms in the questionnaire, e.g., section/issue group/working group. Are these specifically technical? If so, not clear to me. Perhaps give an example from website . . .	6/17/2013 5:52 PM
37	I think it will be very difficult for many members to answer these questions. There are some women who want to pay their fee but not be active - I hope this questionnaire does not frighten them away.	6/17/2013 3:45 PM
38	I am sorry i have not been as active as i would like to be in my local WILPF branch so far. It means many of my answers are fairly inadequate, but thanks for the opportunity to input none the less. The organisation means the world to me..	6/17/2013 3:07 PM
39	regarding q25- all wilpf members have always been able to participate at all international meetings, but if a second can't negotiate its section fee for 2 years, it should not receive financial assistance.	6/17/2013 2:04 PM

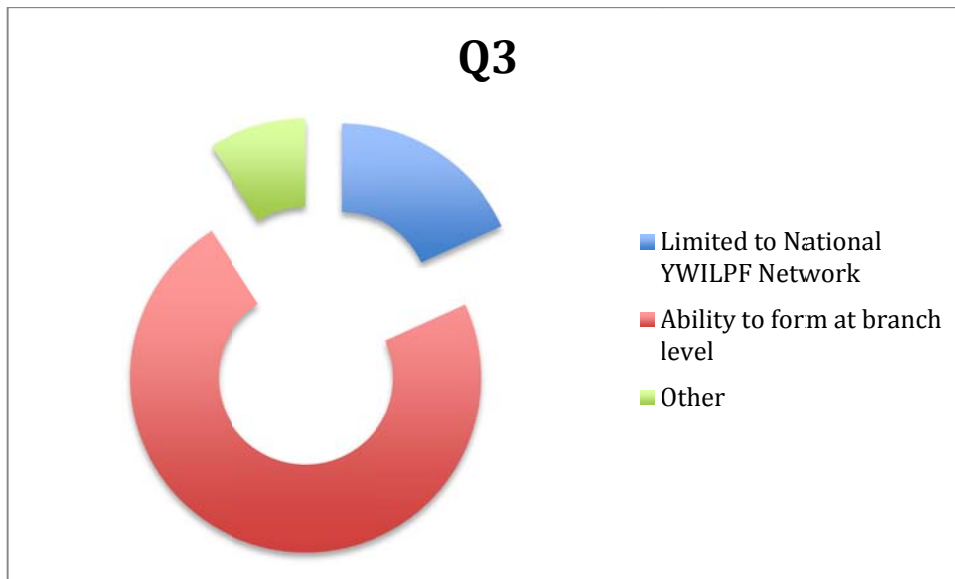
1. Currently Young WILPF has evolved as a virtual network of WILPF members under the age of 35 that provides an inclusive space for younger members to engage in the organisation, undertake collective work within broader WILPF, and in Young WILPF specific capacities. Do you believe that formalisation as the "International Young WILPF Network" is the most appropriate way to recognise what Young WILPF is?



2. Some national sections have formed successful a national Young WILPF, where as others have not obtained the support of their national section to do so. Do you believe that the ability to form a national Young WILPF should be protected by the WILPF constitution?



