



GWN

**THE GLOBAL WOMEN'S NETWORK
for Providers of Women's Substance Use
Disorder Treatment and Recovery**

CHARTER

November 11, 2023

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Table of Contents

I. Why a Global Women’s Network for Providers of Women’s Substance Use Disorder (SUD) Treatment and Recovery?

- Barriers and Clinical Needs Unique to Women
- Efforts to Overcome Treatment Barriers and Address Women’s Needs

II. The Global Women’s Network for Treatment and Recovery

- Our Mission
- Our Vision
- Our Guiding Values
 - Healing
 - Collaboration
 - Solution Focused
 - With a Growth Mindset
 - Resilience
 - Respect

III. Measuring Progress

- **Essential Domains of Activity for the Global Women’s Network**
 - Development of the women’s treatment and recovery workforce
 - Expand access to care for women with SUD
 - Improve quality of care for women with SUD
 - Empowerment of the workforce
- **Sample Outputs and Outcomes for Each Domain**

IV. Organizational Structure of the Network

Appendices

- I. Duties and Responsibilities of Network Leaders, Committee Chairs, International Organizations, Focal Points, and Regular Membership**
- II. Network Membership and Communication Strategies**
- III. Network Annual Goals and Objectives**

Global Women's Network (GWN) for Providers of Women's Substance Use Disorder Treatment and Recovery

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Why a Global Women's Network for Providers of Women's Substance Use Disorder Treatment and Recovery

Women around the world who use drugs face challenges that increase their vulnerability to gender-based violence, economic discrimination, human rights violations, physical and mental comorbidities, high rates of incarceration, and intense stigma and discrimination from many spheres of society. Such issues act as significant barriers to treatment and encourage the continued victimization of women who use drugs. Traditionally, more men than women use drugs. In the last few decades, countries have recognized that the numbers of females who use drugs continue to increase as do the repercussions of drug use for women. As the numbers of females who use drugs continue to expand, it is important to understand gender-specific etiological factors, phenomenology, course and outcome, and to implement effective prevention, treatment, recovery and social re-integration strategies on a national and international level.

Treatment Barriers and Clinical Needs Unique to Women

The reasons for women's initiation of drug use can include critical incidents such as coercion to use drugs by intimate partners who use drugs, multiple family factors, the need for self-medication, multiple complex social/environmental factors, life stresses, sex work, relationship issues, physical, sexual and emotional abuse, and peer pressure.

Women tend to start using drugs at an older age than men, yet, women often develop a substance use disorder more quickly than men do. Psychological factors, psychiatric comorbidities, especially childhood and more recent physical, sexual and emotional abuse are key issues that must be addressed in an integrated way during treatment. Sociocultural factors, including the fact that society expects a woman to be a wife, a mother, caretaker, sexual partner, and nurturer, can influence how women use drugs and how they respond to treatment.

Unlike men, women tend to experience greater medical, physiological and psychological impairment earlier in their drug use life course. When women enter treatment for substance use disorders they often present with a more severe clinical profile than men, despite lesser frequency and quantity of substance use.

Certain structural, social, and personal barriers are considered responsible for low rates of treatment-seeking among women. While women comprise one third of individuals who use drugs, they comprise only one fifth of the in-treatment population. Women encounter significant systemic, structural, social, cultural and personal barriers to accessing substance use disorder treatment. At the structural level, obstacles for women include a lack of childcare services as well as prejudicial and stigmatizing attitudes from treatment providers and other societal members. Often, residential treatment programs do not allow women to bring their children to treatment; this can result in women having to make the gut-wrenching choice between parenting and treatment. Studies that have examined gender differences in substance use disorder treatment retention and completion show inconsistent results. On a social

level, women's roles as the economic provider, home tender, childcare giver or other responsibilities may prevent women from seeking or engaging in treatment. On a personal level, the fear, guilt, stigma and shame may inhibit women from getting the help they need.

