



WorldYWCA

STANDARDS OF GOOD MANAGEMENT AND ACCOUNTABILITY

with revised World YWCA Constitution

November 2009



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with revised World YWCA Constitution

Vision

The vision of the World YWCA is of a fully inclusive world where justice, peace, health, human dignity, freedom and care for the environment are promoted and sustained through women's leadership.

Purpose

The purpose of the World YWCA is to develop the leadership and collective power of women and girls around the world to achieve justice, peace, health, human dignity, freedom and a sustainable environment for all people.

Values

Principles we value:

- Our history and foundation in the Christian faith
- Our worldwide solidarity as a women's volunteer membership movement
- Diversity, inclusiveness, tolerance and mutual respect
- Integrity and responsible accountability

Actions we value:

- The self-determination of women and girls in all areas of life
- Leadership which improves the status of women and children around the world
- Young women's leadership
- The care of the environment

Why Standards of Good Management and Accountability (SGMA) for YWCAs?

Each YWCA is accountable to certain groups in its country or community. The YWCA as a membership organisation has an accountability to its members (branches and individual members) at the first level, then to the community (village, city or country) in which it is located, and to the donors who financially support the programmes and work of the association. As a member of the World YWCA, an association also has an accountability to its sister members in the World movement.

At World Council 1999, a Recommendation was adopted stating: "The World YWCA Council recommends the setting up of a Task Force of the World Executive Committee to formulate standards for good management and accountability for ratification at World Council 2003." The Standards for good management and Accountability were formally adopted at World Council 2003.

At World Council 2007, the movement adopted a revised Constitution. These standards have been updated to reflect changes made in the revised Constitution.

The YWCA name carries a level of credibility and quality as stated in its values and as practiced over a long history in many countries around the world. As a member of the World YWCA, a YWCA member association has a constitutional requirement to "be in substantial compliance with standards of Good Management and accountability approved by the World YWCA". Through practicing ethical behaviours and reaching high standards of management and accountability, each YWCA will be working to maintain the credibility of every YWCA because the name "YWCA" carries a certain degree of quality and expected practices.

What are Standards of Good Management and Accountability?

This set of Standards represents a level of management and practice, which exhibit quality, responsibility and accountability. A YWCA may not meet every standard immediately, but will strive to improve to meet all standards over time. The Standards of Good Management and Accountability in the YWCA have been developed and adapted from similar tools of YWCAs and other non-governmental organisations.



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There are 12 categories in the Standards:

Purpose	Responsibilities as a member association of the World YWCA
Governance	Facilities and Properties
Membership	Communications
Programmes and Advocacy	Financial Development and Fundraising
Human Resources	Information Systems and Technology
Financial Management	Partnerships and Alliances

It is anticipated that serious and systematic self-assessment processes instituted in each YWCA at local, national and global levels will help to maintain the quality of organisational effectiveness which is necessary to maintain member and public confidence in the YWCA. Such self assessment processes will enable a YWCA to be an agile organisation which identifies trends, needs, and issues and then develops strategic plans to achieve its Purpose.

How the Standards of Good Management and Accountability will be used in the YWCA

Purpose of Association Self-Assessment

The purpose of this set of Standards and related tools is to support member associations and their local associations and branches in assessing how well they are meeting basic standards of good management and accountability.

The results of such a self-assessment can provide information to the association leadership on how well an association is managing and accounting for its work. The association will have information about direction and capacity as it prepares its strategic plans, annual programme plans, budgets and organisational development plans. Reports to members and participants who benefit from its programmes, as well as to donors and to the public may include ways the association is working toward Standards of Good Management and Accountability. This set of standards and tools can be adapted for use at all levels within an association, from branches and locals to regional and national levels.

In 2007 the World YWCA adopted a revised constitution that states that a condition of affiliation for member associations is that "the association shall be in substantial compliance with Standards of Good Management and Accountability". In 2009 the World Board determined essential (E) and desired (D) indicators to measure the level of good management and accountability of a member association. A member association is in substantial compliance when 75% or more of the essential indicators are met. As detailed in the 2007 revised World YWCA Constitution if a member association is not in substantial compliance with the Standards a change of membership status may take effect. The 2007 revised World YWCA constitution details the conditions for affiliation (COA) of member associations– these are detailed in the Standards of Good Management and Accountability document and require 100% compliance.