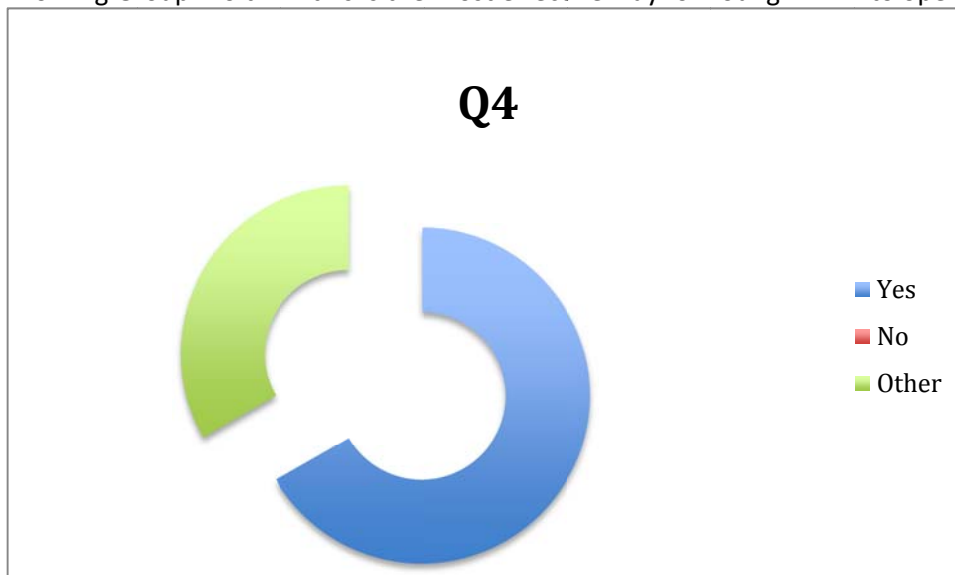
3. If you answered yes to the last question, do you believe that this should be:



Other:

- It's hard to be prescriptive about this, but because one of the great things about wilpf is that it's not prescriptive and it can mean a lot of different things to varied people. Nether themes in the interest of sustainability of wilpf and peace, there must be a place for young women to engage in WILPF's objectives.

4. Currently administration and decision-making regarding Young WILPF undertaken by the Working Group. Do think this is the most effective way for Young WILPF to operate?



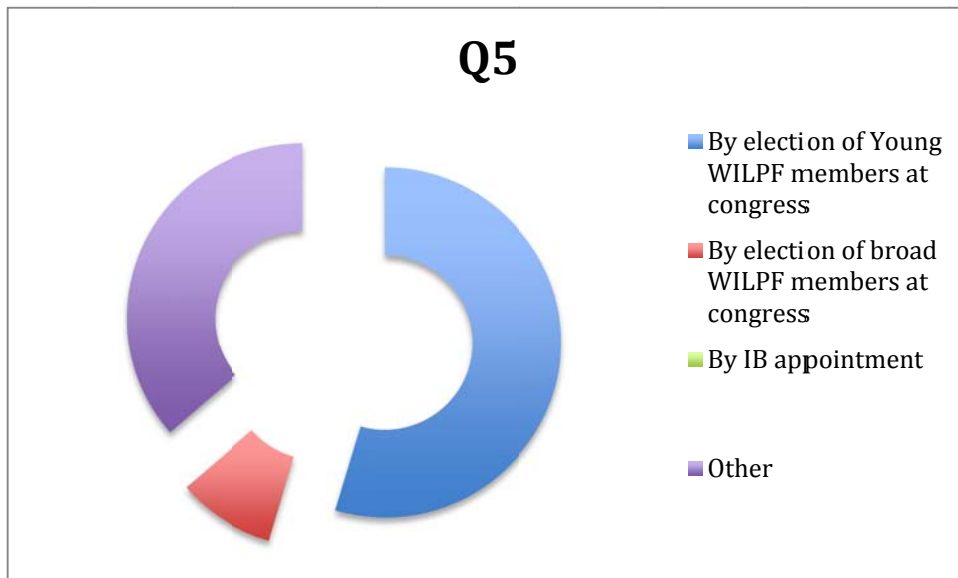
Other:

- Yes at this point in time but I think we should add in a timely review to this mechanism. Perhaps 6-12 months prior to each congress the YWILPF working group conducts a review of its efficiency and efficacy in achieving its objectives. The findings iof this could form recommendations and be shared with the wider YWILPF and wilpf ex com for their consideration
- Its not bad but as you grow you need more formal structures I think and to move into WILFP itself and transform it into the new entity it needs to evolve