Generally, studies focusing on the association of treatment completion and outcome have indicated that treatment completion is associated with better outcomes, irrespective of gender. The sensitivity to women's special needs and problems is critical to treatment success and some of the specific issues related to outcome include: Co-occurring psychiatric disorders, history of victimization, therapist-patient gender matching, and social factors. Both men and women benefit from the substance use disorder treatment and gender alone is not a predictor of outcome. However, certain characteristics of individuals, sub-groups of individuals, and treatment approaches may have a differential impact on treatment-related outcomes by gender. Both the WHO and UN have given attention to the unique needs of women treated for substance use disorders while pregnant and while incarcerated.

Pregnant women in need of treatment for substance use disorders may avoid treatment due to fear of involvement of legal authorities or other social consequences. However, if pregnant women remain untreated, there are risks for negative health outcomes for the mother and child. Some of the factors that motivate women to enter treatment are pregnancy, parenthood, and a partner's entry into treatment. Overall, two factors that significantly aid in predicting the treatment outcome for women are co-occurring diagnoses and a trauma history. Thus, programs that address these issues have a better chance of helping women have meaningful positive drug treatment outcomes.

The unique issues of women for recovery and social re-integration include peer support groups, on-site 12-step meetings, and social outings. For example, women may benefit more from women-only meetings, support groups and social outings than they will in mixed-gender activities. On-going social support, economic opportunity, parenting and child care support are needed to help provide women the tools to be successful in treatment and recovery. In some cultures, women may not be given the autonomy to consent to treatment. They may be forced into treatment by family or prevented from accessing or remaining in treatment due to family norms. Women in all cultures deserve the right to make choices about their health and well-being.

Another issue that engenders women's success in treatment is the use of women-only programs. Women who participate in such programs report being better understood and can more easily relate to other female peers. Some women report that they feel unsafe or are harassed in mixed-gender programs. In women-only programs, women report that the availability of individual counseling, the absence of sexual harassment and the provision of childcare services are important components for success. Women are best served through a strength-based approach that includes normalization and structure, biopsychosocial safety, and social connection.

In summary, women respond best to a women-centered approach to treatment, onsite childcare, co-occurring disorder treatment and trauma or sexual abuse counseling. Treatment programs should also provide women with skills, knowledge, and support to enable them to maintain their change in substance use behavior when they return to their home and community. The ultimate goals of the treatment process are to enable women to take control of their lives, improve their physical and mental health, engage in healthy relationships with their children, families, and communities, and finally, to engage in meaningful activities that help them feel connected to self, others, and community.

Efforts to Overcome Treatment Barriers and Address Women’s Needs

One step in overcoming these barriers and addressing women’s needs has been the effort by governments, international organizations, and civil society in maintaining a plethora of initiatives and programs oriented towards strengthening the drug use prevention, treatment, and recovery support workforce. For example, the United Nations Office on Drugs and Crime (UNODC)/World Health Organization (WHO) International Standards for the Treatment of Drug Use Disorders aim to ensure that women seeking substance use treatment services have immediate barrier-free access to services that are evidence-based, gender-responsive and in an environment where women feel physically and psychologically safe, free from stigma and discrimination, and are supported with regard to other co-occurring medical, social, child care, economic and legal needs across the lifespan.

Likewise, the African Union formulates, implements, and coordinates technical assistance to its fifty-five member states. The Inter-American Drug Abuse Control Commission (CICAD) has extensive expertise in implementing programming throughout Latin America and the Caribbean and maintains partnerships with relevant national governments. The Colombo Plan specializes in training and dissemination of addiction prevention, treatment, and recovery support with government interlocutors in Asia and globally. The International Society of Substance Use Professionals (ISSUP) and International Consortium of Universities for Drug Demand Reduction (ICUDDR) bring together the professional and university workforce to efficiently raise the professionalization of the field.

