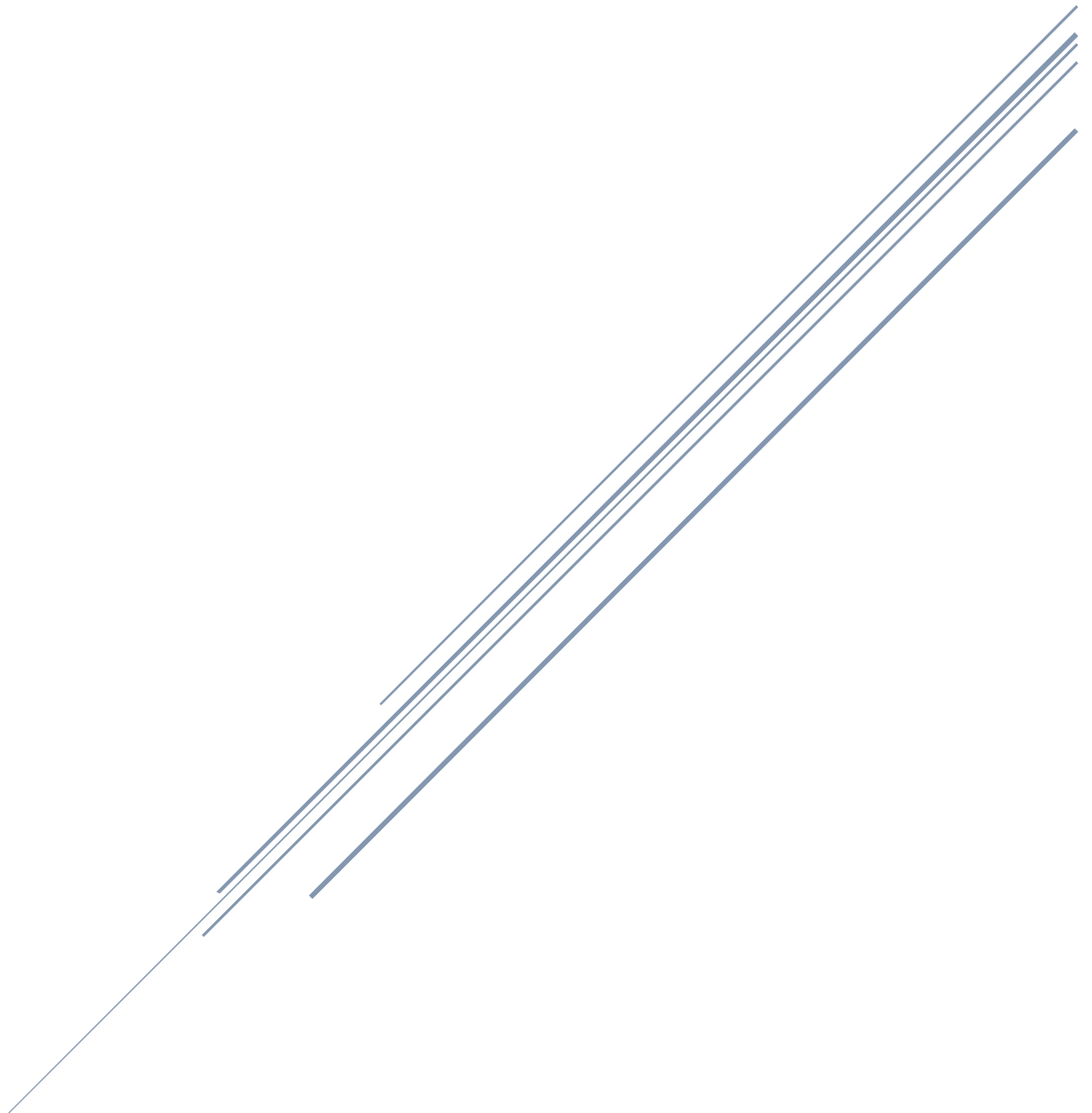




# **Strategic Planning Task Force Report**



**November 2017**

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## **Introduction**

The Strategic Planning Task Force was appointed by President Monica Jubayli during the Interim Meeting in Frankfurt, March 2016. The Task Force was asked to evaluate the current structure of FAWCO with its programs and services and determine how it could best fit the newly revised Mission Statement which was adopted at the Interim Meeting, March 2016.