into

- Unsure

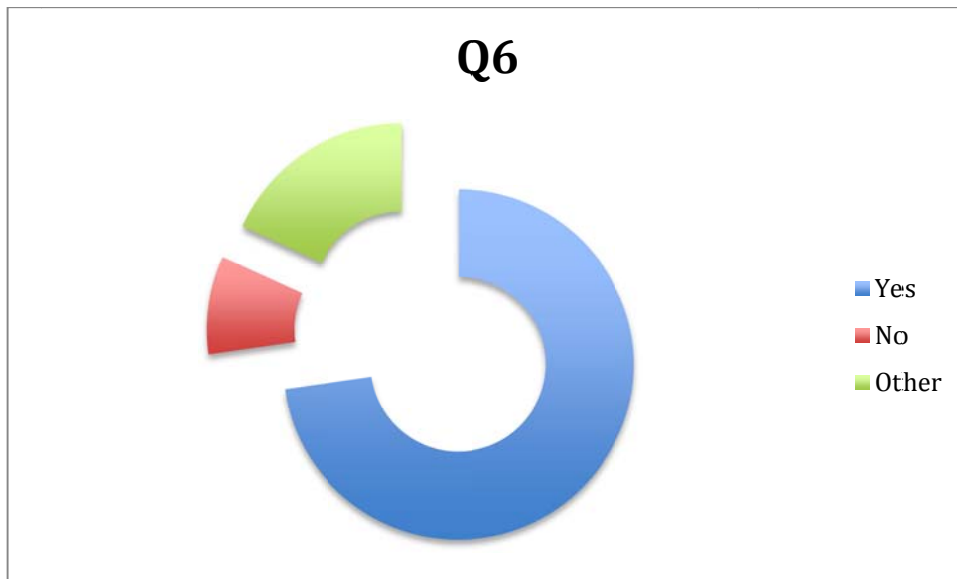
5. If you answered yes to the last question, how do you believe members who nominate to take part in the Young WILPF Working Group should be selected?



Other:

- I would say election by YWILPF members at congress (with options for proxy voting if YWILPF members cannot attend congress). I also think in order to nominate for the working group you should have support from your local national section - just to ensure that the wider wilpf and YWILPF are talking to each other
- A mixture of Y WILPF members (who know each other) and also broad WILPF members at Congress and at section level could nominate relevant YWilpfers
- Less formally - if people want to take part it shouldn't be restricted
- Unsure

6. If you answered yes to the last question, do you believe that there should be mechanisms in place to ensure equitable regional representation of Working Group members (e.g. one member from each region)?



Other:

- Yes I do believe this is needed but I might need to be a quota that is acknowledged to be hard to achieve in the first years of this mechanism. Something like in the first 5 years YWILPF will endeavour to meet geographical representation targets and will concentrate on building a presence of YWILPF in areas that are under- represented
- Unsure

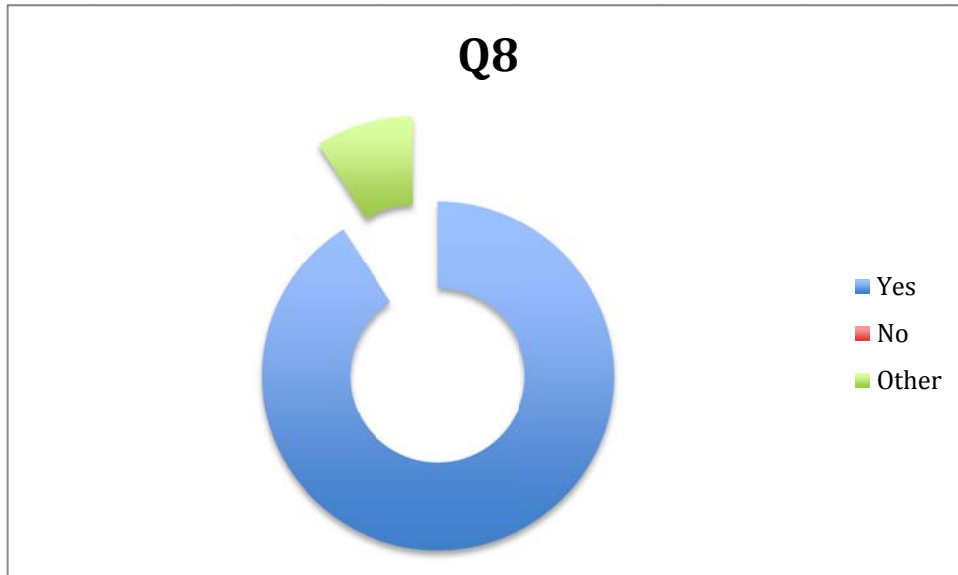
7. Although there is no formal mechanism for how Young WILPF operates, and who it reports to, the YWILPF Working Group in its role has reported to the IB and WILPF Secretariat. Where National Young WILPF groups exist, they have reported to their national boards. Do you think this is the most effective reporting structure?