However, despite the immense progress made thus far, compared to men’s services, there are vastly fewer substance use disorders treatment services for women. When services for women are available, those are often not gender-specific, leaving women either with no place to go for treatment or attend a sub-optimal location to receive treatment. When services are available, women especially underutilize those specific to specialized substance use disorders treatment and Alcoholics/Narcotics Anonymous. The lack of services and underutilization of services is partially driven by the elevated discrimination and stigma women experience for having a substance use disorder.

To leverage gains already achieved, it is critical to establish and strengthen systemic mechanisms to improve implementation of these interventions specifically for women, a population with unique clinical needs. An essential step in doing so is the development of a Global Women’s Network for Providers of Women’s Substance Use Disorder Treatment and Recovery to build and support the workforce while concurrently improving treatment access, quality and outcomes of women served.

The Global Women’s Network for Providers of Women’s Substance Use Disorder Treatment and Recovery

Our Mission

To increase the number and quality of women’s substance use disorder treatment centers and services by providing a global nurturing, empowering and educational platform for the treatment and recovery workforce; to share and create a support network to improve treatment services to ensure that all women, including women involved with the criminal justice system, who need access to high quality, evidence-based substance use disorder treatment, can receive life-changing care.

Our Vision

To empower the professional workforce to ensure that every woman with a substance use disorder has on-demand barrier-free access to stigma-free, evidence-based, high-quality, trauma-informed, and gender-responsive care, that improves women’s health, well-being, and quality of life.

Our Guiding Values

- **Healing**
 - Substance use disorders are biopsychosocial-spiritual in nature and people can learn to manage their illness and achieve holistic recovery.
 - Belief in the individual's capacity for change.
 - Belief in the fundamental worth and resiliency of the human spirit is the foundation of treatment.
 - Care provision is person-centered, respectful, active, and participatory.
 - Commitment to the highest-quality women-centered treatment leads to lasting change.
- **Collaboration**
 - Exploring and establishing strategic partnerships with individuals and organizations who share our focus.
 - People with living experience of addiction, treatment and recovery are essential to the team.
 - Communicating openly about goals, initiatives, and achievements to widen support for our mission, objectives, and actions.
 - Leveraging unique knowledge and insight to expand services for women throughout the world.
 - Focusing on taking practical steps and acquiring resources as identified by analysis and data.
 - Openness to sharing information, goals, strategies, and short-term, medium-term, and long-term solutions within the network and beyond.
- **Solution Focused**
 - Implementing innovative evidence-based full-spectrum care leads to the best outcomes for women.
 - Addressing and removing barriers to care increases the likelihood that women will access and engage in services.
 - Treating women in women-only settings provides women with the best chance for recovery.
- **With a Growth Mindset**
 - Connecting the women's treatment workforce to the resources they need to better prepare them for their career.
 - Inspiring each other in pursuit of greater levels of quality care giving and confidence.
 - Develop and share practices and tools widely to support new and on-going women's centers that treat substance use disorders
- **Resilience**
 - Education and training unite treatment providers and equips them with the most innovative interventions in bringing to bear cutting-edge treatment options for women.
 - Conviction that the practice of sound research procedures to identify the best methods for treating substance use leads to the best methods of patient care.
 - Empowering women through trauma-informed and gender sensitive education, support, and intervention promotes self-sufficiency and economic independence.
 - Breaking the intergenerational cycle of alcohol and drug use disorders and forms of trauma and abuse is achievable when we improve the maternal-child emotional attachment.

- Fostering healthy relationships improves long-term outcomes.
- Those who provide care to treat women with SUD deserve support, compassion, and the tools they need to bring their best selves to the work they do.
- **Respect**
 - Utmost sensitivity to cultural diversity as it may express itself among network membership and beyond.
 - Open-mindedness to the ideas and perspectives of others.

Measuring Progress

The items below are the essential domains of activity for the **GWN**. These essential domains should be seen as “constants” of the Network’s portfolio for leading activities around the world.

In addition to these unchanging essential domains of activity, each year specific measurable objectives will be developed by the Network’s leadership, in consultation with its membership, to guide Network activities to work towards specific outcomes and outputs by which to measure progress.

