



Chapter 7

2001–2018¹

(a) World history in brief 2001–2018

Anger, anxiety, conflict between Western values and Islamic State

The world situation changed completely on September 11, 2001 with the horrendous attacks on the Twin Towers in New York and the Pentagon in Washington D.C. President George W. Bush responded to the attacks by launching an invasion of Afghanistan in 2001 to overthrow the Taliban regime, which was harboring Osama Bin Laden and his organization. The USA and its allies designated this operation the “global war on terror.”

The USA also launched an invasion of Iraq, overthrowing Saddam Hussein in April 2003. Large portions of Iraq's Sunni population boycotted the otherwise successful elections held in January 2005. Much of Iraq then disintegrated due to a post-war insurgency. The American army was unable to quell persistent ethnic violence.

On 30 September 2005, the Muhammad Cartoons Crisis began after a Danish newspaper, the *Jyllands-Posten*, published 12 editorial cartoons, most of which showed Muhammad. The newspaper announced that this was an attempt to contribute to the debate about self-censorship and criticism of Islam. Danish Muslim groups complained, and the issue eventually led to protests around the world, including violent demonstrations and riots in some Muslim countries.

Anders Fogh Rasmussen, Danish Prime Minister, described the controversy as the worst crisis in Danish international relations since 1945

Starting in late 2010, a revolutionary wave, known as the Arab Spring brought major protests, uprisings, and even revolutions to several Middle Eastern countries. It appeared to be a process, significantly changing the social order of the region. A decade later, the final outcomes remained uncertain.

¹ Research compiled by Eva Nielsen

The conflict between Israel and the Palestinians continued against a backdrop of resurgent violence elsewhere in the Middle East. Americans and Europeans reacted with anger and horror to a grisly spectacle of the beheadings of two American journalists by the Islamic State, an extremist group that seeks to establish an Islamic Caliphate in Syria and Iraq; US President Obama promised a retribution, which did not come until 2017.

In 2013, Malala Yousafzai, a girl from Pakistan, survived an Islamic attack and started her crusade for girls' rights to education and jobs. In retaliation, in 2014, the Islamic group Boko Haram abducted more than 200 girls in Nigeria to show the world that girls should have no education, marry early, and obey their husbands. Malala received the Nobel Peace Prize in November of that year.

Shortly afterwards, on 17 December 2014, Zonta International President Maria Jose Landeira Oestergaard wrote an Open Letter condemning the killing of 141 innocent civilians, nearly all of them children, in a public school in Peshawar, Pakistan on 16 December:

This act was a horrendous attack on children and their human rights. Zonta International joins Nobel Peace Prize Laureate Malala Yousafzai and calls on all governments to ensure the right of all children to safe access to education. Zonta International envisions a world in which every child, girls and boys, has access to education without the threat or fear of violence. Our thoughts are with the children, teachers, parents and families affected by this senseless act of violence in Peshawar.

Radical Islamists wanted and still want to harm Western values and people. The terror hit Paris with the attack at the Charlie Hebdo magazine headquarters in January 2015; followed by attacks in Copenhagen at the Krudttønden cultural center and the main synagogue. November 2015 saw attacks in Paris and, in 2016, there were further attacks in Nice, France, and in Würzburg, Ansbach, and Berlin in Germany. The number of terrorist attacks worldwide is astonishingly high and continues to rise.

Many countries in Africa are fighting severe problems, increasing because of rapid population growth and severe youth unemployment. Migration caused by economic differences is changing the world radically.

The financial crises, which started in the USA in 2008, hit the European countries, particularly Spain, Italy and Greece very hard. Not until 2018, had the USA and Europe overcome the crises.

The crises in the Middle East and Ukraine worsened through 2014 and early 2015. By August 2018, no permanent solution to either crisis had been found.

Approximately 71 years after Eleanor Roosevelt's Open Letter to the Women of the World, there is momentum towards gender parity in many parts of the world. The UN has established the entity, UN Women, to work for gender equality and the empowerment of women. Businesses around the world have started considering the increasing power of women consumers. Greater investments in girls' education are seen in the developing world, and women are beginning to make up more than half of all university graduates in the developed world. There is increased awareness that women have talent and must be given an opportunity

to lead. Several countries have introduced legislation that mandates minimum requirements for women’s participation, in both business and politics.

By 2018, facing economic, demographic, environmental and political transformations, the world is demanding new ideas and new solutions. Women – in their multiple roles as workers, as caregivers, as mothers and as most of the world’s older persons – are crucial to making the transition a successful one. New mindsets are needed about issues of family and fertility, and women’s role in politics and business.

In the world of today, approximately 20 women serve as elected heads of state or government. At the ministerial and parliamentary levels, the global average is less than 20 per cent. We still face violence against women across the world. In addition, we also see what Manu Sareen, former Danish Minister of Equality, in an Open Letter dated 07 March 2015 called an “Unholy Alliance” between several very conservative and very religious groups fighting against global advances for women and girls.

Women 2000: Gender Equality, Development and Peace for the 21st Century, commonly known as *Beijing+5*, was on the agenda of the Commission on the Status of Women (CSW) in March 2000 and was adopted by the UN General Assembly in June the same year. Five years later, reflecting a clash of cultures, the plan was only reconfirmed after very difficult negotiations at the 49th Session of CSW, due to the new membership of the commission. Fearing a setback, NGOs were happy to find an agreed CSW conclusion maintaining the status quo after the 54th CSW session in 2010.

On 25 September 2015, the United Nations adopted a set of goals, the Sustainable Goals to End Poverty, Protect the Planet and Ensure Prosperity for All. For Zontians, goal number five is important: Gender Equality. The sustainable goals are to be achieved by 2030. That the world in 2018 was far from achieving goal number five showed in the first-ever study on men and masculinity in the Middle East and North Africa by UN Women and Promundo, a global organization committed to promoting gender justice and preventing violence. Unequal attitudes dominate, however, a significant minority (26 per cent) supports some forms of equality between men and women. Zonta International is still needed in a world which is changing dramatically, with the World Wide Web and social media opening new opportunities and challenges.

(b) Zonta’s development 2000–2018

i. Number of Members

2000 (31 May)	33,853	2010 (30 April)	31,457
2002 (31 May)	32,925	2011 (30 April)	31,114
2004 (30 April)	32,665	2012 (30 April)	31,457
2005 (30 April)	33,279	2013 (31 May)	30,511
2006 (30 April)	33,240	2014 (31 May)	30,183
2007 (30 April)	32,822	2015 (31 May)	29,712
2008 (30 April)	32,686	2016 (31 May)	29,677
2009 (30 April)	31,894	2017 (31 May)	29,185

The peak in membership numbers was reached in 1994, when Zonta International had 36,241 members at 31 May. Since then, membership numbers have declined. By 31 May

2017, Zonta International had 29,185 members (*The Zontian* 1997, and Membership Committee Reports 2012, 2014, 2016).

ii. OMC Committee

The biennium 1998–2000 saw the amalgamation of the Membership and Classification Committee and the Organization and Extension Committee, and by the beginning of the 2000–2002 biennium the two committees became the Organization, Membership and Classification (OMC) Committee. In 2012, the committee was renamed the Membership Committee. The description of the committee was the same from 2000 until the end of the 2012–14 biennium. A new description was developed in 2014. The main difference is that the 2014 description does not mention the composition of the committee (*viz.* “The Membership Committee shall promote continuing membership growth and encourage and supervise the organization of new clubs. Biennially the committee shall review classifications and submit recommendations to the Zonta International Board.”)

“Are service clubs in danger of becoming extinct?” asked OMC co-chairmen Dianne Leggo, Zonta Club of Bundaberg, Queensland, Australia and Jane O’Brien, Zonta Club of Redcliffe, Queensland, Australia in 2000. “Shrinking volunteer organizations are universal. Today’s fast pace forces people to avoid involvement. Young people volunteer more often but are uninterested in clubs perceived as uninspiring and out of touch. Re-think and Re-focus” (*The Zontian* 2000–02 Biennial Issue One, p. 9).

The OMC Committee goals for 2000–2002 were published in program issue of *The Zontian* in 2000 (p. 7):

- Plan for a net growth of 10 per cent in each club plus one new club in each area
- Retain members by upgrading meeting content and procedures
- Recruit, educate and mentor top quality new members
- Actively involve effective past leaders in your club activities
- Encourage your club to start a new club where possible.

The OMC Committee goals for 2002–2004 focused on existing clubs. stressing the words “recruit, retain and rejuvenate”:

- Recruit qualified, dedicated members with diverse qualifications
- Retain members through meaningful service and advocacy, inspiring meetings, fellowship and fun
- Rejuvenate clubs by showing flexibility, open minds, and opportunities for mentoring, leadership training, and networking
- Build strong, committed and active membership by addressing and providing customized solutions to clubs (*The Zontian* 2002 Program Issue, p. 7).

OMC Committee chairman 2004–06 and 2006–08, Glenne Harding, Zonta Club of Silicon Valley, worked very hard to reverse the decreasing membership trend. She reported regularly in *The Zontian* giving facts and pep-talks. In *The Zontian* of July 2005, she told a success story from the Zonta Club of Highlands County, Florida, USA, a club which had doubled its membership from six to 12 in four months. She wanted to draw attention to the fact that the job was difficult, but not impossible, by quoting the first verse of a poem by popular American poet, Edgar Guest – and changing the gender!:

Somebody said that it couldn't be done
But she with a chuckle replied
That "maybe it couldn't" but she would be one
Who wouldn't say so till she'd tried.
So she buckled right in with the trace of a grin
On her face. If she worried she hid it.
She started to sing as she tackled the thing
That couldn't be done, and she did it!

Glenn Harding collected historic membership data to define strengths and weaknesses, and listened to club and district concerns. Trying to develop a plan for quality growth, she reworded the goals, kept focus on the three Rs (recruit, retain, rejuvenate), and tried to make it an obligation for each Zontian to recruit (*The Zontian*, July 2006, p. 7).

The OMC Committee's goals for 2004–06 were:

1. Encourage every member to recruit qualified dedicated members with diverse qualifications from many fields of activities.
2. Retain members through meaningful service and advocacy, inspiring meetings, fellowship and fun.
3. Rejuvenate clubs showing flexibility and openness, and offering opportunities for mentoring, leadership training and networking.
4. Provide opportunities for members to share their ideas and opinions.
5. Build a strong, committed and active membership for the future of our organization.

Unfortunately, the goals were not widely achieved; Zonta International President Mary Ellen Bittner made it a point on the agenda of the Board meeting April 2005, and reported it in *The Zontian* a few months later.

We discussed at some length our concern with the stagnation of our membership levels. The Board decided to focus on strengthening the clubs we have and building all to at least 20 members, while working hard to retain the members we have. We agreed to decrease our 2004–2006 budget based on lower membership numbers and an even larger decrease in expenses. However, we noted concern that we will not always be able to make such corresponding decreases in expenses. We encourage all members to take an active part in the growth of Zonta by talking about your experiences as a Zontian and the achievements of the organization as a whole (*The Zontian*, July 2005, p. 4).

Glenn Harding continued as chairman of the OMC Committee in 2006–2008 and the 2006–08 biennial goals showed her new plan:

1. Growth by 1,000 members.
 - a. Charter 50 new clubs in the biennium.
 - b. Improve our membership retention rate in clubs to 90 per cent.
 - c. Reduce losses from disbanding clubs by 20 per cent through revitalization efforts.
 - d. Continue our efforts to grow small clubs to at least 25 members.
2. Continue to recruit almost 10 per cent new members each year.
3. Involve all clubs in achieving this growth, the tools are those we have been working on the last biennium.

- a. Recruit to retain and increase quality of membership.
 - b. Anticipate losses, prevent them, and, when they happen, replace quickly.
 - c. Improve club meeting formats, administration and programs.
 - d. Develop improved fellowship and networking.
4. Enhance the value to members; we will first need to understand in more depth what values members currently perceive and what they expect.
- a. Develop, administer and analyze the results of a membership survey.
 - b. Assess on an ongoing basis the satisfaction of our newest members.