Process for Self-Assessment

The association may define the best way to carry out its assessment. The governing body can select participants for this assessment, which at a minimum should include representatives of both the governing body and the staff (including 25% young women). It is also desirable to have other volunteers, members, and persons who have knowledge of the association to participate



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in this process. The association could also ask a sister organisation, a partner organisation or a participant in a programme service to be on the assessment committee.

An association could add more categories or indicators to the Standards where it is helpful for assessing additional areas.

Using the checklist (Self-Assessment Tool) supplied with Standards of Good Management and Accountability in the YWCA, the group assesses how its association is doing. The checklist has a range of options for an association to rate its status in regard to each indicator under a standard. The checklist also has space for comments to note possible actions for improvements.

Reporting the Results of the Assessment

The governing body and the staff should review the assessment report, discuss the ways that good management and accountability can be improved, and develop the plans to implement steps toward meeting the standards. Associations may find they can start with some of the steps suggested in the first year following the report, and plan for further improvements in the following 2-3 years

The results of the assessment will be valuable to share with the World YWCA, through on site visits, consultations and technical assistance. The Four Year Report of member associations submitted ahead of each World Council will include questions on Standards of Good Management and Accountability, and this composite report of all member associations will be made to the World Council to chart how we are doing as a movement in meeting Standards of Good Management and Accountability.



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1. PURPOSE (OR MISSION)

Standard: The YWCA has a Purpose or Mission Statement that is consistent with the Purpose and Values of the World YWCA, and adheres to its Purpose in all aspects of its operation.

Indicators (for measuring how well this Standard is met):

1. The YWCA has a concise, written statement of Purpose (or mission statement) that is communicated to its members and its public.
2. The Purpose is understood by the Board and Committee members.
3. The Purpose is understood by the Staff and Volunteers.
4. The Purpose is understood by the Members.
5. The Purpose is reviewed regularly by the Board and the Staff.
6. The YWCA has a strategic planning process in place, which regularly affirms the values, identifies trends, and specifies the strategies for implementing the Purpose or Mission.
7. The YWCA has procedures, which regularly evaluate both qualitatively and quantitatively its processes and outcomes related to its Purpose or Mission.

2. GOVERNANCE

2.1 Legal Requirements

Standard: The association is legally registered according to the laws of the country.

Indicators:

1. The association is registered and regularly submits the required reports to be in continued good standing as a non-governmental organisation.
2. The association has a constitution. The constitution has been approved by the World YWCA and reflects the changes in the revised Constitution adopted at World Council 2007
3. The members of the governing body and the staff understand the requirements of the constitution.

2.2 Governing Body

Standard:

- The YWCA has a legal governing body as prescribed in the association's constitution or bye-laws.
- The governing body represents the diversity of the women in the country and in the local associations, and includes at least 25% young women 30 years of age and younger.
- The members of the governing body represent the skills needed to carry out its responsibilities.

Indicators:

1. The governing body meets regularly according to the constitution or bye-laws with appropriate quorum of members, and including holding annual membership meetings as defined in the constitution.
2. Minutes reflecting the actions taken at each meeting of the governing body are permanently maintained, distributed to board members and available for public review.



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3. The YWCA files required reports with the appropriate government offices.
4. The members of the governing body serve without compensation except where there is a policy for reimbursement of out-of-pocket expenses.
5. The governing body works in a transparent manner.
6. The governing body may establish committees to carry out its work. The governing body provides clear terms of reference for the scope and responsibility for each committee.
7. All members of the governing body are members of the association.
8. Governing body members are elected to be members of the governing body according to the process defined in the constitution.
9. A nominations committee and election process is established which fulfils all the requirements of the constitution and/or bye-laws for nominations, elections and rotation/succession plan.
10. The governing body reflects the diversity of women in its service area and local associations.
11. At least 25% of the governing body and its committees are young women 30 years of age and younger.
12. There is an orientation for new members of the governing body.
13. Members of the governing body have descriptions of their respective positions and understand their responsibilities.
14. Governing board members use their skills to improve the governing body's level of performance.
15. Governing board members annually sign a conflict of interest declaration in compliance with their association's conflict of interest policy.