The Task Force is made up of the following volunteers:

Cora Lee Findley – Chair

Celeste Brown - Advisor

Rick Chizmadia

Christine Funke

Jodi Gentilozzi

Anne van Oorschot

Carol Strametz

## Summary

The consensus is: FAWCO is doing some amazing things, has dedicated volunteers, and is having a positive impact.

All the information we analyzed and discussed tied back to FAWCO's Mission Statement and the main stakeholder in FAWCO which is our MEMBERS.

*FAWCO is an international federation of independent organizations whose mission is*

- to *build strong support networks* for its American and international membership;
- to *improve the lives of women and girls worldwide*;
- to *advocate for the rights of U.S. citizens overseas*; and
- to *mobilize the skills of its membership in support of global initiatives for education, the environment, health and human rights*.

We discovered by *building our member to member networks*, through committee work, regional meetings, interim meetings and biennial conferences, we became stronger and more effective in making a difference in the world by uniting as good global citizens. FAWCO seeks to *improve the lives of women and girls worldwide* through its Target Program and its UN Advocacy Team by disseminating information, actively engaging in UN initiatives and seeking partnerships with like-minded NGOs. FAWCO serves its members as a nonpartisan organization and *advocates for the rights of US citizens abroad* by sending delegates to Overseas American Week (OAW) and keeping the membership abreast of situations which might affect individual members who are living abroad with a US passport. FAWCO *mobilizes the skills of its membership in support of global initiatives* by providing its MEMBERS with information to increase awareness and with platforms for global interaction in support of health, education, environment and human rights through its Global Issues Teams.

Should FAWCO members' desires not be aligned with the Mission statement, the Mission Statement should be reviewed and amended to meet the needs of its Members.

We can continue to do this by remembering who we are serving, FAWCO's MEMBERS which include:

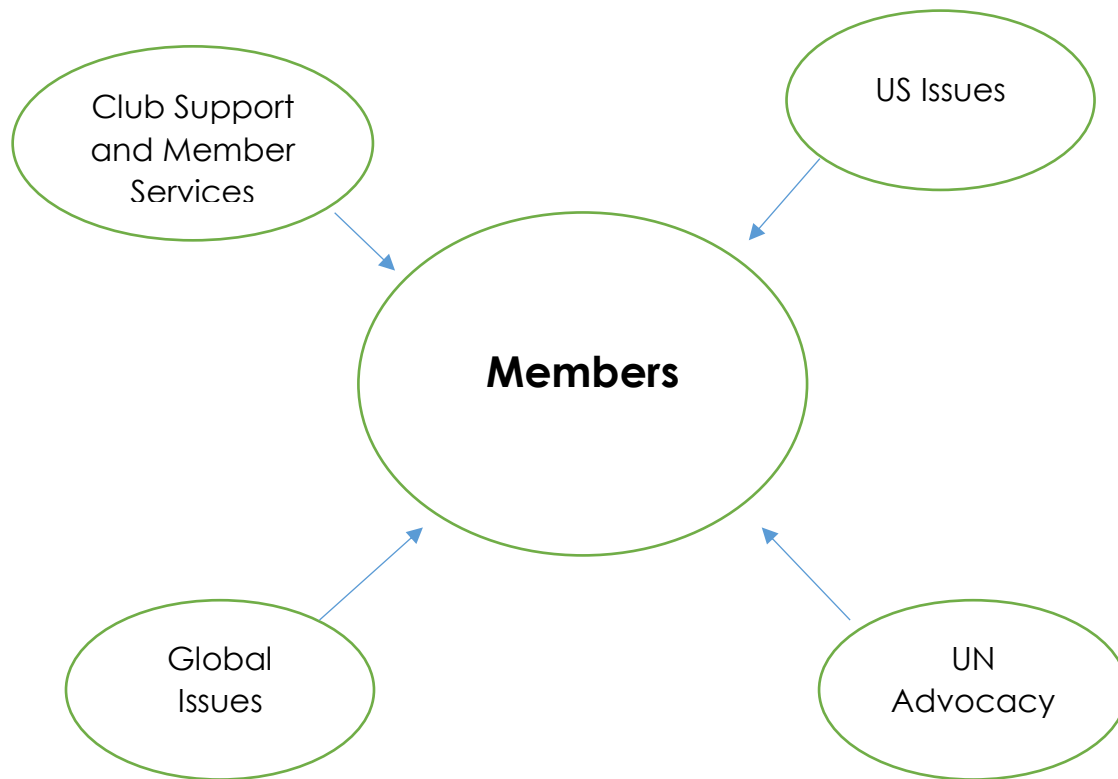
- Member Clubs
- Member Clubs' members
- Individual members