Glenn Harding wrote about membership in every issue of *The Zontian*. In 2006, she wrote: We will grow more quickly by retaining our members than by recruiting new members and or/by forming new clubs. We want to do it all; the question is, what is the priority? We have heard “Recruit, Retain, Rejuvenate” for many years. Perhaps we should change our thinking to “Retain, Rejuvenate, Recruit”. Rejuvenation is just retention at club level. The attrition rate in large, successful clubs is less than 10 per cent annually....What is your retention rate? What factors contribute to a high retention rate? Large, successful clubs mention fellowship, networking, winning local service projects, and exciting programs and activities. Are your members finding those attributes in your club? Do you survey them to find out? Are you willing to change what you do and how you operate? In the longer run, Recruiting also plays a role in Retention. When we don't see appropriate expectations about Zonta (what we do, what it costs, what level of participation is expected), new members often become dissatisfied and leave. In one district, 25 per cent of the members who resigned over the last seven years, resigned after less than two years; almost four per cent resigned after less than one year. It is a lot of work to recruit; we need to recruit with retention in mind.

Beatrice Weaver, Zonta Club of Greater Miami I, Florida, USA, was Membership Committee chairman 2008–10 and Ragna Karlsdóttir, Zonta Club of Embla, Reykjavik, Iceland, chaired the committee for 2008–10 and 2010–12. Their goals were a continuation of the former committee goals and the wording almost the same. New was Beatrice Weaver's goal, *Introduce a more effective district division*. However, this was not achieved.

Annette Binder, Zonta Club of Hamburg Elbufer, Germany, past Zonta International Director, and Membership Committee chairman 2014–16, tried new ways. Her goal for 2014–16 was: *Clubs recruit and retain committed and skilled members*. Followed by these questions:

1. How can we continue growing our membership?
2. Which countries are most appropriate to focus on chartering new clubs?
3. Which Zonta countries require the largest attention to ensure survival?
4. Is the district structure allowing Zonta to fulfill its mission?
5. What is the potential for e-clubs?

Winnie Teoh, Zonta Club of Kowloon, Hong Kong, was Membership Committee chairman 2016–18. Two co-chairmen were appointed: regional co-chairman for Europe and Africa, Helena Bühler, Zonta Club of Luzern Landschaft, Switzerland, and regional co-chairman for North and South America, Mary Ann Rubis, Zonta Club of Quaboag Valley, Massachusetts,

USA (District 01). The membership committee had ten 'ordinary' members; all committee members acted as liaison to districts.

Biennial Goals for 2016–18:

1. Zonta International builds and sustains a vibrant global membership
2. Zonta engages the next generation of gender equality advocates
3. Clubs recruit and retain committed and skilled members
4. Five per cent increase in membership
5. One new club per district.

The goals are still high, and a Zonta Global Membership Drive was launched April 2017 with the intention to run to the end of the 2016–18 biennium.

As Zonta's efforts in addressing women's issues increases both internationally and locally, so does the organization's credibility. The timing is right to spread the mission of Zonta to like-minded prospective members so they can share in the joy and gratification in building a brighter future for women and girls. The passion for empowerment of women is the fundamental driving force for the launch of the Global Membership Drive. From April 2017 to May 2018, Zonta International is asking all districts and clubs to put exceptional efforts into increasing member engagement and achieving significant growth. With 12 districts already achieving membership growth during the last biennium, the Membership Committee is convinced that all districts can achieve that goal. The Global Membership Drive embraces an internal objective of achieving a breakthrough in membership growth and engagement, while externally asking all prospective members to 'add their voice to empower women.' In time, Zonta will be established as the iconic organization to address women issues (*The Zontian* April 2017).

Campaign tools were published on the website.

Over a period of 20 years, Zonta faced a decline in membership of approximately one per cent:

While Zonta continues to recruit members, more Zontians leave than join every year. Most of the persons leaving do so after being a member for only two years. Additionally, Zonta has an aging membership with most members between the ages of 46 and 65 and a very small number between 20 and 35 years of age. The membership composition has also changed from a majority of North American members. As of 31 December 2013, 45.7 per cent of Zonta International members were from Europe, 27.6 per cent from North America, 14 per cent from Asia, 9.9 per cent from Australia and New Zealand, 1.1 per cent from Africa, 0.6 per cent from South America, and 0.1 per cent from Mongolia (Membership Committee Report, December 2013).

This decline happened even with membership designated as a top priority since 2000 and the introduction of amended Bylaws on membership qualifications and club composition in 2008 and 2014 (see below), the creation of e-clubs in 2012, and the work of a special membership taskforce. It is small consolation that other service organizations face the same trend. Maybe a professional adviser in future studies could help!

iii. Number of Clubs

In 2000, at the beginning of the decade, Zonta International had 1228 active clubs.

- During the decade 2000–2009, Zonta chartered 208 new clubs:
 - 31 clubs in North America
 - 4 clubs in South America
 - 15 clubs in the Nordic countries
 - 98 clubs in European countries
 - 6 clubs in Africa
 - 7 clubs in South East Asia
 - 32 clubs in Asia
 - 15 clubs in Australia/New Zealand.
- During the decade 2000–2009, Zonta lost 210 clubs
 - 111 clubs in North America
 - 12 clubs in South America
 - 13 clubs in the Nordic Countries
 - 34 clubs in Europe
 - 7 clubs in Africa
 - 13 club in Asia
 - 20 clubs in Australia and New Zealand.
- During the decade 2000–2009, Zonta had a net loss 2 clubs

In 2009, at the end of the year, Zonta International had 1226 active clubs

- During the period 2010–2018, Zonta chartered 124 new clubs
 - 22 clubs in North America
 - 1 club in South America
 - 11 clubs in the Nordic countries
 - 41 clubs in European countries
 - 3 clubs in Africa
 - 11 clubs in South East Asia
 - 25 clubs in Asia
 - 10 clubs in Australia/New Zealand
- During the period 2010–2017, Zonta lost 199 clubs
 - 86 clubs in North America
 - 5 clubs in South America
 - 25 clubs in the Nordic countries
 - 46 clubs in European countries
 - 2 clubs in Africa
 - 4 clubs in South East Asia
 - 18 clubs in Asia
 - 13 clubs in Australia/New Zealand
- During the period 2010–2018, Zonta saw a net loss of 75 clubs

2018, at the end of the year, Zonta International had 1151 active clubs (Appendix 6)²:

From 2000 to 2018, 332 new clubs were chartered, and 409 clubs disbanded, producing an overall decline of 77 clubs. The peak in the number of active clubs was reached in 1999 with 1,228 active clubs. By the end of 2018, Zonta International counted 1,151 active clubs.

Of the 409 disbanded clubs, approximately half (197) were North American clubs. These clubs were not replaced by new North American clubs with only 53 new clubs chartered in North America in the same period. Most new clubs were European/Nordic clubs (139/26 = 165).

iv. Districts

In 2000, the Zonta International Board decided to close District 22 because many clubs had disbanded. The remaining clubs in Colombia, Mexico and Guatemala became Region Central America and South America in 2002.

In 2004, the Zonta International Board decided to create Region Mongolia.

The 2004–06 Zonta International Directory shows a map of Region Mexico and Central America. The map in the Directory in 2006–08 shows only Region Mexico. It does not appear in 2008.

2006: a redistricting took place in Asia. District 26 was split into:

- District 26 comprising clubs in Japan
- District 31 comprising clubs in Taiwan
- District 32 comprising clubs in South Korea.

2008: Zonta International Board decided to divide District 24 into:

- District 22 comprising clubs from Queensland plus Zonta Club of Northern Rivers, New South Wales. (The district number had become available since the closing of the Central American District in 2000)
- District 24 comprising clubs in New South Wales and the Australian Capital Territory.

2010: District 19 became Region South America (RSA) because of a decreasing number of clubs and membership.

2016: Region Mongolia became part of District 31 (comprising clubs in Taiwan).

For some time, there had been very big differences between the American districts and those in Europe. The 21st century American districts are no bigger than European Areas.

One of the 2008–10 biennial goals was to introduce a more effective district division. The goal was not achieved.

² Author's list of all clubs ever chartered compiled from editions of *The Zontian*, Zonta International directories, and information from district historians and Zonta International headquarters.

In 2014–16 focus was on the district structure with the measure: “a review of the number and boundaries of districts is completed”. The 2014–16 membership committee asked the question: “Is the district structure allowing Zonta to fulfill its mission?” Annette Binder, OMC chairman, arranged several seminars for the Membership Committee members, governors and lieutenant-governors. The work was intense and the discussions interesting, revealing many, very different challenges, attitudes and proposals for solutions. It was very disappointing that the Zonta International Board didn’t return with comments or solutions to the group of Zontians who had participated in these seminars (Notes and memories of the author who had participated as District13 governor).

Again, the 2014–16 goal was not achieved and was not included in the 2016–18 goals.

The 2018–20 Biennial Goal 2, “We strengthen our resources to support our mission”, includes “Districts implement measures to enhance the effectiveness and efficiency of district operations” (2018 Convention Handbook, p. 43). Focus is not on the size and boundaries of the districts but on district operations and how to enhance effectiveness and efficiency.

v. Zonta Countries

Since 2001, nine new Zonta countries have been added: Macedonia and Mongolia (2004), Spain (2005), Romania (2006), British Virgin Islands (2010), Nepal (2012), Lebanon (2013), and Uganda and Macau (2014).

In the same period, Zonta lost 14 countries: Colombia and Indonesia (2001), Dominican Republic and Paraguay (2003), Guinea and Israel (2004), Guatemala (2006), Cameroon (2007), Mexico and South Africa (2009), Brazil (2010), Ireland (2012), Scotland (2016), and Argentina (2017).

(c) Zonta’s objects

The 2006 convention in Melbourne modernized the 1990/94 wording of the objects. No longer was it an object to provide only service; service and advocacy, were the means to achieve the goals quoted below, which were not changed:

- A. To improve the legal, political, economic, educational, health and professional status of women at the global and local level through service and advocacy
- B. To work for the advancement of understanding, goodwill, and peace through a world fellowship of executives in business and the professions
- C. To promote justice and universal respect for human rights and fundamental freedoms
- D. To be united internationally to foster high ethical standards, to implement service programs, and to provide mutual support and fellowship for members who serve their communities, their nations and the world.

The 2014 convention in Orlando changed object B, due to the new definition of Zonta’s classified members. The wording adopted was: “B. To work for the advancement of understanding, goodwill, and peace through a world fellowship of members”.

The other points remained unchanged.

Zonta International remains nonpartisan and nonsectarian (Bylaws Article III): “Zonta, its districts and its clubs may express themselves about and become involved in principles and public issues having a bearing on the Objects of Zonta International, following the policies established by Zonta International Board” (Bylaws, Article III).

(d) Mission and vision statements

“Advancing the Status of Women Worldwide”, was the short version of the mission statement adopted in 1997. This version continued in the 21st century, as did the longer version: “A worldwide service organization of executives in business and the professions working together to advance the status of women”.

There was a small change in the statement in 2006, due to the amendment of the Zonta International objects: “Zonta International is a global organization of executives and professionals working together to advance the status of women worldwide through service and advocacy”.

In the autumn of 2014, The Zonta International Board approved the following new vision and mission statement, and the new theme for Zonta:

Mission: Zonta International is a leading global organization of professionals empowering women worldwide through service and advocacy.

Vision: Zonta International envisions a world in which women's rights are recognized as human rights and every woman is able to achieve her full potential.

In such a world, women have access to all resources and are represented in decision-making positions on an equal basis with men. In such a world, no woman lives in fear of violence.

Theme: Empowering Women through Service and Advocacy.

The purpose of the changes was to accommodate the decisions made at convention, to modernize the language to make it appealing to all generations, and to make translation easier.

The International Board found the new statements and the theme simpler and more powerful, clearly indicating a difference from other organizations.

The 2014–16 biennium had its own supplementary theme: Conviction, Commitment and Courage, as did the 2018–20 biennium with the centennial celebrations: Honor and Empower. An icon specifically designed for the centennial biennium used a more modern palette. The icon and its colors were well received by Zontians.