Essential Domains of Activity for the GWN

- **Essential Domain #1: Development of the women’s treatment and recovery workforce**
 - Mapping of organizations and individuals delivering services for women.
 - Train and improve the skills of the new and existing workforce members in the field of substance use disorder treatment.
 - Validate acquired knowledge of skills through examination and certification or endorsements.
 - Develop mentorship and continuing technical assistance opportunities through collaborative networks.
- **Essential Domain #2: Expand access to care for women with SUD**
 - Increase awareness among policymakers, treatment providers and other community stakeholders regarding barriers and gaps for women in accessing treatment and recovery services and work to overcome these barriers and gaps
 - Work with International Technology Transfer Center (ITTC) and the Program for International Quality Assurance in Treatment (PIQAT) to conduct a systems analysis and provide recommendations to stakeholders in overcoming access barriers.
 - Develop and implement a measuring tool that provides objective measurement of how access to care is expanded and how care is improved
- **Essential Domain #3: Improve quality of care for women with SUD**
 - Implementation of evidence-based and trauma informed practices that improve outcomes, eliminate discrimination and stigma, avoid re-traumatization of women with SUD, including those with multidimensional stigmatization in the criminal justice system.
 - Work with PIQAT to ensure the integration of women’s treatment and recovery needs in service level evaluations.

- Conduct and share research with relevant institutions (NIDA, ICUDDR) through the development of grant applications or other funding mechanisms with the programs and researchers
- **Essential Domain #4: Empowerment of the workforce**
 - Promote ongoing connection that facilitates mutually beneficial and supportive relationships that enable the conditions for women focused practitioners to thrive.
 - Utilize existing platforms through ISSUP, Vienna NGO Committee, and other civil society networks to promote and advocate for the advancement of women’s treatment and recovery.
 - Finding opportunities to connect in person at national, regional, and international levels to advance the work of the network and foster collaboration.

Sample Outputs and Outcomes for Each Domain

The items below are sample outputs and outcomes that flow directly from the essential domains of Network activity identified above. The items below are intended to offer detailed examples for how the network might implement strategies within its essential domains of activity.

Each year the network leadership, in consultation with membership will a) target specific annual goals and objectives based on the essential domains of activity set forth in this Charter and that b) progress towards the achievement of these goals and objectives is monitored and reported to the network membership and the larger global community.

- **Essential Domain #1: Development of the women’s treatment and recovery workforce**

Output and Outcome Examples

- Expand the workforce by training new people to join the field of women-centered SUD treatment and recovery.
- Improve the knowledge and skills of the existing workforce in the field by providing state of the science, anti-stigma, and anti-discrimination skill-based training to improve the care and outcomes of women with SUD, including addressing discrimination against women of color, elderly women, and women in the LGBT+ community
 - a. Generate skills-based training to eliminate stigma and discrimination towards women with SUD (e.g., sensitize treatment center staff to trauma and practices to avoid re-traumatizing patients such as avoiding strip searches when women enter the treatment program, avoiding forcing women to repeatedly tell stories of rape and physical violence in repeated assessments; review of the physical layout of the space- are their women-only spaces and groups where women can share specific with issues without men in the room who may have been or are currently their abusers).
 - b. Teaching staff about Trauma Responsive Care
 - c. Deliver evidence-based curriculum on SUD treatment for women, including those in the criminal justice system

- Increase mentorship across the workforce to facilitate career development and retention.
- Expand access to evidence-based resources.
- Increase number of certified and endorsed professionals in the workplace specializing in women’s treatment.
- With a more developed workforce, measurable reductions in drug use, criminal justice involvement, suicidal ideation, and improvements in quality-of-life measures among women can better be empirically evaluated.