Unless otherwise stipulated, MEMBERS will always refer to the above definition.

Every time FAWCO wants to engage in something new, we should think about how this will benefit the MEMBERS directly. If the new endeavor will not benefit these stakeholders, should FAWCO move forward? Sometimes the answer will be yes, but then it will be a conscious decision.

## *Programs*

We recommend the pillars reflect programs which provide support and resources to FAWCO's stakeholders.



## Members

MEMBERS are the main stakeholders. Without them there is no reason for FAWCO.

Member Services should include:

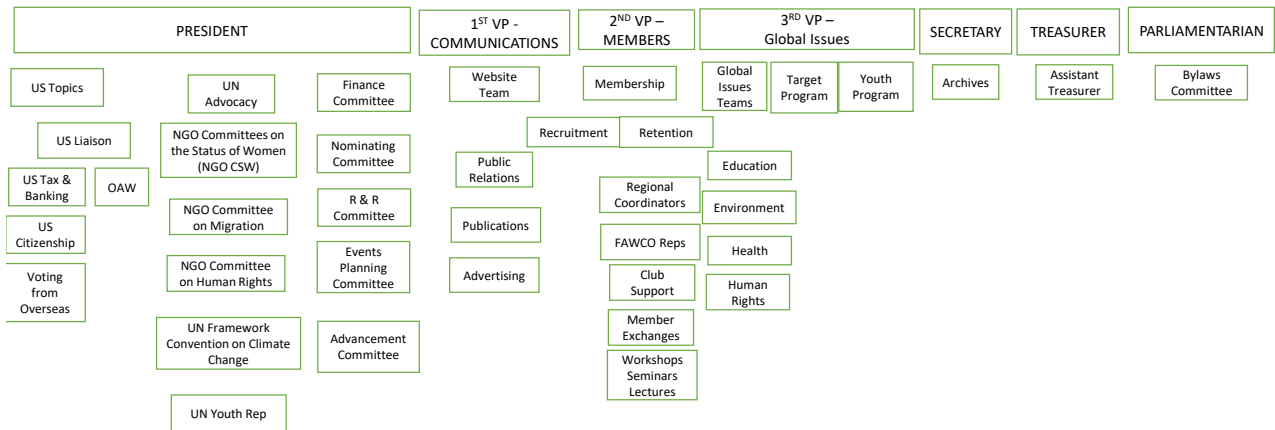
- Club Support
  - Membership recruitment
  - Membership retention
  - How to get members to be actively engaged
  - Philanthropy
  - How can FAWCO help them help themselves
  - Biennial Conferences and Interim Meetings
  - Regional Meetings
  - Club Workshops
  - Best Practices
- Member Exchanges via Social Media available to members only, such as
  - International Travel Club
  - Job/Work/Mentoring
  - Volunteer Opportunities
  - Philanthropy

Global Topics, UN Advocacy and US Topics provide MEMBERS with resources. Through annual global conferences, special interest bulletins, newsletters and the FAWCO website, FAWCO offers its MEMBERS networking and best practices sharing around the world - making MEMBERS stronger fostering communities that become global resources.