2.3 Role and Accountability of Executive Director / CEO/ General Secretary to Governing Body

Standard: The Executive Director / CEO / General Secretary is accountable to the governing body, and understands the respective roles of the head of the organisation and the official governing body of the association.

Indicators:

1. The Executive Director/CEO/General Secretary reports regularly to the governing body.
2. The governing body has a process for regularly establishing with the Executive Director/CEO/General Secretary the priorities and expectations for her performance.
3. The governing body has a process for regularly evaluating the performance of the Executive Director/CEO/General Secretary against the expectations agreed upon.
4. The evaluation of the Executive Director/CEO/General Secretary is with a focus on the scope of the job and is based on factual information, and supports the Executive Director/CEO/General Secretary in increasing her effectiveness in administration and leadership.



5. The YWCA has an organisational chart, which outlines the governance and management lines of accountability.

2.4 Policy Setting

Standard: The governing body has responsibility for setting policy in all areas of the association's work, according to the governance process defined by the association.

Indicators:

1. The governing body handles policy issues and delegates management responsibilities to the Executive Director/CEO/General Secretary.
2. The governing body sets measurable goals for its own performance and regularly (annually) evaluates its results.
3. The governing body establishes conflict of interest policies regarding board, staff and volunteers.
4. The governing body has policies that assure that the reputation of the World YWCA is safeguarded through its practice of good management and accountability.

3. MEMBERSHIP

3.1 Representation

Standard: The association is a membership organisation with members representing the diversity of women and girls within its service area, including young women.

Indicators:

1. The organisation is a membership organisation
2. The association has analysed its membership and identified the populations that are under-represented in its membership.
3. The association has a plan for recruitment and retention of members.
4. The association has a specific plan to recruit and retain young women as members.
5. The association enables women and girls, who participate in YWCA programmes and services to become members in accordance with the association's definition of membership in its constitution.
6. There is an annual increase in the number of members.

3.2 Support of Purpose and Goals

Standard: The members understand and support the purpose and goals of the YWCA and of the World Movement.

Indicators:

1. Members are provided with information about the purpose and goals during the recruitment.
2. The association provides regular opportunities for members to learn about the purpose and work of the YWCA.



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3.3 Participation

Standard: The members participate in the life and governance of the association.

Indicators:

1. The association regularly communicates with members, informing of membership meetings, their role as members of the association, and other activities.
2. Association holds regular membership meetings, including elections and setting directions for the association in compliance with the constitution.
3. The association maintains an up-to-date membership list.

4. PROGRAMMES AND ADVOCACY

4.1 Programmes

Standard: The programmes of the YWCA are consistent with the mission, goals, and policies of the organisation as adopted in its policy-setting membership meeting, and according to its responsibilities as an affiliated member of the World YWCA.

Indicators:

1. The YWCA has a programme planning process resulting in a written annual programme plan and report.
2. The YWCA balances actual and potential resources for achieving the annual programme plan.
3. The YWCA has specific work plans that assure adequate skills and resources to implement its annual programme plan.
4. The YWCA has a method for reviewing the prior year's programme in relation to the goals and objectives, and the purpose or mission.
5. The YWCA has a system in place for evaluating the outcomes in relation to the identified needs of women and girls in the community/country.
6. Members and participants are valued for their contribution to planning, reviewing, and evaluation of YWCA programmes
7. The YWCA incorporates World YWCA priorities as established by the World Council into its programme and advocacy plans.
8. Young women participate in the planning, implementation and evaluation of the associations programme.

4.2 Advocacy

Standard: The association advocates for policy changes that are barriers to the empowerment of women and to human rights for all.

Indicators:

1. The association has a written policy on advocacy and a process for determining positions on specific issues.



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2. As a member of the World YWCA, the association takes responsibility for addressing priority issues and policy decisions adopted by the World Council

5. HUMAN RESOURCE (PERSONNEL)

5.1 Employees

Standard: The association operates within fair human resources policies and delegates management of the human resource policies to the executive leader.