○ **Essential Domain #2: Expand access to care for women with SUD**

Output and Outcome Examples

- Increased knowledge among policymakers and policy implementers on best practices, the latest research, and quality treatment standards to improve care and outcomes of women with SUD, including overcoming barriers to treatment through training and pre/post-test exams.
- Developing a Universal Guide on standards of care for treating women with SUD and trauma.
- Guiding or providing an outline to the policymakers to adapt the Universal Standards of Care document for treating women with SUD and trauma at the national level.
- Increase the capacity (potential) for women’s treatment and recovery services as objectively measured through a national mapping exercise.
- Increase service delivery to, and utilization by, women.

○ **Essential Domain #3: Improve Quality care for Women with SUD**

Output and Outcome Examples

- Sensitize and bring awareness to women-specific and gender-sensitive treatment needs.
- Provide knowledge, technical assistance, and resources to improve the quality of women-centered responsive care.
- Complete systems and service level analytical assessments through PIQAT, ITTC, or other relevant initiatives.
- Demonstrate measurable improvements in the quality of care provided to women being served.

○ **Essential Domain #4: Empowerment of the workforce**

Output and Outcome Examples

- Sustain a vibrant community of professionals implementing high-quality, evidence-based women’s SUD treatment
- Facilitate the exchange of experiences, ideas, knowledge, and activities to create and sustain relational support, and professional growth.
- Facilitate collaboration among professionals about different themes and realities in virtual and in-person activities.

- Create a virtual community of dedicated, compassionate professionals to facilitate the exchange of ideas, boost relational support, and find hope and self-care in their work as documented by the number of members registering for, and participating in the network.
- Create a dedicated badge on the ISSUP website to recognize membership and enable network members to connect and identify each other more easily.
- Conduct at least one in person global/regional women’s network events per year.

Organizational Structure of the Network

The overall structure of a global network consists of an Expert Advisory Group (EAG), led by a Chair-person and tasked with the responsibility of leading the global network in all its activities, and serving as the focal point for directing all aspects of the network’s initiatives.



The responsibilities of the EAG to the Chair of the network include the following:

- Informing the Chair and EAC of events and activities related to the network’s mission so that the Chair or other designee could appear as advisors to promote the mission of the network; this information should be communicated in a timely manner to allow participation in relevant activities.
- Informing the Chair and EC and EAC of news, information, or research pertaining to the network’s mission; this information should be communicated in a timely manner.
- Reporting to the Chair and EC or EAC any regional events and activities, and how these efforts support the global network’s mission and objectives.
- This information and reporting will occur, at a minimum, at regular EC and EAC meetings.

The responsibilities of the Chair of the network to the EC or EAC include the following:

- Making themselves available for attending the events to promote the mission of the network
- Convening EC or EAC meetings regularly at which minutes will be recorded and distributed
- Providing knowledge and expertise to guide the mission and meet the objectives of the network
- Representing the network as chief spokesperson at global events, including ISSUP global events
Tracking and reporting progress from each of the Domains of Activity

The Chair and the EC or EAC will be routinely informed of the activities of the membership and communications subcommittees by the individual appointed as liaison between the EC or EAC and the relevant committee.

Final decision making and approval of all network activities will be made by the Chair in consultation with the EAG.

Please see Appendices section for detailed descriptions of the duties and responsibilities of the Chair, the EAC, Committee Chairs, International Organizations, Focal Points, and regular Membership.

Appendices

- I.** Duties and Responsibilities of Network Leaders and Committee Chairs, International Organizations, Focal Points, and Regular membership
- II.** Network Membership and Communication Strategies
- III.** Network Annual Goals and Objectives

Appendix I. Duties and Responsibilities of Network Leaders and Committee Chairs, International Organizations, Focal Points, and Regular Membership