Other:

- A mixture of YWILFP to IB and WILPF Secretariat as well as through sections and branches - somehow it needs to be inclusive and not setting up a while separate WILPF arm that doesn't know the other arms....it's not a bad start but integration and modification of the existing structure is the way to go
- Some groups may be better suited to report to international

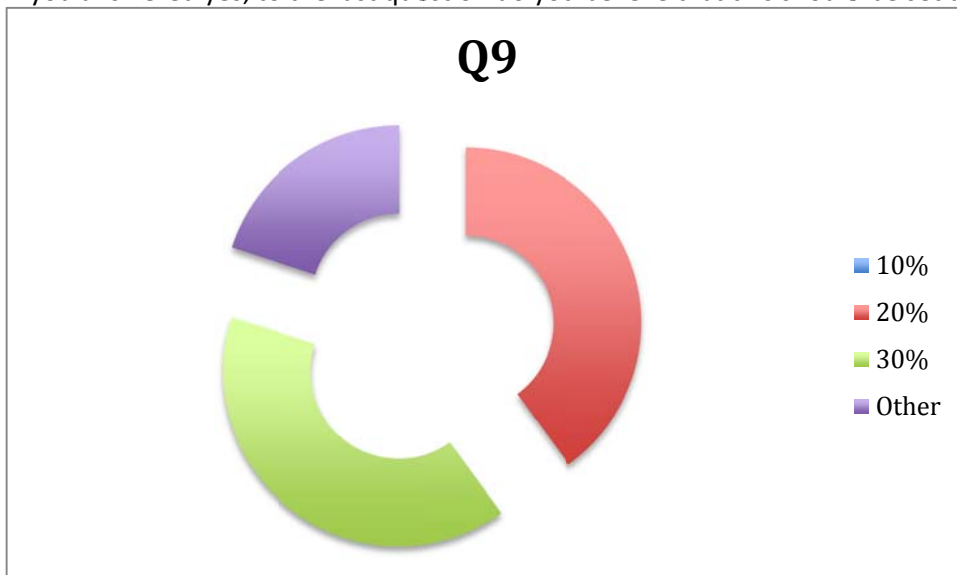
8. When Young WILPF was formed, it was intended that younger members would be represented in decision making bodies, including International and National boards and Working Groups. This has not occurred, do you think there should be a constitutionally protected quota for young WILPF members in these decision-making bodies?



Other:

- Again, it would depend on terms. I don't think YWILPFers should be forced to nominate themselves if there is no-one able/willing just to fill a quota, but I do think if there are YWILPF nominees, they should be equally considered (but again, not selected just to satisfy a quota).