Indicators:

1. The association has a written personnel policy that is regularly reviewed and updated.
2. The association provides a copy of the personnel policy to all members of the board, and the Executive Director/CEO/General Secretary provides copies to each of the staff members.
3. The Executive Director/CEO/General Secretary salary is set by the governing body in a reasonable process and is in compliance with the association's compensation plan.
4. The association has a compensation plan (salaries, benefits, and adequate pension provisions), and conducts a periodic review of the salary ranges and benefits.
5. The association has job descriptions for every staff position including qualifications, duties, and reporting relationships.
6. The association has a process for employee performance appraisals to be conducted and documented, at least annually.
7. The association has a staff development plan that expands the professional development and training of the staff.
8. The association has clear lines of roles, accountability and relationships, including staff-volunteer relationships.
9. The association has a dispute resolution mechanism in place for addressing human resources issues.

5.2 Volunteers

Standard: The association is led by a governing board of volunteers. Volunteers are involved in a variety of roles within the association.

Indicators:

1. Volunteers can be elected to the governing board and/or can be volunteers with responsibilities in carrying out the work of the association. Volunteer responsibilities and relationships with staff are clearly stated in writing and communicated.
2. The association provides regular orientation on the Purpose and history of the YWCA Movement for both new and long-time volunteers.
3. Training is provided for all volunteer roles.
4. The association provides opportunities for developing of leadership skills of volunteers through involvement in different tasks and in decision-making processes.
5. The association communicates regularly with volunteers.



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6. The association systematically recognises volunteers and their contributions.
7. A volunteer is responsible for upholding YWCA values and purpose.

6. FINANCIAL MANAGEMENT

Standard: The governing body is a good faith steward of the funds entrusted to it and practices transparent financial management that is sound and timely.

Indicators:

1. The governing body annually adopts an operating budget prior to the beginning of each fiscal year that is consistent with the association's plans and available resources.
2. The association has written financial policies and procedures that incorporate adequate controls to assure proper use of resources.
3. The association manages resources with proper internal controls, ensuring that assets and liabilities of the association are clearly registered and recorded in the name of the association.
4. The association follows accounting practices that conform to accept accounting standards.
5. The governing body reviews financial statements at least every three months.
6. An annual audit is performed by an independent auditing party engaged by the governing body.
7. The governing body assures the payment of the association's obligations.
8. The association includes provisions in its constitution that preserve and protect the assets of the YWCA movement in the event of dissolution.

7. RESPONSIBILITIES AS A MEMBER ASSOCIATION OF THE WORLD YWCA

Standard: The association fulfils its affiliation responsibilities as a member association of the World YWCA as detailed in the World Council 2007 Revised World YWCA Constitution

Indicators:

1. The association fulfils the affiliation requirements as a member association of the World YWCA
The conditions for affiliation of member associations are:
 - The association shall use the name YWCA.
 - The association shall have a purpose and programmes consistent with the purpose of the World YWCA.
 - The association shall be led by women committed to the purpose of the World YWCA, of whom at least 25% must be aged thirty (30) years or under.
 - The association shall be a membership organisation composed of individual women members or of local associations that have individual women members. Individual women members shall have voting rights in their association.
 - The association shall be in substantial compliance with standards of good management and accountability approved by the World YWCA.
 - The association shall pay an annual affiliation fee.
 - The association shall have a legal structure recognised by the laws of its country.
 - The association shall have a constitution approved by the World YWCA.



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2. The association participates in supporting programmes which share resources among sister associations for mutual benefit.
3. The association provides regular reports to the World YWCA including annual reports.

8. FACILITIES AND PROPERTIES

8.1 Decisions

Standard: Decisions concerning the acquisition, enhancement, sale or transfer of facilities or properties are made by the governing body.

Indicators:

1. The governing body adopts policies around the acquisition, sale and transfer of properties.
2. The association complies with all legal requirements for its facilities and properties.
3. The association seeks appropriate advice from knowledgeable professionals, association members, and other YWCAs in decisions regarding facilities.

8.2 Managing Facilities

Standard: The association carries out a stewardship role for the association's physical facilities and properties in a responsible manner.