(e) Strategic plans

Zonta strove to adjust to new technology, acknowledging that it had already impacted on societies and in future would change communication, manufacturing and behavior, particularly on how to spend our time. The Strategic Plan adopted at the 1992 convention was revised during the 1994–1996 biennium and adopted by the Zonta International convention in 1996.

The following biennium saw another revision, which was prepared and submitted to convention in 1998 by the Zonta International Long-Range Strategic Plan Committee Co-leaders, Vice-President Mary Magee and International Treasurer/Secretary, Donna Lane.

The Plan – Zonta 1998–2008 had the following seven goals:

1. Strengthen Organization, Membership and Classifications Committees at all levels
2. Develop strategic planning as an ongoing process at District level, including training of boards and committees
3. Establish Organization, Membership and Classification Funds in all districts
4. Improve Member Benefits – leadership training, networking, mentoring – locally and internationally
5. Develop a better classification system to utilize expertise and facilitate networking
6. Initiate expansion into new countries with extreme caution and only through Zonta International
7. Complete a program of assistance to non-self-supporting clubs.

In addition, special goals – long-term as well as short-term – were set up for:

- Public Relations and Communications
- Status of Women Service
- Legislative Awareness and Advocacy
- United Nations
- Zonta International Foundation.

The first Zonta International President in the 21st century, Mary Magee, had been actively engaged in reviewing the Long-Range Plan in the last biennia of the 20th century. She introduced the revised plan in *The Zontian* in an article with the headline *Building Zonta in the 21st Century – Inspired by the Challenge of Change* (*The Zontian*, 2000–2002 Biennial Issue One, p. 3).

If the one constant in the world is change, then we as Zontians entering this new century must find the ability to face the fastest changing period since the Industrial Revolution. Without discarding our 80 years of tradition it is time to embrace what the technological revolution can give us.

The poorest and most vulnerable in society are still often the women, facing discrimination in the marketplace and violence at home.

We need world leadership that recognizes that environment knows no borders, that national interests are international. These issues have been recognized by Zonta, and just like throwing a stone into still water, the ripples of the work we undertake spread further and further.

To enhance our aims, we need to build partnerships with governments, with law enforcement agencies, with the United Nations and with other like-minded organizations to understand unequal conditions and advocate for change. We also need urgently to market Zonta as agents of that change. Things do not change themselves. We change things....A new breed of professional is setting the standards of the workplace today – and tomorrow – and they are people whose competence, drive and performance, we should harness to give Zonta a competitive edge in the world of volunteerism.

The 2002 Gothenburg convention adopted the revised document *Zonta International, A Course for the Future*. It was meant to be the basis for planning and actions at club, district and international levels.

Presenting her Biennial Goals for 2002–04 in *The Zontian*, International President Margit Webjörn, Sweden, referred to the strategic plan:

To make globalization positive for all, world leaders must govern better, and govern together. Also, civil society must be involved more fully. Non-governmental organizations (NGOs) can be the driving force in the progress of positive change.

Zonta International will be one of them.

To meet these challenges, and keep building Zonta in the 21st century,

- we must strengthen our identity and
- we must adapt to the changing times.

We must know who we are, be self-confident and believe in what we are doing, in order to convince others and to really achieve something.

Before deciding on activities, we will always ask ourselves: “How will this advance the status of women?” We will strengthen our identity as an international organization by addressing global issues. We will select relevant actions, depending on economic and cultural conditions in our parts of the world. I encourage every club and district to make its own strategic plan, using the new document *Zonta International – A Course for the Future*, as a basis for planning.

Considering a theme for 2002–2004,³ I decided to go back to our long-term theme Advancing the Status of Women Worldwide....All over the world, gender inequality prevents the growth of individuals, both women and men. It prevents the development of communities and the progress of nations....To enhance progress for women, our goal in the next biennium is to *Focus on our Mission* (*The Zontian* 2002–2004 Biennial issue One, July 2002, p. 3).

The strategic plan, *Zonta International – A Course for the Future* was further revised, 2006, 2010, 2012, 2014 and 2016.

In July 2005, Zonta International President Mary Ellen Bittner, USA, published the following *President’s Message*:

The strategic planning process is ongoing. The Strategic Planning Task Force, composed of members of the Zonta International and Zonta International Foundation Boards with support from the managers at headquarters, has now met several times and communicated by E-mail between meetings. At our meeting in April we reviewed the results of the member survey conducted in February....The results of the survey are now posted on the website....The strategic plan will be presented to the Zonta International and Zonta International Foundation Boards and, if they approve, at the convention in Melbourne next year (*The Zontian* 2004-2006 Biennial Issue Five, July 2005, p.3).

The Melbourne convention in 2006 adopted *A Course for the Future, Revised Edition* which was the basis for the 2006–08 and 2008–2010 biennial goals.

³ For all Zonta International Presidents’ themes, see Appendix 9, *Zonta International Boards*.

A Course for the Future. 2010 and Beyond. Service and Advocacy the Primary Forces of Zonta was adopted by the San Antonio convention body in 2010. It is a long document listing several goals with objects and indicators:

1. Service: Zonta's service programs reflect and enhance its mission
2. Advocacy: Zonta International is a leading advocate for the rights of women and the girl child
3. Membership: Increase membership by retaining and recruiting members who are committed to and actively work towards achieving Zonta's mission.
4. Governance: Zonta's governance structure facilitates the achievement of its mission
5. Zonta International Foundation's Governance structure facilitates the achievement of its mission
6. Zonta International has sustainable financial resources that support activities and provide for long-term growth
7. Zonta's districts and clubs have sustainable financial resources that support current activities and provide for long-term growth
8. Zonta International Foundation has sustainable financial resources that support current activities and provide for long-term growth
9. Staff: Zonta International employs qualified, committed and effective staff that support the mission and goals of Zonta International and Zonta International Foundation by providing appropriate and responsive services
10. Credibility and Visibility. Zonta International is the organization of choice for those committed to advancing the status of women through service and advocacy

In November 2012, Zonta International President Lynn McKenzie, New Zealand, and her board adopted *Zonta International and Zonta International Foundation Strategic Plans 2012–2015*. These plans were neither presented nor adopted at convention, which meant that the plan, according to Zonta rules, stopped at the end of the 2012–14 biennium. The plan was published in the 2012 edition of Governing Documents.

The following two plans were presented and adopted at conventions. They are called: *A Course for the Future 2014–16* and *A Course for the Future 2016–18*. As they were long-term plans, it is no wonder that they were almost identical, using the same wording in approximately three-fourths of the documents.

After stating the mission, vision, values and guiding principle, the goals listed are for service, advocacy, membership, and resources. The 2016–18 plan added a goal for the Centennial Anniversary.

Convention 2018 had Biennial Goals on the agenda, however, no strategic plan was presented.

(f) Biennial goals

2000–2002 Biennial Goals

1. Simplify Our Organization by the More Efficient Use of Technology
2. Go for Gold – Go for Growth
3. Educate Members About Legislative Awareness Enabling Us to Become Effective Advocates

- a. Create awareness of your country's system for making and implementing law
- b. Advocate for women's issues at community and national level
- c. Advocate for women's rights in knowledgeable, non-partisan ways
- d. Keep members up to date on Zonta International's United Nations activities.
- 4. Support, in a non-partisan way, qualified women seeking positions of influence
- 5. Increase Our Commitment to Service by the Use of Our Time, Talent and Money
 - a. Focus on Zonta International's goals and objectives in club project selection
 - b. Prioritize to give at least one third of contributions to International Service through our Foundation.

2002–04 and 2004–06 Biennial Goals are almost identical:

- 1. Focus on Our Mission
 - a. Focus on our important mission in order to really achieve progress for women
 - b. Select only service projects and advocacy efforts that aim at advancing the status of women
 - c. Strengthen our identity as an international organization by addressing global issues
 - d. Gain public recognition and trust through knowledge-based responsible actions
 - e. Become an organization whose opinions are sought and valued
- 2. Combine Service and Advocacy
 - a. Combine service and advocacy efforts to enhance the effects of our work
 - b. Identify relevant women's issues and address those through actions that support each other
 - c. Act at the proper level – club, district, international – and co-operate when needed to maximize results
 - d. Work with like-minded organizations when appropriate
- 3. Recruit, Retain, Rejuvenate
 - a. (2004) Encourage every member to recruit qualified dedicated members with diverse qualifications from many fields of activities
 - b. Retain members through meaningful service and advocacy, inspiring meetings, fellowship and fun
 - c. Rejuvenate clubs by showing flexibility, open minds, and opportunities for mentoring, leadership, training and networking
 - d. (2004) Provide opportunities for members to share their ideas and opinions
 - e. Build a strong, committed and active membership for the future of our organization
- 4. International Service Program Goals (of course different for the two biennia)
- 5. Support our Zonta International Foundation; amounts are listed for 2002–2004 (2004–2006).

The 2006–2008 biennial goals were structured differently from the former biennial goals. Service, advocacy, membership fundraising, and service projects goals were similar to those for 2002–2004, but worded differently. Points 3, 5 and 6 were new.

- 1. Service
- 2. Advocacy
- 3. Credibility, Identity and Visibility
 - a. Improve our credibility through evidence-based reporting on the outcomes of our service and advocacy programs

- b. Strengthen our identity and increase our visibility through effective marketing and brand management, and ongoing external communications and public relations efforts
 - c. Commemorate Zonta Rose Day/International Women’s Day 8 March through local activities that provide visibility for Zonta and its mission
4. Membership
5. Financial
- a. Expand the levels of financial support to contribute annually to the Zonta International Foundation through increased personal and club contributions and planned gift-giving and donor development
 - i. Every Zonta Club to contribute annually to the Zonta International Foundation one third (33 per cent) of all service funds collected
 - ii. Every Zontian to make an individual annual gift to the Foundation
 - iii. Every Zontian to investigate and consider a planned gift to the Foundation
 - iv. Formulate strategies and action plans for successful donor development
 - b. Study ways of diversifying the Zonta International income stream to support and sustain operations
 - c. Ensure appropriate fiduciary practices are in place and financial resources are spent prudently
6. Governance
- a. Align and integrate strategies
 - b. Develop a performance-based culture that evaluates and celebrates achievements
 - c. Use information and technology for informed decision-making and increased efficiency of operations
 - d. Develop tools and allocate resources to support strategy
 - e. Build a pool of empowered, knowledgeable and inspirational leaders through leadership development and continuing education
 - f. Continue process-improvement through a regular review of systems, structure, programs and policies
7. Foundation Fundraising Goals.