9. If you answered yes, to the last question do you believe that this should be set at:



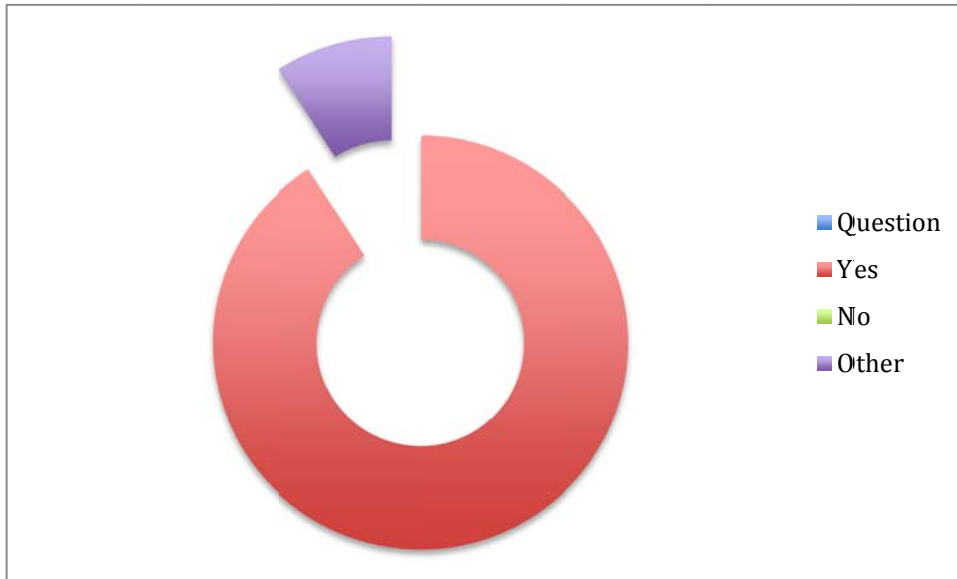
Other:

- From experience in other orgs with young women quotas, 30% is a good target that ensures that you have a steady line of young women coming into the leadership space. I would recommend this but maybe suggest the wording

to be 30% young women (under 35) rather than 30% YWILPF members, as it will be more clear and keep the goal on the future where YWILPF is perhaps not necessarily that separate to wilpf as wilpf membership spans generations.

- So transitional representation is needed until there is deep presence in all sections and branches - until then 20% of the IB and Secretariat would be OK

10. The Ad Hoc Working Group on WILPF Organization is exploring a regional model that would have three representatives from each region sit on the International Board. If this were to go forward, do you think at least one of these representatives should be a Young WILPFer?



Other:

- Yes, as it would echo the target of 30% young women. But again I would suggest having at least one women being under 35, because i think it's a more robust term then YWILPF membership (of which the definition may change over time).

WILPF INTERNATIONAL AD HOC COMMITTEE – COMPARATIVE SUMMARY OF GOVERNANCE STRUCTURES

Organisation	World March of Women (WMW)	World YWCA	WAGGGS	WILPF - current
Objectives:	An international, feminist action movement connecting grass-roots groups and organisations working to eliminate the causes at the root of poverty and violence against women. The WMW is an autonomous, multicultural, multiethnic, pluralist and independent movement. The WMW seeks to bring together women, particularly those from grass-roots organisations	A global network of women leading social and economic change in over 120 countries worldwide. The World YWCA advocates for peace, justice, human rights and care for the environment and has been at the forefront of raising the status of women for more than a century.	The World Association of Girl Guides and Girl Scouts (WAGGGS) is the official umbrella organization for 145 national organizations (WAGGGS) is the largest voluntary movement dedicated to girls and young women in the world.	To bring together women of different political beliefs and philosophies who are united in their determination to study, make known and help abolish the causes and legitimization of war.
INTERNATIONAL: (Overarching Decision making)	The International Meeting (IM) functions as a general assembly and the highest decision-making structure. Maximum of three (3) delegates per NCB, of which <u>at least one must be a young woman.</u> <ul style="list-style-type: none"> Meets every 3 years 	The supreme authority of the World YWCA the World Council (WC) is the quadrennial legislative meeting. A full member association is entitled to have six (6) voting delegates at a WC meeting, at least two (2) of whom shall be aged thirty (30) years or under at the time of the WC meeting.	World Conference (WC) is the key decision-making body for the Association and meets triennially. The WC is composed of not more than two Delegates from each (national) Member Organization	The Triennial International Congress (IC) is the highest decision making body of WILPF and the final authority in all matters concerning the organization. A National Section shall be entitled to representation to the IC when its dues are paid to the end of the previous calendar year;
Governance	International Committee (IC) - 10 members: nine (9) elected regional reps: Africa – 2; Americas – 2; Europe – 2; Asia-Oceania – 2; Middle East & Arab World – 1. <u>Plus</u> International Coordinator	World Board (WB) - 20 members, being: <i>“two members from each region, <u>at least one of whom shall be aged thirty (30) years or under at the time of election; and one additional member from each of the four largest regions”</u> Plus President & Treasurer.</i>	World Board (WB) - 22 members, made up of 17 active members democratically at the World Conference, plus 5 Regional Chairmen – elected by regional conference every three years.	International Board (IB) – 47, composed of the International President, the four Vice-Presidents, the Treasurer, the Secretary General & one member elected by each National Section, and the Convenors of Standing committees in an advisory, non-voting capacity.
Mandate	IC is responsible for the follow-up of decisions adopted by the IM, assuming a	WB is the main decision making body between World Council	WB acts on behalf of the WC between its triennial meetings	The IB implements the policies and programme adopted by the