- Global Issues
  - Education
  - Environment
  - Health
  - Human Rights
- Global Issues Programs
  - Target Program
  - Youth Program
- UN Advocacy
  - NGO Committee work
  - UN Accreditation
  - UN Rep Youth Program
- US Topics
  - OAW
  - US Tax & Banking
  - Voting from Overseas
  - US Citizenship

# Organizational Chart

## FAWCO Organizational Chart





## *Goals*

### **Three (3) year goals:**

It is recommended the organization, as a whole, gather tools, through workshops, webinars, etc., to learn how to be more effective in communicating with Members. This may entail making direct calls, and not just email with clubs, volunteers, sponsors, etc.

It is recommended the board provide stronger support to all Regional Coordinators and FAWCO Reps by preparing a tool kit and on-going training.

It is recommended we maintain the current number of clubs by replacing any clubs who may need to drop out.

It is recommended we raise dues as they have not been raised since 2000 and inflation has occurred during this time period as well as exchange rate fluctuations.

The adopted resolutions and recommendations (R&R) dictate what the current board should focus on during the current term. Currently there is no committee or monitor to ensure that mandate is being accomplished or fulfilled. It is recommended the R&R committee review the Board's actions to ensure the R&R's are being adhered to and reports at the Interim Meeting the status of such accountability.

It is recommended the R&R's committee ask each area as well as the incoming President what their goals are for the next term to set a platform for discussion in establishing the new R&R's.

It is recommended the UN Issues team be renamed the UN Advocacy Team.

Currently the UN Advocacy Team is involved with two NGO committees both supporting our Human Rights Global Issue. Recently FAWCO received observer status with the UN Framework Convention on Climate Change (UNFCCC) which will provide supports for the Environment Global Issue. It is recommended if the UN Advocacy team would like to become involved in other NGO committees or organizations, it focus on FAWCO's Education and Health Global Issues.

It is recommended the UN Liaison ensure all members are aware of the UN Youth Representative(s) and are encouraged to ask qualified youth to submit applications for consideration.

It is recommended each UN Youth Representative is a member of FAWCO or FAUSA or a child of a current member accordingly.

It is recommended FAWCO consolidate publications to reduce the number going out to Members. Perhaps with fewer publications the ones read will be more effective to the readers.

**Five (5) year goals:**

It is recommended the board review the tool kit and training program established to provide more support for the Regional Coordinators and FAWCO Reps and adjust areas needing attention.

The total number of member clubs increase at least five percent (5%). If this is not possible, a study needs to be performed identifying why and what should be done to accomplish such goal.

The Board should provide the R&R Committee with direction for the next set of R&Rs. Depending on the current climate (political or other) there may be an issue which should be addressed by the R&R Committee.

The UN Advocacy team is actively involved in appropriate NGO committees or other such avenues which would support all four Global Issues.

**Seven (7) year goals:**

Total member clubs continue to maintain or increase.

The current board appoints a new Task Force to review these recommendations to identify the next set of goals.

## *Allocation of Resources*

### **Financial:**

The majority of resources come directly from our member clubs.

FAWCO has also been fortunate to have many volunteers who have been able to donate costs incurred, on behalf of FAWCO, as a gift in kind, thus not requiring any “out of pocket” cash from FAWCO. Although this is wonderful, FAWCO should not rely on this nor expect it.

There are a great deal of costs involved in running this organization. Dues have not been raised in over seventeen (17) years. In order to raise dues, our member clubs need to feel they are getting added value for this increase. This can be accomplished through many different avenues. One being we provide the Regional Coordinators with added funds to support the recommended tool kit and training. This would be a direct reinvestment into member clubs.

Another option is to increase and diversify FAWCO’s revenue streams through donations and grants. The establishment of an Advancement Committee for this purpose was announced in September 2017. Should their efforts reap benefits, additional resources would be available to support expenses for positions currently not covered or covered minimally, i.e. Target Program, Commission on the Status of Women (CSW), etc. Until other resources can be found, FAWCO is unable to support much more than they currently do.

### **Human:**

FAWCO is fortunate to have so many volunteers who donate their time and expertise selflessly. There are so many capable members who might want to volunteer, but don’t know how or whom to ask. FAWCO needs to reach out to the individual members of the member clubs to begin taking advantage of new members and potentially great volunteers.

It is recommended FAWCO recruit new volunteers to work with “old timers” to learn and be prepared to either step up or assist someone else when there is a changing of the guards.