The 2008–2010 Biennial Goals once again had a new structure and the goals comprised new issues. Starting with the same introduction of the purpose as the former biennial goals, the document added, “To implement a thorough understanding with the Board of Directors (Officers and Directors)” of the following matters:

1. Governance of a non-profit corporation is the responsibility of the Board of Directors who are authorized by state statute to manage the business and affairs of the corporation. The officers, as well as all directors of the Board, are fiduciaries subject to discharging their duties in good faith and with that degree of diligence, care and skill which an ordinary prudent person would exercise under similar circumstances in a like position
 - a. Fiduciary. A fiduciary is a person who owes a duty of good faith, loyalty and trust to another person or entity above their own personal interests
 - b. Legally. The law recognizes a fiduciary duty as consisting of: a duty of care, a duty of loyalty and a duty of obedience.
 - c. Care.
 - i. Officers and Directors care about Zonta International

- ii. Board decisions should be made deliberately out of a deep concern for the best interests of Zonta International.
 - d. Loyalty
 - i. Embraces fairness, good faith and honesty
 - ii. It seeks to advance and protect Zonta International free of any conflicts of interest and self-dealing.
 - e. Obedience
 - i. To carry out Zonta International's non-profit purposes and to obey the law
 - ii. It requires knowledge of Zonta International's mission and the laws that affect the carrying out of the mission.
- 2. Financial
 - a. Request from convention to provide adequate and sustainable financial resources through membership dues
 - b. Manage the available funds/assets in a professional manner
 - c. Present balanced budgets with professional periodic reviews in a simple and transparent reporting system.
- 3. Operational
 - a. Review, update and develop internal and external material (e.g., strategic plans, bylaws, policies, website, manuals, etc.)
 - b. Adequate resources for effective Headquarters.
- 4. Credibility and Visibility
 - a. Credibility through achievements focused on Zonta International's objectives in service and advocacy
 - b. Visibility by issuing fact sheets and outcomes information
 - c. Communication with media, donors, governments and other authorities
 - d. Publication of achievements and outcomes in external media.
- 5. Membership
 - a. A total net gain in membership each year
 - b. Introduce a more effective district division
 - c. Develop resources to encourage clubs to close the revolving doors – retain members
 - d. Develop resources to encourage clubs to recruit qualified members with an interest in the global mission of Zonta International.
- 6. United Nations (UN)
 - a. Support the programs and advocacy of the UN for the advancement of women and gender equality
 - b. Follow the process and recommendation of the CEDAW Committee to involve our members in improving the status of women at the country level
 - c. Use the CSW meetings and recommendations to engage more effectively in women's rights globally
 - d. Disseminate information from Zonta International UN Committee observers in Geneva, New York, Paris and Vienna to strengthen members' knowledge of current issues for advancing women's rights.
- 7. Legislative Awareness and Advocacy (LAA)
 - a. Engage actively in LAA activities to improve the status of women globally
 - b. Develop resources to assist clubs and members to be effective advocates in their communities

- c. Report on successful advocacy outcomes through the Zonta International Website and to members directly
 - d. Promote service projects through linking of outcomes to inform about the status of women, thus emphasizing advocacy through service
 - e. Work closely with the International UN Committee.
8. Service
 - a. Provide and promote international service projects focused on Zonta International's mission and objectives
 - b. Honor our commitment to the UN and its service-providing agencies
 - c. Service projects combined with and include legislative awareness and advocacy.
 9. Amelia Earhart Fellowships (AE) and
 10. Jane M. Klausman Women in Business Scholarships (JMK) and
 11. Young Women in Public Affairs (YWPA)
 - a. Promote and disseminate information externally and internally about the Awards
 - b. Encourage districts and clubs to fundraise to provide for sustained funds for the Awards.
 12. Fundraising and Fundraising Goals
 13. International Service program.

The intention of the 2010–2012 Biennial Goals adopted at the San Antonio convention was explained in the introduction:

These biennial goals are aligned to Zonta International's objectives and strategic goals. They are intended to provide the structure for districts and clubs to develop their own biennial goals and strategic goals, while taking into account the context of Zonta International's mission, and responding to local needs.

Governance (points c and d were new):

- a. Fiduciary
 - b. Legally
 - c. Accountability is the cornerstone of leadership; decisions must be made with the utmost degree of clarity, communication and timely reporting
 - d. Evaluate strengths and weaknesses of programs, policies, procedures, personnel and technology
2. Financial
 3. Credibility and Visibility
 4. Membership
 5. United Nations
 6. Legislative Awareness and Advocacy
 7. Service
 8. Amelia Earhart Fellowship Awards
 9. Young Women in Public Affairs Award
 10. Jane M. Klausman Scholarships
 11. Z and Golden Z club
 12. Zonta International Foundation
 13. Foundation Fundraising Goals
 14. International Service Program.

The 2010–12 focus points were almost the same as those of the previous biennium. However, looking at the sub-points, there are some differences, specifically:

- Goal 3
 - Develop and implement, at all levels of Zonta, communications and marketing plans
- Goal 5
 - Develop concrete methods through which districts and clubs could support UN efforts to advance the status of women, such as the CEDAW, Millennium Development Goals and Beijing Platform for Action
- Goal 6
 - Encourage districts to check their country's reports to CEDAW as well as "shadow" reports to identify advocacy opportunities
 - Disseminate information to members through newsletters via governors and district LAA chairmen and via the Zonta International website
 - Become the "leading advocate" on status of women issues by focusing on advocacy which embraces CEDAW Articles 1–16.

The introduction to the 2012–14 Biennial Goals states that they refer to the former strategic plan *A Course for the Future – 2010 and Beyond*.

The goals...provide the parameters within which districts and clubs can develop their own biennial and strategic goals. Each district and club also needs to take into account Zonta's mission while responding to local needs.

Globally, we still have some way to go before women experience the same rights as men. Progress continues to be made as evidenced in the United Nations' Millennium Development Goals Report 2011....Zonta's objects, mission and strategic plan are aligned to the MDGs, including our local and international service projects, Zonta International Strategies to End Violence Against Women (ZISVAW) and educational programs (Governing Documents 2012, p. 67).

We now turn to the 2012–14 Biennium, where the particular focus is on Goal 10 of the Strategic Plan: credibility and visibility. This goal encompasses many of the other goals which are reflected in the measures assigned to the 2012–14 Biennial Goals. By concentrating on further increasing our credibility and visibility, we can expect to increase our membership, successful advocacy initiatives, and demand for our education programs, as well as achieve an increase in donations to the Foundation and an associated increase in the funds distributed to our international service and ZISVAW projects and educational programs.

The next two goals relate to the governance structure of both Zonta International and Zonta International Foundation. In the first year of the biennium, we will engage members in the revision of our strategic plan to ensure we remain relevant.

Following the Zonta International Board's approval of the revised strategic plan, we will focus in the second year on reviewing our Bylaws, rules of procedure and policies to ensure they are aligned to the approved strategic plan. Any changes to Bylaws and rules of procedure will be considered at the 2014 convention in Orlando, Florida.

The final goal calls upon Zonta International to continue to promote and encourage increased donations to the Zonta International Foundation...During 2012–14 we are asking members to continue to donate generously to the Foundation and again exceed the fundraising goals, so we can invest more resources to improve the rights and lives of women internationally (Governing Documents 2012, p. 68).

For each of the four goals, measures were described.

2014–16 and 2016–18 Biennial Goals presented the areas of focus for the two biennia. The introduction stated that districts and clubs should develop their own biennial goals adapted to local conditions. Measures were described for each goal. Focus points were service, advocacy, membership, communication, leadership training, Zonta International Foundation fundraising and, for 2016–18, the Centennial Anniversary celebrations.

The measures included:

- Service and advocacy are integrated parts of all Zonta International service projects and lasting impact is ensured through involvements of local governments and NGOs
- 100 per cent of all local projects focus on women's and girl's issues.

The 2016–18 goals added: Zonta International identifies and proposes (at the 2018 convention) one major Zonta-led project with the potential to become a long-term ongoing project.

The activity at the UN and Council of Europe levels were increased. Utilizing Zonta's consultative and participatory status, Zonta International influenced UN and Council of Europe documents and actions.

The 2016–18 additions were:

- Zonta International encourages clubs to cooperate across district borders to engage in advocacy actions at national level
- Men are engaged as partners for gender equality.

"Clubs recruit and retain committed and skilled members" was retained, with a 2016–18 addition: Zonta International develops and implements a plan to transition Golden Z club members and former scholarship recipients to full Zonta membership in cooperation with districts and clubs.

A 2014–16 focus was on the district structure with the measure: "a review of the number and boundaries of districts is completed". Although this goal was not achieved, it was not included in the 2016–18 goals.

Leadership skills and leadership training were important points as was communication.

In 2014–16, a new website was launched and in 2016–18, the website and other IT platforms were further developed.

The 2018–20 Biennial Goals adopted at the Yokohama convention was entitled *We Empower Women* and encompassed three goals:

1. We maximize our impact through service and advocacy initiatives and educational programs that empower women and girls
2. We strengthen our resources to support our mission
3. We enhance our profile around the world through our centennial anniversary activities.

Each of the goals in *We Empower Women* is followed by *Our approach* and *How to make it happen*.

Interesting points include:

- Zonta International implements measures to enhance the effectiveness and efficiency of the International Board, committees and headquarters operations
- districts implement measures to enhance the effectiveness and efficiency of district operations.

The biennial goals are introduced in this way:

Today, the goal to achieve equality of women and men is as relevant as it was 100 years ago. In Zonta International's centennial anniversary biennium, we will take bold action to empower women. We place a special focus on young women, because they will be strong agents of change toward equality. Together, we will make Zonta strong for tomorrow.

(g) The organization 2000–2018

i. Leadership at International Level

Zonta International Bylaws brought no changes in the composition of the Zonta International Board between 2000 and 2018. The system of staggered terms for Zonta International directors, adopted in 1998 to secure continuity from one biennium to the next, was fully implemented in the biennium 2002–04. However, there were both advantages and drawbacks linked to the staggered terms, the greatest disadvantage being that some directors were required to attend district conferences without having attended a Zonta International Board meeting. The convention in 2010 ended the staggered terms. Zonta International directors' term of office was again the same as that of the Zonta International President.

Since 1985, the Zonta International Foundation had had its own Foundation Board. This was changed during the 2008–10 biennium. Ever since, the members of the Zonta International Board also serve on the Zonta International Foundation Board. (See Appendix 11 *Zonta International Foundation and Zonta Funds*.)

ii. District Leadership

Members of the district board are: governor, lieutenant governor, treasurer, the area directors, who are elected by ballot, and the district secretary, appointed by the governor. Re-election was not allowed. The decreasing membership trend combined with an ageing membership and the changes in businesses and professions caused by globalization and modern technology created a situation where it is difficult to recruit leaders. This led to a Bylaw change in 2016 regarding area directors. As of July 2016, an area director can serve another term in the same position if four years have passed since the last period (2016 Zonta International Bylaws, Section XIII Districts, Article 6c Officers, Term of office).

iii. Zonta International Committees

Even though simplifying the organization was a goal in the first biennium of the century, there were many appointed committees. These were the technical committees (Bylaws and Resolutions Committee, Convention Committee, Finance Committee) as well as the Program Committees, which included Organization, Membership and Classification (OMC) Committee, Public Relations Committee, Status of Women Service Committee (with several subcommittees), UN Committee and, since 2002, a European Council Committee.

Status of Women Service Committee was the committee where most changes took place, when several separate committees came under the umbrella of one chairman with seven coordinators. Past International Director Kirsten Theisen, Zonta Club of Copenhagen III, Denmark, undertook an enormous workload at the beginning of the 2000–2002 biennium to set this in place and coordinate each separate sub-committee. All Zonta award programs (i.e. the Amelia Earhart Fellowship program, Jane M. Klausman Women in Business Scholarship program and Young Women in Public Affairs Award Program) came under this committee, which also embraced the all-important Legislative Awareness Team, the Z and Golden Z Club sub-committee, the ZISVAW sub-committee, and the Service sub-committee.

In 1998, Margit Webjörn (Zonta International President 2002–04) was the first person ever to present an advocacy workshop at a Zonta International convention and for the biennium 2002–2004, she appointed the Legislative Awareness and Advocacy Sub-committee (under the Status of Women Service Committee umbrella). Advocacy became included in Zonta's first object at the Melbourne convention in 2006.

Starting in 1983, Zonta International also worked with the Council of Europe. For 2002–2004, Zonta International President Margit Webjörn appointed a UN sub-committee on Europe. From 2008, the name of the committee was the Committee on the Council of Europe. During all these years till 2002–2016, Karin Nordmeyer chaired the said committee (Information from Karin Nordmeyer to Eva Nielsen, October 2018).

iv. Membership

Bylaws amendments adopted 2008, 2014, 2016 plus a resolution in 2018 changed the organization dramatically.

1. Classified members

A new classification system was introduced during the 2002–04 biennium to update the system.

Since 1920, classified membership, with all its rights, was only for those who were actively engaged in a recognized business or profession in a decision-making capacity. New trends, which Zonta needed to consider, were time-limited jobs, early retirement, periods in-between jobs, and study periods to gain new competencies in rapidly changing societies. Zonta could not afford to lose members from these groups, and many members, particularly those on early retirement, wanted to remain classified members with all rights.