Expert Advisory Committee

- Duties and responsibilities:
 - Provide guidance and advice to the network's leadership team on matters related to the network's goals and objectives.
 - Participate in the network's strategic planning and help develop policies and procedures that support the network's mission and objectives.
 - Represent the network at events and help build relationships with other professional organizations and stakeholders.
 - Serve as an advisor of the network and upholding the overall values and remaining focused on the mission.
 - Share knowledge to meet the mission, vision, values, and objectives of the network.
 - Act on agenda items. It is the responsibility of committee members to read the agenda, understand it, make suggestions, and then follow through with the resolutions of their actions.
 - Appoint new committee members. It is common for committee members to serve "terms" and have a term limit of 2 years. It's important to always have new committee members in place to preserve the committee's purpose.
 - Support the action and efforts of the committee overall. It is the responsibility of that committee to oversee and advance the network's overall mission.
 - Agree to a two- or three-year term limit based on the staggering of terms to allow for continuity of the knowledge and working continuity of the committee.
 - Agree to attend at least 80% of the meetings held.
- Composition:
 - Can be composed of up to 11 international professionals with vast experience in women treated with SUD, international fieldwork, and research experience.
 - Terms will be mix of two or three years.
 - A core set of 3 members serve continuously as the core of the network.

EAC Core Members

- **Network Chair:** Serves as a resource person for the network leadership, the membership of the Network and the larger field. Responsibilities are as follows:
 - Serving as the leader and voice of advocacy for women's treatment and recovery globally and promoting the interests of the network and lines of effort that drive its work.
 - Promotes membership recruitment and Network participation for both professionals and students.
 - Ensures that the Network has a presence at regional and global events.
 - Encourages the Network membership to submit items for communication.
 - Leads the meetings of the Expert Advisory Committee and the larger membership meetings.
- **Chair of Membership Relations and Innovations:** Serves to recruit and engage members, helping them to understand and experience the benefits of belonging. Responsibilities are as follows:
 - Attend Expert Advisory Committee meetings.
 - Prepare for meetings and follow up with notes and action items.
 - Deliver opening remarks and greetings to attendees at events/meetings.
 - Contact new members to welcome them.
 - Prepare and engage volunteers who can act as advisors at programs and other events.
 - Be a resource and e-mail contact for new members; responding to question(s) within 3 days.
 - Be the point of contact for member networking. Upon request, connect members with other members that can be helpful, or provide information.
 - Maintain membership database.
 - Promote the benefits of membership; develop member recruitment strategy in alignment with overall strategic direction and actively recruit members (coordinate with Communications Chair where needed).
 - Provide membership updates for meetings including total registered members to date (professional and student), change since last update, and other relevant membership information.
- **Chair of Communications:** Serves to provide timely and comprehensive information to network members about programs, workshops, and other matters of interest via publications and e-notifications. Responsibilities are as follows:
 - Create and maintain a favorable image of the network by: (a) keeping members informed of chapter projects, activities, and upcoming meetings, and (b) disseminating relevant professional information viewed as beneficial to the members.
 - Provide content to website developers.
 - Recruit assistance from members in putting together communications, survey questions, etc.
 - Coordinate production and distribution of the communications and the production and distribution schedule (calendar of communications).
 - Ensure that communications are distributed in a timely manner.
 - Assist in maintaining the website for content, accuracy, and design.
 - Communicate relevant information to the membership.
 - Assist other Chairs in communicating necessary information to the membership.
 - Ensure website is up to date and working appropriately by testing links etc.

- Provide updates at EAC meetings and keep notes that are distributed after the EAC meetings
- Participate in the development and implementation of strategic planning

International Organizations (IOs)

- Duties and responsibilities:
 - Support the EAC with network activities as possible and through other donor funding.
 - Coordinate closely with other network IOs to ensure consistency.
 - Identifies regional contacts to promote Network activity.

Focal points per country or/and per region

Focal Points serve to promote and advocate for the network within their region. We envision the focal points team to be dynamic and change as needed for the organization's substantive growth and development.

- Responsibilities:
 - Facilitate communication and collaboration within their designated geographic area (could be a country or region of a country), recruit new members, and facilitate organizing meetings and events.
 - Provide and gather reliable information about treatment for women in their region and provide this information to the relevant network leadership.
- Benefits:
 - Develop valuable skills and connections.
 - Visibility through sharing their communications with the membership.
 - Opportunities to virtually collaborate and co-host an activity about women's SUD treatment.
- Recruitment:
 - Every professional or institution interested in becoming a GWN focal point for its country will complete an application form in order to analyze viability. The network reserves the right to choose the number of focal points per geographic region that it deems necessary. These regions may expand or contract over time.