## Process

We identified our main stakeholders in FAWCO as the Clubs and the individual members both with a club and those without a club.

We started by designing an outline of all the areas needing to be reviewed. A template was developed to see how in each area,

1. Currently spends resources (both hours and money)
2. Relates to the Mission Statement
3. Relates other areas within FAWCO.

Areas of Review:

- Membership Recruitment
- Membership Retention
- Resolutions and Recommendations
- Education
- Environment
- Health
- Human Rights
- US Issues
- UN Issues
- Target Program
- Youth Program
- The FAWCO Foundation
- FAUSA

The Task Force determined how each area related to each of the following:

- Mission Statement
- Other areas within FAWCO
- Required resources
  - Financial
  - Human
- Goals for each area based on years
  - Three (3)
  - Five (5)
  - Seven (7)

After each area was analyzed by an individual Task Force member it was reviewed by a second Task Force member. Then the whole Task Force group discussed the results of both reviews and came to a consensus.

During the entire time the same things kept coming up:

- FAWCO's main purpose is to serve its MEMBERS
- How do we best communicate with all MEMBERS to ensure they know what FAWCO does and how both they and FAWCO can benefit from each other?

The Task Force met every three weeks during the first year and met every two weeks thereafter. Individual Task Force members also met in smaller groups to review and discuss areas of concern and brainstorm.

# Survey

The Task Force developed a survey and sent it to all clubs in hopes of establishing a basis of what individual members knew about FAWCO, if they were interested in learning more about FAWCO and what order of importance certain aspects of FAWCO were to them.

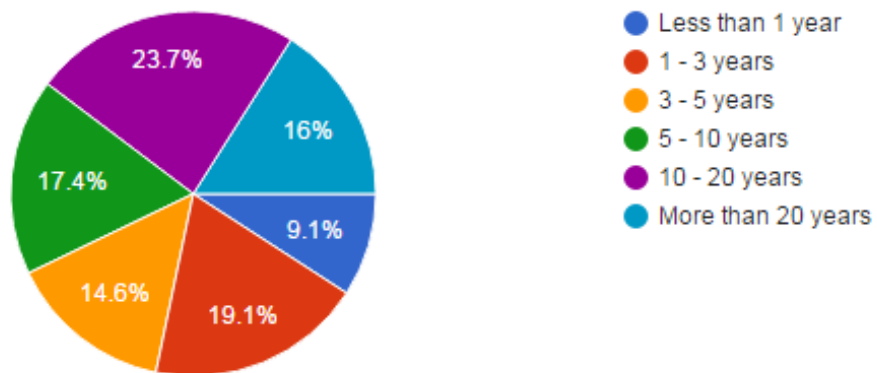
## **Results**

350 responses

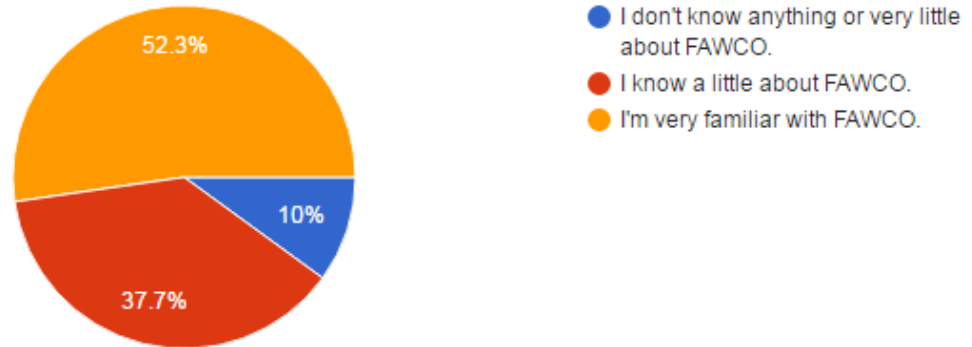
Most amount of responses by club came from:

- AIWC Cologne (32)
- AWC Hamburg (27)
- AAWE Paris (23)
- AWC Zurich (20)
- AW Surrey (15)
- 11 clubs had no participation at all

How long have you been a member of any FAWCO Club? (350 responses)