Indicators:

1. The association has a plan for capital expenditures for maintenance, replacement or development of the association's facilities and properties.
2. The governing body has written policies regarding the use of the facilities and properties, regarding risk management, and disaster response plans.
3. The association has proper insurance coverage for its facilities and the potential liabilities.

9. COMMUNICATIONS

9.1 Communication of Purpose/Mission

Standard: The association regularly communicates its purpose/mission and goals.

Indicators:

1. The association has methods for regular communication to its members, the community and donors.
2. The association produces and distributes an annual report of its programmes, collaborations, and financial reports (including the audited financial reports).
3. The association uses a variety of media to communicate its purpose/mission and work, and to increase the visibility of the YWCA in the country and its communities.

9.2 Communication about Membership in World YWCA

Standard: The association communicates regarding its role as a member of the World YWCA and its work in achieving the Purpose and Goals of the World Movement.

Indicators:

1. Visual and written communications include identification of the association as an affiliated member of the World YWCA.
2. Visual and written symbols such as name and logo of the association reflect the shared identity of YWCAs around the world who are members of the World YWCA.



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3. The association regularly communicates with the World YWCA and exchanges information and resources with sister associations around the world.

10. FINANCIAL DEVELOPMENT AND FUNDRAISING

10.1 Role of governing body

Standard: The governing body assumes responsibility for assuring that the association has financial resources to carry out its plan of work.

Indicators:

1. The governing body has a written plan of financial development that identifies the sources from which the budgeted income is to come.
2. The members of the governing body understand their role and assure that there is adequate funding for the work of the association.
3. Each member of the governing body makes an annual contribution to the financial development of the association.

10.2 Income

Standard: The association has diversified income sources so that it is not dependent on one source of income.

Indicators:

1. The association raises funds from a variety of private and public sources to support its operations and services.
2. The association has a plan for income generating programmes/operations, for fundraising events, and for donor cultivation and solicitations to reach its annual and long range income projections.

10.3 Ethical standards

Standard: The association carries out fundraising activities using ethical standards for non-profit organisations.

Indicators:

1. The association has a policy on ethical standards for fundraising.
2. Members of the governing body, volunteers and staff are trained, including information on the ethical standards for fundraising.

11. INFORMATION AND TECHNOLOGY

Standard: The association manages information in regard to confidentiality, accuracy, integrity, reliability, and cost effectiveness.

Indicators:

1. The association has information systems that provide timely, accurate and relevant information.
2. The association has written policies and procedures for information storage, privacy and accuracy, back up, proper use, and accessibility.
3. The association has made a plan for use and management of computer and electronic communications capabilities to facilitate its work.



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4. The association has allocated sufficient resources to train staff, volunteers and governing body in the use of computer equipment and software and in use of electronic communications (e-mail, web sites, collaboration tools).
5. A staff or volunteer position is in place that assists the association in developing its plans, capacities and future uses of the new technologies that can impact on its information systems and support its purpose/mission.

12. PARTNERSHIPS AND ALLIANCES

Standard: The association forms partnerships or alliances with other YWCAs, non-governmental organisations, businesses, or governmental organisations, these partnerships assist the association work toward achieving the mission of the association.

Indicators:

1. The association establishes partnerships with other YWCAs based on mutual benefits in fulfilling the purposes of both associations and the purpose of the World YWCA.
2. The association uses the opportunities in bilateral partnerships with other YWCAs to broaden the understanding of its members about women and their issues and challenges in other parts of the world.
3. The association engages in collaborative relationships with other organisations in its communities and country that are socially responsible and mutually reciprocal.
4. The association has written policies and guidelines for creating partnerships or alliances that are ethical and mutually beneficial.



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SELF-ASSESSMENT TOOL: GOOD MANAGEMENT AND ACCOUNTABILITY OF YWCAs

Under each category is a list of specific items that you can rank as either **“Accomplished, Addressing this now, Needs Improvement, or Not Applicable”**. You may want to add or modify some items to make it more useful for your Association. Comments may be added at the end of the assessment of each Standard.