WILPF INTERNATIONAL AD HOC COMMITTEE – COMPARATIVE SUMMARY OF GOVERNANCE STRUCTURES

	liaison role, information circulation and acting as a catalyst for the WMW in the different world regions, as well as following-up work done by the IS.	meetings. The General Secretary (the CEO of the World YWCA) is an ex-officio WB member.	and carries out the policy laid down by Member Organizations meeting at a WC	IC; is responsible for ensuring the means of financing the administration, the programmes and all other activities of WILPF in accordance with the By-Laws.
Executive	None – IC functions in a collective & horizontal manner	8: President, Treasurer; 6 Vice-Presidents from WB members, each from a different region; at least two (2) of whom shall be thirty (30) years or under at the time of election. Elected by ballot at the WC meeting by a majority vote	4: Chairman; 2x Deputy Chairs & Treasurer – elected by ballot, <u>by the World Board</u> , from among its members elected at a World Conference. The Chief Executive is an <i>ex officio</i> member of the World Board, without vote.	7: Executive Committee (EC): President, four Vice-Presidents, Treasurer – elected by ballot at IC, and the Secretary General. <i>As far as possible the EC should reflect regional balance.</i>
Frequency of meeting	Twice a year (virtual and/or face-to-face)	At least once a year - face to face or by teleconference	At least once a year	IB: “at least once every 18 months”.
Term	up to a total of three (3) consecutive terms	no more than two (2) consecutive terms	Six year term	EC: “No individual may be elected to the same position more than two consecutive terms”. IB: currently no limits
Election process	IC candidates are proposed by their NCBS and elected at the IM , <u>within the regional caucuses</u> . The IM then ratifies the regional decision.	A candidate for the WB must be approved by her member (National) association; and be an active member with relevant experience at the national or local level.	Nominations submitted by Member organisations. 12 elected members of the WB shall be elected to serve for six years and shall retire in rotation: six at each triennial World Conference. The Chairmen, elected by their respective Regional Committee, shall serve on the World Board for three years.	Nominations for the positions of President, Vice-Presidents and Treasurer “solicited” from National Sections. <i>“Upon unanimous adoption of the Election Committee’s report by the International Congress, the candidates recommended for the position shall be considered elected.”</i> <u>Note:</u> Sections elected their own IB representatives – no provision in Constitution to formalise appointments.
Working Groups	3 collectives: Alliances and globalization;	The WB may set up committees	The WB may appoint	IB has the overall responsibility