Regular members:

It is the intent of the network that the membership will play a key role in making decisions related to the overall direction and activities of the network. The specific powers of the members include but are not limited to assigning priorities among the goals and objectives when needed. All members will be identified on the website.

- Responsibilities:
 - Learn, exchange ideas and knowledge regarding treatment for women and act ethically in their professional life.
- Eligibility:
 - GWN welcomes new professionals who want experience with SUD women-centered treatment and existing professionals with experience in SUD and women-centered treatment.
 - Membership is free.
- Application Process:
 - Prospective members shall apply for membership via Network website.
- Revoking Membership:

- Membership may be revoked by the network leadership if the member or entity is determined to not represent the mission of the network. Revocation decisions would be sent via email as soon as possible.

Appendix II. Network Membership and Communication Strategies

Membership Strategy

1. Highlight Benefits
 - a. Acquiring new knowledge
 - i. Help keep your knowledge up to date and make it easier for you to respond to the developments in the field.
 - ii. Provides a new way of working together to respond to changes in the field and help set the vision of the field.
 - iii. Opportunities to attend meetings and lectures.
 - iv. Receive the network newsletter and all regular communications such as weekly or monthly updates on relevant developments in the field.
 - b. Networking
 - i. Opportunity to make and maintain contacts with other professionals, providers, and treatment centers.
 - ii. Contact professionals from different backgrounds and experience in the field. For example, there is the opportunity to meet people who have different levels of expertise and seniority in the field in comparison to each other.
 - c. Broadening your perspectives
 - i. Come into contact with new perspectives.
 - ii. Networking events facilitate learning more about the developments in different aspects of the SUD treatment field for women.
 - iii. Being with colleagues from other countries allows learning from each other to broaden views of issues and solutions. This provides valuable insights into cultural differences and similarities. This is true internationally, but just as true nationally.
 - iv. Opportunity to be curious and marvel, without judging.
 - d. Creating value and finding renewal in nurturing community
 - i. Working together creates an opportunity to reinforce and support each other.
 - ii. Having time to commune, process, share and enjoy connections with others who have the same drive, passion, care, and commitment to helping women can provide an opportunity to re-charge and become more energized about the work we do!
2. Facilitating networking events
 - a. Virtual and in-person events on different topics and themes according to a set calendar of events
3. Create a referral program.
 - a. Ask members to spread the word about the network via a referral program.
 - b. Encourage members to “bring a friend” to specific meetings or events.
4. Solicit feedback from existing members each year.
 - a. How to recruit new members
 - b. Feedback via a member needs assessment. What are the best benefits of belonging to the network, and are there any gaps to address?
 - c. Listening and acting on feedback from your members can help membership be even more appealing to prospects.
5. Include member testimonials on the website.
6. Welcome, acknowledge, and value members.

- a. Send a welcome letter, email, or card.
 - b. Host a welcome event for new members.
 - c. Spotlight new and current members on the website
7. Connect with ICUDDR and other organizations for support to attract members.
8. Develop a mentorship program - one of the most valuable member benefits we can offer.

Communication strategy

1. Clear name, branding (including a logo) and messaging about the mission, vision, and values, pillars, objectives etc.
2. Demonstrate membership value via digital tools.
 - a. WEBSITE: work with ISSUP for the website, GWN will communicate with its members, and provide information and discussion via the website.
 - i. Keep the website current and changing.
 - b. E-MAIL CAMPAIGNS: GWN will stay in close contact with its members by e-mail communication such as relevant field information, suggest activities and promote discussion and engagement.
 - c. SOCIAL MEDIA: the most current and approved platforms will be used.

Appendix III. Network Annual Goals and Objectives

To be determined annually by Network leadership in consultation with global membership.