This self-assessment can be done in a number of ways and in various settings. The form can be filled out individually or in a group composed of volunteers, members and staff who come together to discuss, share information, and together come to an assessment of where the association is in meeting Standards for Good Management and Accountability.

In 2007 the World YWCA adopted a revised constitution that states that a condition of affiliation for member associations is that **“the association shall be in substantial compliance with Standards of Good Management and Accountability”**. In 2009 the World Board determined **essential (E)** and **desired (D)** indicators to measure the level of good management and accountability of a member association. Substantial compliance requires a member association to meet 75% or above of essential indicators. **Conditions of affiliation (COA)** require 100% compliance.

1. PURPOSE

Standard: The YWCA has a Purpose or Mission Statement that is consistent with the Purpose and Values of the World YWCA, and adheres to its Purpose in all aspects of its operation.	Compliance level -	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
1. Concise, written Mission Statement	COA				
2. Understanding of Mission by Board & Committees	D				
3. Understanding of Mission by Staff	D				
4. Understanding of Mission by Members	D				
5. Mission Statement reviewed regularly	D				
6. Strategic Planning process in place	E				
7. Regular process that reviews the activities of the YWCA that reflects the purpose and values	D				
Comments and Actions:					



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2. GOVERNANCE

2.1 Legal Requirements	Compliance level -	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The association is legally registered according to the laws of the country					
1. Legally registered and submits reports	COA				
2. Constitution adopted	COA				
3. Understanding of Constitution by governing body and staff	D				
Comments and Actions:					

2.2 Governing Body	Compliance level -	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: <ul style="list-style-type: none"> The YWCA has a legal governing body as prescribed in the Association's constitution or bylaws. The governing body represents the diversity of the women in the country and in the local associations, and includes at least 25% young women 30 years of age and younger. The members of the governing body represent the skills needed to carry out its responsibilities. 					
1. Meetings held in accordance with constitution.	E				
2. Meeting minutes are maintained and distributed.	D				
3. Required reports are filed with government offices.	D				
4. Members serve without compensation.	D				
5. Governing body works in transparent manner.	D				
6. Committees may be established to do work.	D				



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2.2 Governing Body	Compliance level -	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
7. All governing members are association members.	D				
8. Governing body members are elected.	E				
9. Established nominations and election procedures in place	D				
10. Diversity reflected in service area and associations	D				
11. At least 25% of governing body are women 30 years & under	COA				
12. Orientation for new members.	D				
13. Job descriptions are written out.	D				
14. Skills used to improve performance.	D				
15. Board members sign conflict of interest declaration.	D				
Comments and Actions:					

2.3 Role and Accountability of Executive Director/ CEO/ General Secretary to Governing Body	Compliance level -	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The Executive Director/ CEO/General Secretary is accountable to the governing body, and understands the respective roles of the head of the organisation and the official governing body of the association.					
1. Leader reports to governing body.	E				
2. Established job description and expectations of leader.	E				
3. Establish and practice evaluation process of leader.	D				
4. Fair and relevant evaluations.	D				



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2.3 Role and Accountability of Executive Director/ CEO/ General Secretary to Governing Body	Compliance level –	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
5. Clear lines of accountability and governance.	F				
Comments and Actions:					

2.4 Policy Setting	Compliance level –	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The governing body has responsibility for setting policy in all areas of the association's work, according to the governance process defined by the association.					
1. Governing body handles policy issues/ delegate's management issues to Executive Director/CEO/General Secretary.	D				
2. Measurable performance goals set and evaluated.	D				
3. Established conflict of interest policies.	E				
4. Assure safeguarding of World YWCA reputation.	D				
Comments and Actions:					



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3. MEMBERSHIP

3.1 Representation	Compliance level -	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The association is a membership organisation with members representing the diversity of women and girls within its service area, including young women.					
1. Association is a membership organization.	C				
2. Recruitment and retention plan for members.	O				
3. Specific plan to recruit and retain young women members.	A				
4. Enable YWCA participants to become members.	D				
5. Annual increase in number of members.	D				
6. Under represented populations have been identified	D				
Comments and Actions:					

3.2 Support of Purpose and Goals	Compliance level -	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The members understand and support the purpose and goals of the YWCA and the World movement.					
1. Purpose and goal information given at recruitment.	D				
2. Learning opportunities available to members.	D				
Comments and Actions:					