The 2008 convention body changed the criteria for classified membership, giving senior citizens and those who had left their jobs to study or to care for children or elderly parents, opportunities to serve Zonta as club presidents, club delegates, governors, etc.:

- Eligible for membership are executives and professionals in a decision-making capacity who are willing to support and implement the objects of Zonta International. Membership candidates should be sought among community leaders in a variety of activities (Bylaws 2008, Article XIV, section 2b, 2).
- “To be invited to membership, a candidate shall be actively engaged in a recognized business or profession in a decision-making capacity” was amended to “To be invited to membership, a candidate shall be actively engaged in or have experience in a recognized business or profession in a decision-making capacity” (Bylaws 2008, Article XIV, section 2b, 3).

In the program issue of *The Zontian* of July 2012, Zonta International President, Lynn McKenzie, published an Open Letter to all Zontians entitled *Time to Take Action*. She started her letter in this way:

How can we ensure Zonta continues to be relevant as we move into our next 100 years? Getting a grip on the big strategic picture for Zonta International is where our focus should be, right now...Are we visible locally, nationally and internationally? Are we doing valuable work, which fits perfectly with our defined mission statement? Are we seen to be effective improvers of the status and lot of the world’s women?

This was the start of a membership survey ending with a Membership Taskforce Report, which recommended several sweeping changings to the organization.

The 2014 convention body adopted a change in the definition of a classified member:

- “Membership shall be drawn from women and men with experience in a recognized business or profession”. (A recognized business or profession is mentioned in the Marian de Forest Membership Manual.)
- “A Candidate must be willing to actively support and implement the Objects of Zonta International” (2014 Bylaws, Article XIV, Section 2).

Convention in 2016 adopted a resolution on a pilot project: *Young Professional Membership Category*. The purpose was to attract mainly, but not only, former members of the Z and Golden Z Clubs and awardees of Zonta International educational programs.

At the 2018 convention, the Zonta International Board presented a report with the results of the pilot project. The young professional members under the age of 30 pay 50 per cent of the international dues. Full district, area and club dues apply unless the district, area or club decides otherwise. The 2018 convention adopted the new category as a permanent category.

2. Individual Membership

The 2018 convention body also adopted a resolution which might lead to a fundamental change of Zonta. Prior to 2018, all Zonta members were members of a Zonta club, and all Zonta clubs were members of Zonta international. The resolution opened a new category called “Individual Membership” with the following definition:

An individual member is a person in a recognized business or profession who wants to join Zonta without being committed to a club. An individual member holds direct membership with Zonta International and may later transfer to a club.

An individual member shall pay per capita dues, new member fee and, if applicable, reinstated member fee. No additional dues and fees (club and district) apply unless the individual transfers to a club, at which time the individual pays the club and district dues.

The individual member is directly connected to Zonta International. They may attend an international convention. They may attend a district conference and/or club meeting with the approval of the district and/or club. They are not entitled to vote at any level of Zonta. They may serve on an International Committee but are not eligible to serve on the International Board. The individual member shall comply with the rules and policies of Zonta International.

The rationale of the pilot project is to address the issue of declining membership. The belief is that (1) this category could attract women and men who want to be a part of Zonta without being a member of a club and (2) this new category has the potential to increase membership (Report to convention of the 2016–18 Zonta International Bylaws and Resolutions Committee).

The discussion at convention in 2018 included both pro and contra views of the project.

The 2020 convention in Chicago will vote on whether to abandon the program, extend the trial period, or amend the bylaws to make it a permanent membership category.

v. Clubs

1. Club Composition

The 2014 Bylaws prescribe:

1. "Each club shall have members in a variety of classifications, described in the Zonta Club Manual and the Zonta International Marian de Forest Membership Manual"
2. "Clubs shall have a membership composition that is inclusive, diverse and reflective of the Objects of Zonta International" (2014 Bylaws Article IV, Section 2, b).

Gone are the demands for a leadership position as well as a certain number of classifications per club. What matters now are only members' commitment to the Zonta International goals and members' willingness to fight for them.

2. e-Clubs

Zonta must adjust to a world dominated by technology. To do so, the first Zonta e-club was established in 2012 in Uruguay (disbanded in 2018). As of December 2019, Zonta International had the 10 e-clubs listed in the table below and several more were in formation.

Of these clubs, several formerly operated as traditional clubs, as is reflected in their club numbers. The first of the clubs that were to make up the e-Club of Canada was founded in 1966. The e-Club of Orlando began as the Zonta Club of Greater Orlando, and the e-Club of Queensland began as the Zonta Club of Greater Springfield.

<i>E-club</i>	<i>Location</i>	<i>Country</i>	<i>District</i>	<i>Club #</i>	<i>Year estd</i>
Canada	Mississauga, Ontario	Canada	D04 Area 2	0573	2006
Silicon Valley	Mountain View, California	USA	D09 Area 2	1813	2006
USA 1	Ames, Iowa	USA	D07 Area 2	1914	2013
Orlando	Maitland, Florida	USA	D11 Area 4	1929	2014
The Philippines 1	Mandaluyong City	Philippines	D17 Area 1	1940	2015
Finland 1	Helsinki	Finland	D20 Area 1	1942	2015
USA 2	Houston, Texas	USA	D10 Area 2	1943	2015
Queensland	Ipswich, Queensland	Australia	D22 Area 4	1961	2019
Bavaria	Herzogenaurach Bavaria	Germany	D14 Area 3	1966	2017
Thailand 1	Bangkok	Thailand	D17 Area 6	1968	2017
Italy	Basiglio	Italy	D28 Area 3	1969	2017
West Africa	Ghana	Ghana	D18 Area 2	1978	2018

E-clubs were not mentioned in the Zonta International Bylaws until the 2012 edition and here only with one sentence in Article 14, Section 7 Meetings: “E-clubs may hold their meetings through the use of electronic communication”.

E-clubs have the following features:

- An e-club has all the rights and responsibilities of a traditional Zonta club
- A Zonta e-club conducts its business and projects using the internet and other social media as tools to manage the club
- As with any Zonta club, the membership of the club is limited to classified members, past international presidents and honorary members
- Members can be from non-Zonta countries, but members from non-Zonta countries can be no more than one third of the membership
- In the first year, it is recommended that at least 20 percent of the total membership be current or former Zontians. Zonta e-club members can be located in the same community, geographic area, state, district, region, country or may be scattered across the globe
- Like all Zonta clubs, e-clubs promote Zonta’s goals and work to empower women through service and advocacy
- Regular meetings of the club shall be held each month unless otherwise decided by the club board
- The e-club members are entitled and encouraged to participate in all events and activities of the district and/or area as well as international conventions
- The e-club members may attend open sessions of another Zonta club
- Each e-club belongs to a district. The Zonta International Board may assign an e-club to any district without regard to the geographical boundaries of that district
- E-clubs cannot be started in a new Zonta country without special permission from Zonta International, as is the case for all clubs in new countries.

vi. Zonta International and Technology

Throughout the period 2000–2015, numerous steps were taken to simplify the organization by reviewing processes and by making more efficient use of technology. Technology has been used at headquarters since the 1980s and Zonta International has had a website since 1997. Extensive use is now made of social media and electronic communication with all

members and for meetings of groups such as e-clubs, Zonta International and Zonta International Foundation and District Boards, committees at all levels, and governors.

One of the goals in the first biennium of the decade was to be technologically literate at all Zonta levels, starting at the International and headquarters level. For the first time, a professional convention planning company organized the 2002 convention in Gothenburg, teaming with the Swedish convention committee chaired by Beryl Sten. One effect of this was a more transparent financial report, for instance, showing for the first time the costs of simultaneous translations.

In 2002, it was recognized that headquarters had faced issues with staff retention for some time, which resulted in a large over-expenditure in temporary staff wages and consultants. The main problem was in the Finance Department which had had three controllers in less than three years. This led to an outsourcing of the Finance Department and the restructuring of some departments.

In the beginning of the new century, Denise Conroy and Chris Christensen oversaw the classification system and prepared a new system with four digits. The layout, features and editing of *The Zontian* magazine were reviewed and updated.

The new Zonta International website, launched during the 2002–04 biennium, was seen as a big step forward.

During the next biennium, the Zonta International Board started using teleconferencing to supplement face-to-face Board meetings. A 2006–08 biennium focus was preparation for the move from the old headquarters at Randolph Street in Chicago to new office premises at Oak Brook, a suburb of Chicago. This work included archiving of records and reviewing of electronic and paper files. However, securing a full inventory of archives and getting access to the material remains difficult for members.

During the biennium 2008–10, a task force evaluation of financial and IT systems at headquarters, co-chaired by Judy Johnston and Laura Peters, led to the purchase of new computers, replacement of obsolete servers and old versions of unsupported software. However, despite improved financial processes and lower costs, Zonta International dues and fees did not allow the organization to meet the requirements of its budget. A dues increase was needed. (See vii below.)

A new Zonta International website was launched in 2010, providing the public with an understanding of the organization while serving as an important resource for Zonta members. The biennium 2010–12 made great strides in making financial information and other important news and information available to members and public alike. The Guide Star Exchange Seal, a program that recognizes organizations that are committed to transparency, recognized Zonta.

Since 2011, Zonta has published e-newsletters and communications on a regular basis.

During the 2014–16 biennium, Zonta International President, Maria José Landeira Oestergaard, started the process of reviewing all administrative processes, making maximum use of technology in order to minimize trivial and repetitive administrative work at all levels of the organization, using online reporting. She also started examining the possibilities of a new website comprising the international as well as the district level. Additionally, she reduced the number of e-newsletters, which Zonta International President Lynn McKenzie had published each month, and replaced them by updating the website regularly. Governors' training started during 2013 using an e-learning process, which continued after the training seminar in Oak Brook in February 2014. Governors as well as lieutenant governors communicated regularly with the Zonta International President, Zonta International President-Elect and each other on LinkedIn. Governors and the Zonta International Board had regular teleconferences.

In January 2015, Zonta International started the Zonta Brand Refresh Campaign, to give Zonta a modern image appealing to younger women.

By 2016, Zonta was using all modern social media platforms to communicate with clubs and members and to inform the public about Zonta's, mission, vision, and service and advocacy projects.

vii. Dues and Fees

For fourteen years, there were no increases in dues and fees. Because of decreasing membership and demanding obligations, dues and fees had to be adjusted to match the situation.

At the 2008 Rotterdam convention, delegates adopted a dues increase from USD\$50.00 to USD\$65.00 as of June 2009 and the convention body recommended voluntary dues of USD\$15.00 per person for the year 2008–09.

In 2010, the San Antonio convention delegates voted to increase dues by USD\$15.00 per member to USD\$80.00 starting in the second year of the biennium (2011) to enable Zonta International to absorb all operational costs of both Zonta International and the Zonta International Foundation. The dues increase was necessary to meet the request for a 1.5-year operating reserve of approximately USD\$3.6 million. No dues increases were debated at the 2014 and 2016 conventions.

The 2018 convention adopted a per capita dues increase from USD\$80.00 to USD\$88.00 (June 2019). A proposal to raise the new member fee from USD\$15.00 to USD\$25.00 did not achieve the two-thirds majority required for adoption.

Area Dues.

Since the inception of Zonta, members have been obliged to pay dues to Zonta International and its districts. In the Zonta International Bylaws, no area dues were mentioned until 2006, when Article XIII Section 5 District Dues was divided into (a) District Dues and (b) Area Dues.

A district conference may authorize areas in the district to collect per capita dues.

1. If the district authorizes area dues, the district shall specify in the district's rules of procedure the date on which area dues are payable, the purposes for which such area dues may be used, and the appropriate accountability procedures.

2. Area dues shall be determined by a two-thirds vote of the delegates at an area meeting.

For some districts, area dues were not new. Between 1979 and 1981, District 13, Areas 04 (clubs in Norway) and 01 (clubs in Denmark) had collected area dues (District 13 archives).

viii. Headquarters

As mentioned in Chapter 5 – 1975–1989, the Zonta International Foundation, established in 1984 and incorporated in the State of Illinois in January 1985, purchased the Henry Horner building at West Randolph Street in 1986 and started the renovation.

The building was headquarters for Zonta International and the Zonta International Foundation from 1987. Although the mortgage was paid off at convention 1996, the ongoing renovation of the property turned out to be a lot more expensive than was anticipated, and the rooms were not the best for offices using new technology.