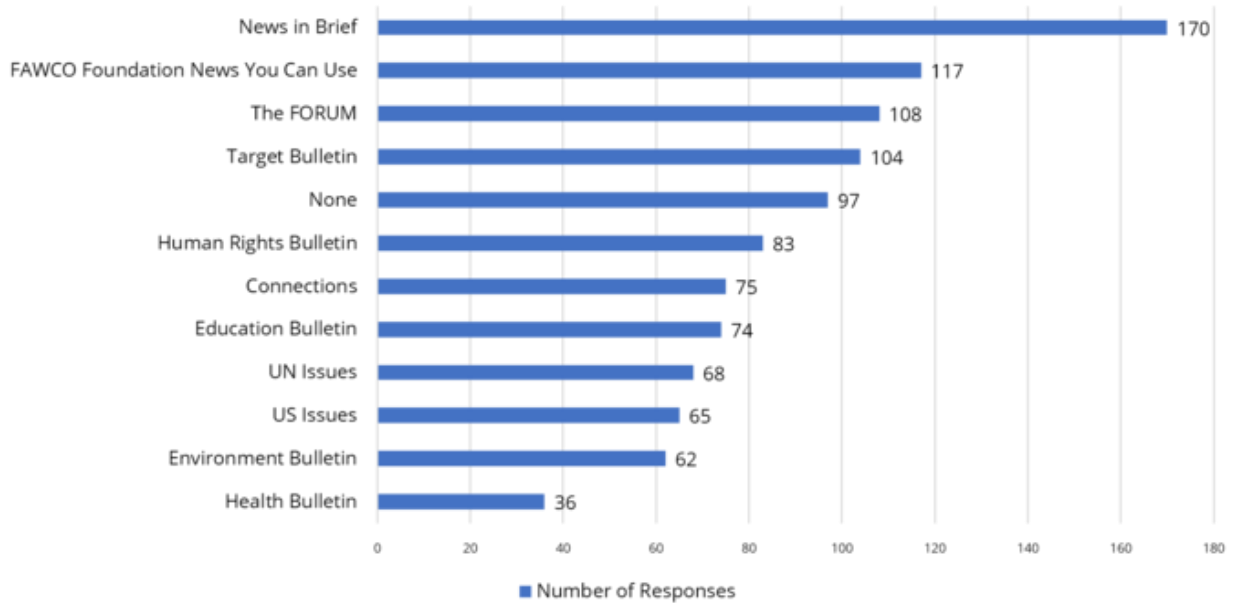
## How well do you know FAWCO? (350 responses)



## What excites you the most about FAWCO?

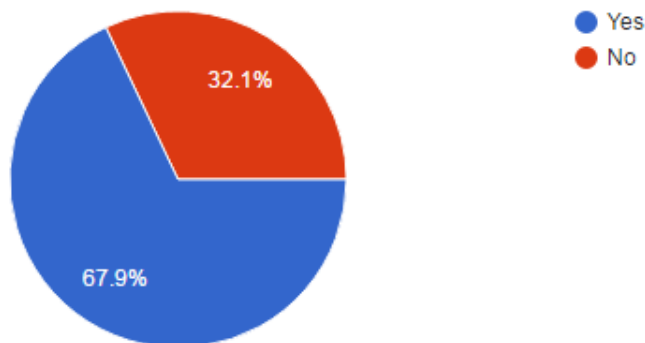


### Which FAWCO publications do you read regularly?



### Would you be willing to be contacted for any follow up questions we may have?

(312 responses)





## **Specific Suggestions to aide with implementation of Recommendations**

### FAWCO Rep

We recommend a tool kit be made for each FAWCO Rep with more time spent training them on how to get their members excited about FAWCO and what FAWCO can do for them. The FAWCO Rep should assess members' interests in order to engage them in exchanges with FAWCO Teams. And should communicate information about FAWCO. Information needs to be reciprocal. Design a method to bring FAWCO to their club.

### Goals

To insure FAWCO is continually working towards its goals a committee should to be created to continually evaluate the status of expectations to determine if FAWCOS's goals can be met, or if the goals need to be tweaked due to the continued changing environment.