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3.3 Participation	Compliance level –	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The members participate in the life and governance of the association.					
1. Clear communication about member's roles and responsibilities.	D				
2. Regular meetings in accordance with constitution.	F				
3. Maintained up-to-date membership list.	D				
Comments and Actions:					

4. PROGRAMME AND ADVOCACY

4.1 Programmes	Compliance level –	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The programmes of the YWCA are consistent with the mission, goals, and policies of the organisation as adopted in its policy-setting membership meeting, and according to its responsibilities as an affiliated member of the World YWCA.					
1. Written annual programme plan and report.	F				
2. Realistic resource management.	D				
3. Work plans specific to skills and resources.	D				
4. Goals and purpose of previous years plans reviewed.	D				
5. Outcomes measured in terms of identified needs.	D				
6. Members and participants valued for contributions.	D				
7. World Council priorities incorporated into plans.	D				
8. Young women participate in programme development	D				



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Comments and Actions:

4.2 Advocacy	Compliance level	Accomplished / Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The association advocates for policy changes that reduce barriers to the empowerment of women and to human rights for all.					
1. Written advocacy policy and process.	D				
2. Address policy and priority issues adopted at World Council.	D				
Comments and Actions:					

5. HUMAN RESOURCES

5.1 Employees	Compliance level -	Accomplished / Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The association operates within fair human resources and delegates management of the human resource policies to the Executive Director /CEO/ General Secretary.					
1. Regularly reviewed and updated personnel policy.	D				
2. Board members and staff have copies of policy.	D				
3. Executive Director/CEO/General Secretary's salary is set by governing body.	D				
4. Compensation plan set including periodic reviews.	D				
5. Detailed job descriptions for every staff.	D				
6. Process for performance appraisals at least annually.	D				
7. Staff development plan.	D				



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8. Clear relationship lines within association.	D				
9. Dispute resolution mechanism in place.	D				
Comments and Actions:					

5.2 Volunteers	Compliance level –	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The association is led by a governing board of volunteers. Volunteers are involved within the association in a variety of roles.					
1. Volunteer positions and relationships with staff clearly stated.	D				
2. YWCA purpose and history part of orientation.	D				
3. Training is provided for all volunteer roles.	D				
4. Leadership development for volunteers.	D				
5. Regular communication with volunteers.	D				
6. Volunteers recognised for contributions.	D				
7. Volunteers uphold values and purpose of YWCA.	D				
Comments and Actions:					



World YWCA

6. FINANCIAL MANAGEMENT

Standard: The governing body is a good faith steward of the funds entrusted to it and practices transparent financial management that is sound and timely.	Compliance level -	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
1. Annual budgeting process.	E				
2. Financial policies and procedures.	E				
3. Manage resources with proper internal controls.	D				
4. Accounting practices within accounting standards.	D				
5. Quarterly reviews of financial statements.	D				
6. Annual audit by independent party	E				
7. Assured payment of obligations	D				
8. YWCA assets protected in event of dissolution.	E				
Comments and Actions:					

7. RESPONSIBILITIES AS A MEMBER OF THE WORLD YWCA

Standard: The association fulfils its responsibilities as a member association of the World YWCA.	Compliance level -	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
1. Meeting affiliation requirements.	CO A				
2. Sharing resources and support with sister programmes	D				
3. Provide annual report to the World YWCA.	D				
Comments and Actions:					



WorldYWCA

8. FACILITIES AND PROPERTIES

8.1 Decisions	Compliance level –	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: Decisions concerning the acquisition, enhancement, sale or transfer of facilities or properties are made by the governing body.					
1. Policies adopted.	D				
2. Compliance with all legal requirements.	D				
3. Seek advice on decisions regarding facilities.	D				
Comments and Actions:					

8.2 Managing Facilities	Compliance level –	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The association carries out a stewardship role for the association's physical facilities and properties in a responsible manner.					
1. Capital Expenditures plan.	D				
2. Written policies.	D				
3. Proper insurance Coverage.	D				
Comments and Actions:					