During the biennium 2006–08, the two boards of directors determined to put the property on sale and find new office premises.

The implementation of this decision caused a deep crisis in the organization. At the 2008 convention in Rotterdam, it was obvious that there were problems. The Zonta International Foundation Board of Directors wanted to buy, and proceeded to purchase new offices at East Wacker Drive, downtown Chicago. Zonta International President Beryl Sten and President-Elect Dianne Curtis did not approve this decision, the consequences of which were the dismissal of the Zonta International Foundation Board of Directors later in 2008 and of the Executive Director in 2009. Moreover, Zonta International Foundation Bylaws were amended, which meant the Zonta International Board from 2010 had the same officers and directors as the Zonta International Foundation Board.

As the Zonta International Board of Directors did not want to move into the newly purchased premises at East Wacker Drive, they rented new offices in a high-rise in Oak Brook, a Chicago suburb. The premises in East Wacker Drive were put up for sale and sold some time later.

The dismissal of the Zonta International Foundation Board in 2008 caused deep concern for many Zontians, as members of the Zonta International Board 2008–2010 were not in a position to share information until the crisis had been resolved. Despite this, the Foundation Ambassadors working with their districts were able to achieve 99 per cent of the goal for the biennium.

The reasons for the crisis were many: first, lack of communication between the Zonta International Board and Zonta International Foundation Board, but also different understanding of the competencies of the two boards, different understanding of what had happened, different understanding of where the offices should be, and different understanding of the office space that was needed.

In 2009, Zonta International Foundation Bylaws were amended. According to the Foundation Bylaws, Article XX, the Board of Directors has the power to amend the Bylaws at a regular or special meeting. The Zonta International Board became the Zonta International Foundation Board in 2009 after the termination of the original Zonta International Foundation Board. (For standing committees, see Appendix 12.)

The Zonta International Board invited Zontians to attend the Ribbon Cutting Ceremony for Zonta's new headquarters at 1211 West 22nd Street, Suite 900, Oak Brook, Illinois, on Saturday, 20 June 2009.

In a letter to the Foundation Ambassadors dated August 2009, Zonta International President (2008–2010) Beryl Sten wrote:

The World Headquarters Building on Randolph St was sold in April 2009. The office condominium on Wacker St is for sale and is not Zonta Headquarters. Therefore, there is no longer a need for the WHPPI Fund (World Headquarters Property Preservation and Improvement Fund). The WHPPI Fund will be removed from the contribution form and we are no longer encouraging contributions to the WHPPI Fund. Once Wacker has been sold, the WHPPI Fund will be closed and we do not wish to have money in a fund that cannot be used to advance the status of women (letter from Beryl Sten to Foundation Ambassadors, 24 August 2009).

Able at last to share information with Districts, Clubs and Zonta Members, the Zonta International President included these remarks in her report to the 2010 international convention:

The last two years have presented numerous challenges for Zonta; however, meeting those challenges has given us the opportunity to evaluate our operations and improve efficiencies, making us better equipped to focus our time and resources on our mission to advance the status of women worldwide.

The sale of the building at West Randolph Street was effected before the 2010 convention. The price was USD\$2,050,000, a reasonable price in a falling market. It is relevant to mention that the new headquarters cost the organization USD\$100,000 less in rent per year than the old property, and travelling expenses from O'Hare airport to Oak Brook less than the transportation expense to the old headquarters in downtown Chicago.

The amended Zonta International Foundation Bylaws were published in the Governing Documents 2010, pp. 58–64.

(h) Zonta and the UN

i. Cooperation with the UN Commission on the Status of Women

For many years, Zonta International has actively cooperated with the UN Commission on the Status of Women and different UN entities. In the 21st century Zonta's interest in and commitment to the UN has increased. The 2008–10 biennial goals encompassed this goal: "use the UN Commission on the Status of Women meetings and recommendations to engage more effectively in women's rights globally".

In February or March every year, the CSW has meetings in New York, where members of the Zonta International UN Committee are active and facilitate workshops and moderate panels.

Zonta International provides a written statement, signs on to statements provided by other organizations when they meet Zonta's goals and priorities, and contributes to the debate of the CSW through prepared oral statements each year. In addition, events parallel to the official meetings are sponsored on issues of significance to the CSW theme. Zonta also partners with missions to provide expert dialogue on the issues being discussed in the official meetings.

Zonta has had outstanding representation on the NGO Committees on the Status of Women over the years, including the presidency in New York through Jackie Shapiro, Zonta Club of New York, USA, and the Presidency in Geneva through Simone Ovar, Zonta Club of Pinerolo, Italy. In addition, Ingeborg Geyer, Zonta Club of Vienna, Austria, served as treasurer in Geneva, and Mary Ann Tarantula, Zonta Club of Northern Valley, New Jersey, USA, in New York. Leslie Wright, Zonta International UN Committee chairman 2014–18 also served as the chairman in New York but for another organization. These NGO committees had formed in 1972 when the International Women's Year was introduced and have run meetings parallel to the CSW ever since.

More than once, UN agencies invited Zonta to work on several co-branded projects that increased Zonta's visibility and raised awareness of Zonta's support of international service projects.

In December 2008, Zonta submitted statements to ECOSOC regarding the equal participation of women and men in decision-making processes at all levels of society.

In 2010, Zonta International responded to the news of Iran's appointment to the CSW. Zonta International President wrote letters to Mr. Ban Ki-moon, UN Secretary-General, to Dr. Asha-Rose Migiro, Deputy Secretary General and Special Adviser on Gender, to Ms. Navanethem Pillay, High Commissioner for Human Rights, and to Hamidon Ali, Ambassador, President of ECOSOC. These letters lodged Zonta's concerns asking them to review the eligibility criteria for appointments to CSW.

The UN Secretary-General decided in 2010 to consolidate the four existing UN organizations concerned specifically with gender equality and women's empowerment (UNIFEM, OSAGI, DAW and INSTRAW) into UN Women. Zonta International supported this consolidation but urged the Secretary-General to ensure the transition would build upon the well-recognized work of the four existing organizations. Participants in the Torino convention in 2012 listened to a very interesting lecture by Mrs Michelle Bachelet, the first Executive Director of UN women.

When UNIFEM merged into UN Women, the Zonta International Foundation grants continued, and in 2017 Zonta International was the largest contributor to UN Women of any non-governmental organization, providing more funding for UN Women and the Trust Fund to Eliminate Violence against Women than some governments. Zonta has contributed to the development agenda, and to research on women at the UN, and continues its cooperation through participation in the Women's Empowerment Program – a joint venture between UN

Women and the UN Global Compact to improve women's employment opportunities and advancement.

The CSW meeting in 2010 was particularly important, as it marked 15 years since the Fourth World Conference on Women and the adoption of the Beijing Platform for Action. Zonta held a workshop on our partnerships with UNICEF and UNFPA to achieve Millennium Development Goal 5, the reduction of maternal mortality. President-Elect Dianne Curtis made a presentation at UNIFEM's *Say No to Violence against Women* workshop, and Zonta International submitted a written statement on the theme to CSW, which was available to all participants and delegates.

As a launch partner to the *Say NO – UniTE to end Violence against Women* campaign, Zonta has brought attention to the efforts to end violence against women around the globe and in local communities.

The Zonta International Board agreed to launch *Zonta Says NO*, an internal and external campaign focusing on combatting violence against women. The campaign, launched in November 2012, was to end in January 2014. The purpose of the campaign was to draw attention to Zonta's activities to fight violence against women. In addition to getting Zonta's message out and increasing Zonta's visibility, the campaign also had an important impact internally. Every Zonta club and each Zontian could be involved; it had the power to unite the Zonta world. Conventions in Orlando 2014 and Nice 2016 extended the *Zonta says No to Violence against Women* campaign and new tools were presented to the clubs in 2014 and 2016.

In 2018 the Yokohama convention adopted the goal "We maximize our impact through service and advocacy initiatives and educational programs that empower women and girls" and the description of how to make it happen: "The *Zonta Says NO to Violence against Women* initiative is further developed to achieve local and national governmental commitment".

ii. **CSW Session 58**

A large Zonta group participated in the 58th session of CSW in March 2014 and more than 100 Zontians participated in the NGO meeting of the European Forum in Geneva, 03–05 November 2014, co-organized by Simone Ovar, Zonta Club of Pinerolo, Italy. Until her death in early 2019, Simone was member of the UN Committee and was Zonta's representative in Geneva.

Prior to the UN World Conference on Women in 1995 and again in 2004, the Council of Nordic Ministers and women's organizations arranged meetings, lectures, workshops and exhibitions on the status of women, each of them called Nordic Forum. The first Nordic Forum was in Oslo, the second in Turku. Nordic Zonta clubs participated. When the decision was taken to arrange a Nordic Forum in Malmö in June 2014 to prepare NGOs for the CSW meetings in New York in March 2015 and to revitalize the debate on status of women, the three Nordic Zonta districts (Districts 13, 20 and 21) felt an obligation to be there. The three districts agreed on appointing members to a committee and on sharing the expenses. Zonta arranged an information booth and hosted an event, which gave Zonta International

President-Elect Maria José Landeira Oestergaard an opportunity to make a speech focusing on the root causes of violence against women and the *Zonta says No to Violence against Women* campaign. A Swedish theatre group of two women, experts in interactive theatre, encouraged the audience to participate in the debate. The response of the audience was positive.

iii. CSW Session 59

According to the Zonta International goals, Zonta International prepared to play a major role at the CSW 59 session in New York in March 2015.

On 13 December 2014, Zonta International forwarded its statement to CSW:

Founded in 1919, Zonta International works to advance the status of women worldwide through service and advocacy. Zonta has had an active role at all four of the women's conferences, beginning with its Past International President, Helvi Sipilä, who served as the Secretary General for the First World Conference held in Mexico City in 1975. Sipilä went on to spearhead the establishment of UNIFEM and INSTRAW, now part of UN Women, and was a driving force behind Zonta's work with the United Nations.

Since 1923, Zonta has funded projects in 36 countries, empowering women and contributing to a life free of violence for women with more than USD\$19 million. Most of this funding has been through United Nations agencies. In addition, Zonta's representation in 67 countries has guaranteed millions of dollars and hundreds of thousands of volunteer-hours to implementing the commitments made in Mexico City, Copenhagen, Nairobi and also in Beijing. Today, Zonta continues to be on the front line for women's rights through local and global projects that promote self-sufficiency, equal rights, access to education and health, and the prevention of violence against women.

As evaluation of the *12 Critical Areas of Concern* in the *Beijing Declaration and Platform for Action* is being undertaken, Zonta International calls on parents, educators, administrators, law and policy makers and delegates to the 59th Session of the United Nations Commission on the Status of Women to address PREVENTION OF ROOT CAUSES THROUGH EDUCATION and to facilitate effective mechanisms that will ensure

1. EQUALITY by

- a. increasing the level of non-discriminatory education laws and policies that shall enable equal access to education for girls and boys and shall ensure that girls can continue their education regardless of marital or parental status. Such education requires the adoption of a human rights-based approach through and in education, ensuring the learning of human rights, that the human rights of all members of the school community are respected, and that human rights are practiced within the education system.
- b. guaranteeing women access to all resources and representation in decision-making positions on the same basis as men.
- c. alignment between the Millennium Development Goals and the Post-2015 Agenda, and intergovernmental resolutions to guarantee women access to all

resources and to ensure greater representation and participation of women in national and local decision-making bodies and other areas of civic engagement.

2. ERADICATION of VIOLENCE AGAINST WOMEN by
 - a. supporting PREVENTATIVE programs promoting gender-equal norms and violence-free environments, and programs that help men to change behavior towards women to that of mutual respect.
 - b. PROTECTION of women through provision of One Stop Centers with medical/legal/social help for victims. Furthermore, promoting short term shelters and long term affordable housing for women and children, and supporting vocational training for victims to become self-supporting.
 - c. PROSECUTION of the perpetrators through a) laws that clearly blame perpetrators, not victims; b) reporting systems and support to victims during legal processes; c) training of police and legal professionals to understand the issues.