WILPF INTERNATIONAL AD HOC COMMITTEE – COMPARATIVE SUMMARY OF GOVERNANCE STRUCTURES

	Communications; Peace and demilitarisation. 3 working groups: Violence against women; Feminist economic alternatives; The rights of lesbians.	and subcommittees (comprising of at least 25% of women aged thirty (30) years) for any purpose it considers appropriate.	committees, (other than Regional Committees), groups or individuals as may be required, on a permanent or <i>ad hoc</i> basis.	for establishing the necessary standing and ad hoc committees, and for determining the rules governing their constitution, mandates, operating modes, and dissolution.
<u>International Secretariat</u>	YES - rotates amongst countries. Host NCB elected at IM as well as the International Coordinator proposed by that NCB for a period of six (6) years.	World Office - Permanent Headquarters in Geneva is headed y the General Secretary. <u>Program Managers who also provide regional focal points.</u>	World Bureau - the secretariat of the World Association. Permanent staff include <u>Regional Directors</u> (RD) who work closely with Regional Committees to implement the regional strategic plan. RD's are responsible for the overall management of all activities in their region.	WILPF International Secretariat (IS) in Geneva is run by a Secretary- General.
Funding	Host NCB must have the capacity to fund-raise in order to maintain the work of the International Secretariat	Affiliation fees, fund raising and income generation.	Annual Members fees, donations, fundraising, legacies	Annual member fees, grants, subscriptions & donations.
Role	International Coordinator (IC) holds a statutory role as spokeswoman and representative of the March, but she shares this responsibility with the IS team and the IC. The International Secretariat (IS) responsible for: putting into practice the decisions made during International Meetings and the work plan updated annually by the International Committee. The IS works in a collective and horizontal manner and is supported by IC members in carrying out its work.	The General-Secretary , acts as a spokeswoman & also manages (with staff support) the day to day operations of the organisation on the delegated authority of the Board	The Chief Executive is responsible to the WB for the management and administration of the World Bureau, and of any Regional office which may be established. The Chief Executive is an <i>ex officio</i> member of the World Board and of all Committees.	The Secretary General ensures the practical implementation of the decisions of the IC and coordinates and administers the programmes and policies of WILPF; acts as the main liaison between the IS and Sections and maintains relations with other international bodies in the furtherance of WILPFs aims and principles. <i>The President acts as spokesperson for WILPF and be its representative on official occasions.</i>

WILPF INTERNATIONAL AD HOC COMMITTEE – COMPARATIVE SUMMARY OF GOVERNANCE STRUCTURES

<p>REGIONAL:</p>	<p>Regions (5): Africa, Americas, Asia-Oceania, Europe, Middle East & Arab World.</p> <p>Operational structure not clear; however Regional caucuses have key role at IM.</p>	<p>Regions (8): Africa, Asia, Europe, Latin America, Caribbean, Middle East, Pacific & North America.</p> <p>Operational structure not clear however regional activities focus on shared/joint programs and campaigns that support international strategic framework goals.</p>	<p>Regions (5): Africa, Arab, Asia Pacific, Europe and Western Hemisphere. Through its regional structure, WAGGGS' supports Member Organizations to develop their programmes and leadership initiatives, to implement advocacy programmes and work on advocacy campaigns</p> <p>The governing body of the region is the Regional Conference which takes place once every three years. The Conference elects a <u>Regional Committee</u> of six members to put its decisions into action. The Committee should include at least one young woman under the age of thirty at the time of the election and shall <u>elect from its members</u> a Chairman, who will be a voting member of the World Board.</p>	<p>Regions (6): Africa, Asia-Pacific, South Asia, Middle East, Europe & the Americas.</p> <p>No formal structure – functioning of Regional Groups inconsistent. Only 2 Groups (Africa and Middle East) forwarded reports for Feb IB meeting.</p> <p>Constitution requires Vice Presidents “to act as liaison between the National Sections in their regions and the EC”.</p>
<p>NATIONAL:</p>	<p>National Coordinating Bodies (NCBs) - 27 participated in 2011 IM</p>	<ul style="list-style-type: none"> • 120 countries • 108 associations • 12 countries working towards affiliation 	<p>145 national organizations: carry their share of responsibility as a Member of the World Association <u>including participation in the Regional Way of Work.</u></p>	<p>40 National Sections – 27 participated in Feb 2013 IB meeting.</p>