World YWCA

9. COMMUNICATIONS

9.1 Communication of Purpose or Mission	Compliance level -	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The association regularly communicates its purpose/mission and goals.					
1. Communication: members, community, and donors.	D				
2. Annual report produced and distributed.	D				
3. Media utilised for communication.	D				
Comments and Actions:					

9.2 Communication about Membership in World YWCA	Compliance level -	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The association communicates regarding its role as a member of the World YWCA and its work in achieving the Purpose and Goals of the World Movement.					
1. Visual and written communications.	D				
2. Symbols reflect shared identity of YWCA's.	D				
3. Regular Communication with World YWCA	D				
Comments and Actions:					



WorldYWCA

10. FINANCIAL DEVELOPMENT AND FUNDRAISING Ethical standards

10.1 Role Of Governing Body	Compliance level –	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The governing body assumes responsibility for assuring that the association has financial resources to carry out its plan of work.					
1. Written plan of financial development.	D				
2. Adequate funding.	F				
3. Members involvement in fund development.	D				
Comments and Actions:					

10.2 Financial Development and Fundraising	Compliance level –	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The association has diversified income sources so that it is not dependent on one source of income.					
1. Variety of public and private funding sources.	D				
2. Plans for self-generating income.	D				
Comments and Actions:					



WorldYWCA

10.3 Ethical Guidelines	Compliance level -	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
Standard: The association carries out fundraising activities using ethical standards for non-profit organisations.					
1. Ethical fundraising standards policy.	D				
2. Staff and volunteers trained on standards.	D				
Comments and Actions:					

11. INFORMATION AND TECHNOLOGY

Standard: The association manages information in regard to confidentiality, accuracy, integrity, reliability, and cost effectiveness.	Compliance level -	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
1. Information systems timely, accurate, and relevant.	D				
2. Policies and procedures.	D				
3. Plan for use and management of communications.	D				
4. Equipment and software training.	D				
5. Staff or volunteer monitoring technologies.	D				
Comments and Actions:					



WorldYWCA

12. PARTNERSHIP AND ALLIANCES

Standard: The association forms partnerships or alliances with other YWCA's, non-governmental organisations, businesses, or governmental organisations, these partnerships should assist the association work toward achieving the mission of the association.	Compliance level -	Accomplished/ Strong	Addressing this Now / Adequate	Needs improvement / Weak	Not Applicable
1. Partnerships with other YWCA.	D				
2. Bilateral partnerships strengthen own YWCA.	D				
3. Collaborative relationships with other relevant organisations in communities are developed.	D				
4. Written policies and guidelines for partnerships.	D				
Comments and Actions:					



WorldYWCA

STANDARDS FOR GOOD MANAGEMENT AND ACCOUNTABILITY OF YWCAS: GLOSSARY

<i>Standards</i>	A set of common good practices which can be applied to all YWCAs and by which a YWCA may assess its own policies and practices.
<i>Indicators</i>	Some of the ways that an association may show that it is meeting or not meeting the Standard in an area. Additional indicators may be added to further have indications of how the Standard is being met.
<i>Purpose</i>	Sometimes called "Mission", this statement is concise and defines the central reason for the association's being and work.
<i>Governance</i>	The ways, in which the association is structured for policy decision making, meeting legal requirements, implementing plans, monitoring and evaluation.
<i>Governing body</i>	The legal entity responsible to the public and members for the results of the non-profit organisation, the YWCA, and sometimes referred to as a board of directors, an executive committee or another name, but is the legally elected members who carry the policy and monitoring functions of the organisation.
<i>Executive Leader</i>	The title may be executive director, general secretary, or chief executive officer, and is the head of the staff and responsible for implementing the association plans. Works closely with the president and governing body to develop strategic plans and directions, and reports to the governing body on progress and results.
<i>Member</i>	Women and girls who support the purpose of the YWCA and who elect the members of the governing board. We also have
<i>Good faith steward</i>	A term which guides the behaviour of governing boards and staff responsible for the assets of the organisation, using the best advice and judgments about how to preserve and utilise the finances and properties of the YWCA.
<i>Member Association</i>	The term was adopted as a replacement for National Association in the World YWCA revised Constitution in 2007