Equal rights and a life free of violence is NOT a women's issue. It is a societal issue that has to be solved by women and men working together to reach common goals. As a non-governmental organization, Zonta International encourages the United Nations Commission on the Status of Women, the Economic and Social Council and the General Assembly to adopt a strong, sustainable Post-2015 development framework, and calls upon governments to shape the International Development Cooperation for its effective implementation.

iv. UN Special Summit on Sustainable Development

In September 2015 in New York, the UN adopted the *2030 Agenda for Sustainable Development* and its 17 Sustainable Development Goals (SDGs). Women have a critical role to play in all the SDGs, with many targets specifically recognizing women's equality and empowerment as both the objective and as part of the solution. Goal 5, to "achieve gender equality and empower all women and girls" is known as the stand-alone gender goal, because it is dedicated to achieving these ends.

Deep legal and legislative changes are needed to ensure women's rights around the world. While 143 countries guaranteed equality between men and women in their Constitutions by 2014, another 52 had not taken this step.

Stark gender disparities remain in economic and political realms. While there has been some progress over the decades, on average women in the labor market still earn 24 per cent less than men globally. As of August 2015, only 22 per cent of all national parliamentarians were female, a slow rise from 11.3 per cent in 1995 (www.un.org/en/sections/issues-depth/women)

v. CSW session 61

The CSW session 61 New York 2017 focused on women's economic empowerment in the changing world of work.

Zonta International partnered with the government of Zambia to offer a side event at the UN to discuss the impact of work and access to income to domestic violence survivors. The session included the First Lady of Zambia, with International President Sonja Hönig Schough

and Committee member Simone Ovar, as well as representatives from the ILO and UN Women presenting. The panel was moderated by UN Committee chairman, Leslie Wright.

vi. Zonta International Support to UNFPA April 2017

Zonta International is dismayed to learn of the United States' decision to withdraw funding for the United Nations Population Fund (UNFPA), a decision that will ultimately have devastating consequences for women and girls worldwide. For more than 10 years, Zonta International has proudly partnered with UNFPA to deliver critical life-changing and life-saving programs for the most vulnerable women and girls, improving health, eradicating violence against women and ending all forms of harmful practices (08 April 2017, Zonta International Newsletter, April 2017).

vii. High Level Political Forum (HLPF)

For months Leslie Wright, Zonta International UN Committee chairman, had been working with the NGO Major Group to participate fully at the HLPF in July 2017 in NY. This meeting is convened annually by ECOSOC and every four years by the General Assembly. It replaced the Commission on Sustainable Development and was established as a mechanism for reviewing progress on the SDGs.

Zonta International maintained a key position through participation on two Major Groups – the organs set up to streamline NGO participation. As Goal 5, the stand-alone women's goal, was being reviewed, Zonta applied for and received a position for a side event. The subject was *Child, Early and Forced Marriage*, which was part of the consideration for Goal 5. The report of this meeting then became the basis for Zonta's statement to the CSW (Information from Zonta International UN Committee chairman, Leslie Wright).

viii. CSW session 62

The themes of CSW session 62 New York March 2018 were *Challenges and Opportunities in Achieving Gender Equality and the Empowerment of Rural Women and Girls*.

Prior to the session, December 2017, Zonta International forwarded the following statement to UN in a letter:

Zonta International calls on the United Nations and its Member States to find effective short term and long-term methods to eliminate child, early and forced marriage and empower all women and girls and ensure that the unique needs of the most vulnerable rural women and girls are addressed.

Strategies to address child, early and forced marriage should include:

- Strengthen and enforce the implementation of national laws that set 18 as the minimum age of marriage
- Mobilize communities to abandon harmful traditional practices
- Empower young girls to understand their rights and provide them with access to peer support networks and education and training to prevent early and forced marriage
- Ensure equal access to quality education at all levels and address the unique needs of young married girls to allow them to return to school and complete their education.

The statement was supported by 17 associations/organizations.

ix. Zonta and the Council of Europe

1983, Zonta International was granted consultative status with Council of Europe and joined the INGOs (International Non-government Organizations). In 2003, the INGOs were granted participatory status.

Karin Nordmeyer, Zonta Club of Freiburg-Schauinsland, Germany, has been Zonta's representative at the Council of Europe and committee chairman 2002–16, when she was replaced by Anita Schnetzer-Spranger, Zonta Club of Mainz, Germany.

The Convention on Action against Trafficking in Human Beings was opened for signature 2005 and entered into force 01 February 2008. As of February 2017, 45 member states have ratified the convention. Zontians can use the Anti Trafficking Convention as a tool for advocacy.

The Istanbul Convention was signed 11 May 2011 in Turkey and came into force 01 August 2014. It is the most far-reaching international Convention on Preventing and Combating Violence against Women and Domestic Violence. It aims at zero tolerance. The cornerstones of the convention are: preventing violence, protecting victims and prosecuting perpetrators. (For more details see Appendix 17: *Zonta International and the Council of Europe*.)

x.

Most of the service projects had been in cooperation with UN agencies but during 2002–2008 Zonta also cooperated with CARE International, STAR Network of World Learning, and the Afghan Institute of Learning.

2000–2002 Service Projects

- Prevention of Female Genital Circumcision (FGC) in Burkina Faso, Phase II, with UNICEF continued Zonta International's commitment to reducing the incidence of Female Genital Circumcision by expanding its support to this UNICEF project in seven additional provinces in Burkina Faso. Building on the 1998–2000 International Service Project in Burkina Faso, the second phase expanded the extensive public education, training and awareness-raising efforts necessary to reduce the incidence of FGC in targeted populations by 50 per cent by the year 2002. Funding: USD\$350,000.
- Eliminating Maternal and Neonatal Tetanus (MNT) in Nepal with UNICEF provided critical resources to initiate MNT elimination efforts targeting 679,541 women of childbearing age for immunization in eight Nepalese districts. Programming also focused on education to promote clean birthing practices. Funding: USD\$350,000.
- Reinventing India: Preventing Violence against Women and Girls with UNIFEM instituted a multi-faceted approach to violence prevention. Three distinct project components addressed this complex issue:
 - 1) the development, publication and dissemination of an Action Oriented Resource Directory with information on violence prevention for victims

- 2) a nationwide film and television publicity campaign created positive role models for men and boys and increased their awareness of their role in preventing gender-based violence
- 3) a law enforcement officers' education project improved the enforcement of existing laws protecting women and girls. Funding: USD\$395,000.

2000–2002 ZISVAW Projects

- Grants up to USD\$25,000 to Zonta clubs which partnered with local NGOs and schools to produce programs aimed at preventing violence against women.

2002–2004 Service Projects

- Reinventing India: Preventing Violence against Women and Girls, Phase II, with UNIFEM continued to empower women by making information on their rights and services available to them and continued to raise awareness of the potential role of men in preventing gender-based violence. Funding: USD\$299,450.
- Anti-Trafficking Community Mobilization Project with the STAR Network of World Learning in Bosnia and Herzegovina. Zonta teamed up with the STAR Network for this project, which funded capacity building, technical assistance, small grants and strategic media assistance in support of the first locally led anti-trafficking project in Bosnia and Herzegovina. The project was designed to help women lead local anti-trafficking campaigns and to generate a substantial amount of involvement from local leaders. Funding: USD\$320,000.
- Improving Women's Lives with the Afghan Institute of Learning (AIL). Zonta supported the AIL Women's Health Center and Health Clinic in Afghanistan. AIL's project established a Women's Learning Center that provided quality education at all levels of learning, and a health clinic that provided basic health care and health education to women and children. Funding: USD\$52,800.
- In Afghanistan, Zonta continued to support UNICEF's MNT project, which was part of a larger campaign to reduce MNT rates to less than one case per 1,000 live births in the country by 2005. Zonta started partnering with UNICEF to support efforts to eliminate MNT in 2000. Funding: USD\$47,200.

2002–2004 ZISVAW Projects

- Grants up to USD\$25,000 to Zonta clubs, which partnered with local NGOs and schools to produce programs aimed at preventing violence against women.

2004–2006 Service Projects

- CARE International Mata Masu Dubara (Women on the Move): MicroCredit and Health Education for HIV/AIDS-Affected Women in Niger. This partnership between Zonta and CARE supported efforts to reduce the risk of HIV/AIDS and its physical, social and economic consequences for at least 3,600 women and their families in the Bouza district of Niger. The project was centered on the establishment of all-female savings and loans groups where women receive HIV/AIDS education, training in self-esteem and

negotiation skills, and have access to support networks of female peers. Funding: USD\$297,393.

- Bosnia and Herzegovina Anti-Trafficking Community Mobilization Project with STAR Network of World Learning continued to strengthen the capacity of women to lead campaigns to prevent trafficking in women and girls for sexual exploitation, and generated local involvement from health officials, police, teachers, cultural workers, religious leaders, and youth groups. The project addressed both policy advocacy – for the education of public officials in designing enforceable laws and policies that stop trafficking, respond compassionately to victims, and punish offenders – and local prevention – through vigorous community education directed at young people, families, and schools. Funding: USD\$300,000.
- Improving Women’s Lives with the Afghan Institute of Learning (AIL). Zonta continued to support AIL Women’s Health Center and Health Clinic. AIL’s project expanded its work to improve women’s health and education by providing training to traditional birth attendants, opening its newly constructed health clinic, establishing additional Women’s Learning Centers, providing teacher training and offering human rights classes to women. Funding: USD\$50,160.
- Eliminate Maternal and Neonatal Tetanus (MNT) in Afghanistan with UNICEF. Zonta’s funding of UNICEF’s MNT project was part of a larger campaign to reduce MNT rates to less than one case per 1,000 live births in the country by 2005. The Foundation’s funding supported immunization efforts for over 50,000 women, including three doses of the tetanus toxoid vaccine and vaccine delivery, as well as education on safe birthing practices, training, and national and district planning and coordination of the initiative. Funding: USD\$50,000.

2004–2006 ZISVAW Projects

- UN Trust Fund in Support of Actions to Eliminate Violence Against Women. Creating women-friendly police and judicial procedures in Bhutan aimed to change the way the police and judiciary responded to cases of violence against women, through capacity building and training and also by filming court procedures and making the judicial system more transparent and accessible to women. Changes as a result of the project resulted in a safer and more secure environment for women of Bhutan so they could pursue their development without any hindrances and violations of their basic human right to be free of violence. The project was implemented by an NGO with a special focus on eliminating violence against women, in partnership with the National Commission. Funding: USD\$75,000.
- Prevention of Gender Based Violence (GBV) among Sudanese Refugees in Chad with the UN Foundation and United Nations Population Fund (UNFPA) supported a program to prevent sexual and gender-based violence in Oure Cassoni Camp, the northernmost and second largest of the Sudanese refugee camps in eastern Chad. The main strategy to prevent and reduce the incidence of violence against women and girls addressed security and legal justice needs, as well as raising awareness of the issue of gender-based violence and the means to prevent it. The activities supported by this project

focused on preventive measures to ensure recognition of rights and protection through international, statutory and traditional laws and policies, and working with communities to recognize the health impact of GBV on the girls and women themselves and, more broadly, on the family and the community. Funding: USD\$50,000.

- Support to Prevent and Manage the Consequences of Sexual and Gender-based Violence in Post-Tsunami Sri Lanka with the UN Foundation and United Nations Population Fund (UNFPA) attended to the needs of women and girls who were likely victims of the sexual and gender-based violence which increased following the tsunami, and to prevent further development of such episodes. This was achieved through a combination of assessment, training, awareness-raising and material support to local NGO-partners and health facilities in or near affected communities. Funding: USD\$50,000.

2006–2008 Service Projects

- Support for Revival of Rural Community-based Self-Help Initiatives in Sri Lanka with UNIDO (United Nations Industrial Development organization) worked to improve the livelihood of communities affected by the Tsunami in the North and East regions by improving entrepreneurial and technical skills of women and women's groups engaged in agriculture-based productive activities. The project worked closely with the private sector, particularly small business enterprises, as well as various local support schemes and self-help initiatives. Funding: USD\$250,030.
- Education and Leadership for Girls and Young Women in Bolivia with CARE provided working girls and young women (ages 13–25) an opportunity to learn at night in order to improve their status, well-being, and the opportunities available to them. The project strengthened the learning process for working girls and young women, provided them with literacy and numeracy skills and thus improved their chances of finding better jobs. The project included a special focus on women's health education, since the formal school curriculum does not adequately address this sensitive topic, and vocational training to develop marketable technical skills. The project reached 1,300 young working women and 150 teachers who taught girls in night school. Funding: USD\$250,000.
- Mata Masu Dubara (Women on the Move): MicroCredit and Health Education for HIV/AIDS-Affected Women in Niger with CARE continued to support efforts to reduce the risk of HIV/AIDS and its physical, social and economic consequences for at least 5,100 women and their dependent children in the Bouza district by 2008. The project was centered on the establishment of all-female savings and loans groups where women received HIV/AIDS education, training in self-esteem and negotiation skills, and support from networks of female peers. Funding: USD\$300,000.
- Women's Learning Center and Health Clinic in Mir Bacha Kot, Afghanistan, with the Afghan Institute of Learning (AIL) provided access to quality education and vocational skills training for approximately 650 women and girls each year in rural or poor urban settings by improving programs offered by community-based educational organizations. The project also supported basic health services and education to at least 24,000 women

and children each year in clinics, community-based organizations and Women's Learning Centers. Funding: USD\$100,000.

2006–2008 ZISVAW Projects

- The STAR Network of World Learning program, Regional Anti-Trafficking Mobilizations for Prevention, focused on cross-border cooperation to prevent trafficking in women, fostering joint work by governmental and non-governmental organizations, and building upon efforts in Bosnia and Herzegovina and Croatia as well as previous STAR capacity-building and advocacy projects in Serbia and Montenegro. Grants were made to pairs of communities on either side of the borders joining Croatia, Bosnia and Herzegovina, Serbia and Montenegro, which not only provided stimuli for NGOs to work together but also required matching funds from local governments and business. In addition, the project sought to involve the global women's network of Zontians by creating anti-trafficking advocacy modules for Zonta clubs worldwide. Funding: USD\$150,000.
- UN Trust Fund in Support of Actions to Eliminate Violence Against Women: Implementation of Laws, Policies and Action Plans on Violence Against Women in Niger was an initiative of women lawyers aimed at building the capacity of judges and medical doctors to ensure the effective implementation of the Law on the protection of victims of violence. The project also targeted youth and women to promote advocacy toward the enforcement of their lawful protection. Funding: USD\$50,000.
- UN Trust Fund in Support of Combating Violence Against Women and Girls in Sierra Leone, administered by the United Nations Development Fund for Women (UNIFEM), supported a program to address domestic violence, sexual violence, women's entitlement to inherit and own property independently, and the practices of early and forced marriage of girls by taking the first steps in building state capacity and nationwide understanding necessary to put recently approved national laws on these topics into practice in post-conflict Sierra Leone. Funding: USD\$100,000.
- The Mekong Youth Net project (Development and Education Program for Daughters and Communities) aimed to decrease the instances of trafficking in the Mekong sub-region through interconnected grassroots prevention programs conceived, researched, and implemented by local youth leaders. The Mekong Youth Net project trained female youth leaders to respond to the needs of their communities and gain public support by assimilating into community leadership roles, developing preventive education programs, and raising awareness about human trafficking, safe migration and the rights of children and women. Funding: USD\$63,500.
- UNIFEM East and Southeast Asia in Support of Preventing Trafficking in Women in Thailand by addressing the Normative Dimensions of Demand by preventing trafficking in persons, especially women and children by addressing the normative factors that generate gender demand. The purpose of the project was to target high school students and teachers (national and international schools), male and youth groups, faith-based organizations, media, local governmental organizations and communities through addressing sociocultural norms, values, and behaviors that 'justify' exploitative behavior

that generate gender-based violence and the demand for trafficked persons, especially women and children. Funding: USD\$100,000.

2008–2010 Service Projects

- Safe Cities for Women in Guatemala City, Guatemala and San Salvador, El Salvador with UNIFEM. The project increased the safety of women in Guatemala City, Guatemala and San Salvador, El Salvador, by helping local women collaborate with the local government and urban planners to create practical solutions, public policies, and municipal plans that decrease the risk of violence against women in their cities. The project built on a larger, ongoing UNIFEM regional effort in four other Latin America urban areas. Funding: USD\$600,000.
- Prevention of Mother-to-Child Transmission of HIV in Rwanda with UNICEF provided health care, prenatal and obstetric services, and links to reproductive health programs, nutritional support, psychosocial services and income-generating activities for HIV-positive mothers. Funding: USD\$600,000.
- Reduction of Obstetric Fistula (within the context of Maternal and Newborn Health) in Liberia with UNFPA contributed to the elimination of obstetric fistula and the reduction of maternal and newborn mortality and morbidity in Liberia. Funding: USD\$450,000.

2008–2010 ZISVAW Projects

- UN Trust Fund in Support of Actions to Eliminate Violence against Women administered by the United Nations Development Fund for Women (UNIFEM) supported a program to end violence against women through community action (EVAWCA) in Cambodia. Funding: USD\$300,000.
- UN Trust Fund in Support of Actions to Eliminate Violence against Women administered by the United Nations Development Fund for Women (UNIFEM) supported a program combating physical violence against women and supporting the implementation of protective and anti-discriminatory laws and policies in Egypt. Funding: USD\$200,000.
- UN Trust Fund in Support of Actions to Eliminate Violence against Women administered by the United Nations Development Fund for Women (UNIFEM) supported a program in a community-based center for housing and rehabilitation of women victims of violence in Syria. Funding: USD\$100,000.

2010–2012 Service Projects

- Prevention of Mother-to-child Transmission of HIV and Gender-based Violence in Rwanda with UNICEF continued to focus on the prevention of mother-to-child transmission of HIV by providing the full range of family package services at 20 UNICEF supported PMTCT sites throughout Rwanda. In addition, the project sought to expand holistic care and services at support centers for survivors of domestic and gender-based violence to ensure access to proper medical, legal, psychosocial and police support (USD\$500,000). A further USD\$100,000 contribution was added to this project from District 20 in honor of Helvi Sipilä to support the Matyazo Health Center Rehabilitation in Rwanda.

- Safe Cities for Women in Guatemala City, Guatemala and San Salvador, El Salvador with UN Women. The project continued to increase the safety of women in Guatemala City, Guatemala and San Salvador, El Salvador by increasing visibility and impact by disseminating information on violence against women in the most violent districts of both cities and replicating the experience in all districts of the capital cities. The project also expanded to incorporate the issue of violence against women in the context of HIV/AIDS. Funding: USD\$500,000.
- Towards Elimination of Obstetric Fistula and the Reduction of Maternal and Newborn Mortality and Morbidity in Liberia with UNFPA continued to provide fistula treatment through the proper equipment of health care facilities and the training and capacity-strengthening of health care providers to treat fistula. The project also continued to focus on the reintegration of survivors while raising awareness and conducting outreach among communities and health care providers about the definition, causes and treatment of obstetric fistula. Funding: USD\$500,000.

2010–2012 ZISVAW Projects

- UN Trust Fund in Support of Actions to Eliminate Violence against Women administered by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) supported a program towards a comprehensive strategy to end burns violence against women in Cambodia, Nepal and Uganda. Funding: USD\$430,000.
- United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) supported a program in security and empowerment of women and their families: Ensuring a Gender-responsive Humanitarian and Early Recovery Response in Haiti. Funding: USD\$200,000.

2012–2014 Service Projects

- Elimination of New Pediatric HIV Infection and Prevention; and response to Survivors of Domestic and Gender Based Violence in Rwanda: A project in cooperation with UNICEF. Funding: USD\$1 million.
- Liberia Fistula Program: A project in cooperation with the UNFPA. Funding: USD\$1 million.

2012–2014 ZISVAW Projects

- Safe Cities for Women in Honduras: A project in cooperation with UN Women. Funding: USD\$250,000.
- Mass Communication with a Purpose – Global Partnership on Edutainment for Social Change: A project in cooperation with United Nations Trust Fund to End Violence against Women managed by UN Women. Funding: USD\$802,124.
- Empowering Women in Rural Samoa to Combat Violence: A project in cooperation with United Nations Trust Fund to End Violence against Women, managed by UN Women. Funding: USD\$109,876.

2014–2016 Service Projects

- Towards Elimination of Obstetric Fistula and Reduction of Maternal and Newborn Mortality in Liberia. Funding: USD\$600,000 to UNFPA.
- Working Toward an HIV-Free Generation Effective Prevention and Response to Gender Based Violence in Rwanda. Funding: USD\$800,000 to UNICEF.
- Gender Responsive Schools in Vietnam. Funding: USD\$644,000 to the UN Trust Fund to End Violence Against Women.

2014–2016 ZISVAW projects

- Respecting the Rights and Responding to the Needs of Adolescent Girls in Niger in Cooperation with UNFPA. Funding: USD\$1 million.
- Voices against Violence: Non-Formal Education Curriculum for the World Association of Girl Guides and Girl Scouts on Ending Violence against Women and Girls. In cooperation with UN Women. Funding: USD\$986,000.

2016–2018 Service Projects

- Towards Elimination of Obstetric Fistula and Reduction of Maternal and Newborn Mortality in Liberia. Funding: USD\$1 million; eight per cent administrative cost.
- Let Us Learn Madagascar: An Integrated Program for Adolescent Girls. Funding: USD\$1 million; nine per cent administrative cost.

2016–2018 ZISVAW Projects

- Respecting the Rights and Responding to the Needs of Adolescent Girls in Niger in Cooperation with UNFPA. Funding: USD\$1 million; eight per cent administrative cost.
- The Future We Want: Creating Sustainable Foundations for Addressing Human Trafficking and Unsafe Migration of Women and Girls in Nepal, in cooperation with UN Women. Funding: USD\$1 million; eight per cent administrative costs.

2018–2020 Service Projects

- Let Us Learn Madagascar: An Integrated Program for Adolescent Girls. Funding: USD\$1 million in cooperation with UNICEF.
- Eid bi Eid (Hand in Hand), Jordan. Funding: USD\$1 million.

2018–2020 ZISVAW projects

- Ending Child Marriage: A Program to Accelerate Global Action. Funding: USD\$2 million in cooperation with UNFPA and UNICEF USA.

(i) Zonta International Programs

- Amelia Earhart Fellowship Program. The program was established in 1938.
- Young Women in Public Affairs Program (YWPA). The program was established in 1990.

- Jane M. Klausman Women in Business Scholarships. The program was established in 1998.
- Young Women in Technology Scholarships. The program was adopted as a pilot project in 2018
- Michael J. Freeman Scholarship for Irish Women. The program was established in 1988. The program was amended 1996 and stopped in 2004.
- Project Five-O. Zonta joined the Program in 1990 and withdrew in 2009.

(j) Summing Up

The 21st century is different from the 20th century. Disruption has hit many fields in society and Zonta is trying to adapt to the new situation, using new technological platforms. The Zonta website is renovated and social media used to communicate Zonta's ideas; e-learning and telecommunication such as Skype, GoToMeeting and similar platforms are used instead of, or as a supplement to, face-to-face meetings. Clubs must ensure that members without access to electronic devices are provided with information.

Membership categories and qualifications have changed as has club composition. Membership numbers have decreased over the period, and some clubs have disbanded; the District Plan has not been adjusted to the new situation, leaving an organization with a somewhat imbalanced structure, yet a structure which functions. From an organization which initially drew its membership mostly from North America, it is now an organization with a majority of European members and an increasing membership from Asia and Southeast Asia.

Zonta's objects were, and still are, focused on the advancement of the status of women, using the term 'empowering women' since 2014. To achieve these goals, Zonta has strong relationships with UN and UN entities as well as the Council of Europe. Since 2008, Zonta had focused on the UN's CSW in its advocacy work.

Looking at Zonta International's Advocacy, Service and ZISVAW Projects, as well as its educational programs, it is not evident that decreasing membership numbers have caused problems: Zonta remains "a leading global organization of professionals empowering women worldwide through service and advocacy."