Commonwealth Women Parliamentarians (CWP) Strategic Plan 2017-2019

Foreword: Chairperson of the Commonwealth Women Parliamentarians, Hon. Dr Dato Noraini Ahmad, MP (Malaysia)

As Chairperson of the Commonwealth Women Parliamentarians (CWP), I am pleased to present this three-year Strategic Plan for the period 2017-2019.

The renewed global commitment to gender equality presents the CWP with an excellent opportunity. Against the backdrop of the new Sustainable Development Goal 5 on gender equality, there is a keen focus and greater energy for CWP to capitalise on as we work to increase the number of women in parliament across the Commonwealth.

This Strategic Plan is the product of a consultative process involving CWP Steering Committee Members and other women parliamentarians from across the Commonwealth. In February 2017, CWP members convened with a view to re-energising the network, re-committing to the valuable work of the CWP and to the establishment of a series of priority areas forming the basis of this strategy. Further consultations took place to ensure the strategy is reflective of the CWP’s needs and responsive to its challenges.

This strategy is guided by a series of principles including: ensuring the strategy complements the wider CPA’s programme strands; developing a sharper focus for CWP with a realistic, impact driven set of outcomes; avoiding duplicating the work of other like-minded organisations; and, learning from the past. The strategy seeks to respond to the unique nuances of each region and will employ innovative and contemporary approaches such as the use of virtual masterclasses and online resources in recognition of the limited financial and human resources available to us.

As we embark on this three year strategy, we do so from a position of strength. A long-standing and established network, the CWP has stood the test of time as the only global institutional association of women parliamentarians, distinctive from other networks of individual members - we have the support of the institution of parliament behind us. We are connected by virtue of the Commonwealth, its history, language, ties and shared values enshrined in the Commonwealth Charter.

The biggest strength that I want to celebrate is our membership – the powerful women that make up the CWP and that share their experience and expertise. This willingness to share is key to our success and to meeting our future aspirations.

The strategy will be supported by our collaboration with key partners including international organisations and the Commonwealth family, an extremely valuable tool for the CWP as it seeks to strengthen its position and work. By actively seeking new partnerships for the CWP, we will create greater impact and a multiplier effect in advocating for gender parity in Commonwealth legislatures.

Key to the success of the strategy is ownership by us. As women parliamentarians, we must all play our part seeking better collaboration between Steering Committee Members, CWP’s wider membership, within our regions, and across our regions. Raising the profile and activating the network effectively is our responsibility and dependent on our collective efforts.

I look forward to implementing this strategy with each and every member of the CWP and I am confident that together, we will achieve success as we embrace the challenge of increasing the number of female representatives across the Commonwealth.
Introduction

Women’s parliamentary representation; a commitment to gender parity in the Commonwealth and beyond

Despite constituting half of the world’s population, women continue to be disproportionately represented in governance and at all levels of decision-making. To affirm its commitment to strengthening the participation of women in government and society, the Commonwealth Heads of Government committed themselves to gender equality in the Harare Commonwealth Declaration of 1991.

This was anchored in the Commonwealth Charter 2013. Section XII states “We recognise that gender equality and women’s empowerment are essential components of human development and basic human rights. The advancement of women's rights and the education of girls are critical preconditions for effective and sustainable development.”

This statement is reinforced by the ambitions of the 2030 Sustainable Development Goals (SDGs) which affirm that gender equality is both a human right and a driver for development. In SDG 5 on gender equality one of the key targets is concerned with ensuring women’s participation and leadership in decision-making. Gender equality is an integral feature of all the SDGs reflecting the growing evidence that gender equality has a multiplier effect across the spectrum of development – failing to address gender inequalities will derail the achievement of the global development agenda.

Commonwealth Women Parliamentarians: a brief overview

Recognising the need to increase women’s representation in political institutions, the CPA established a structure and governance body to work to provide greater support to women in parliament. The mission of CWP, as an integral part of the CPA, is to work for the better representation of women in legislatures and for the furtherance of gender equality across the Commonwealth.

Since its formation in 1989, the CWP has evolved into a body which seeks to discuss strategies to increase female representation in parliament and work towards the mainstreaming of gender considerations in all CPA activities and programmes. In 2004, the group was formally recognised in the CPA Constitution and its elected Chairperson added to the CPA Executive Committee. A Steering Committee of 11 Members, which includes one representative from each of the nine CPA Regions, plus the CWP President and Chairperson plans its activities and reports to the CPA Executive Committee.

The Strategic Plan: Statement of Purpose

The CWP Strategic Plan 2017-2019 strives to reflect the shared priorities of CWP members. It focuses on key priority areas where the CWP has distinct strengths. It is prioritised, flexible and driven by impact and results. The plan can be used to communicate the mission and work of the CWP to its membership, to all other members of the CPA, Branches of the Association, to the constituents that members represent across the Commonwealth, as well as to outside organisations and the general public.

The Strategic Plan provides a framework for CWP to identify its achievements, acknowledge its thematic priorities (Violence Against Women; Women’s Economic Empowerment; Women in Leadership), strategically assess the challenges it encounters, build alliances, and undertake action across the CPA and beyond in order to ensure that both men and women are equally involved in decision making in legislatures of the Commonwealth, and that women parliamentarians are supported in their work.

Objectives of the CWP

1) To promote and mainstream gender equality in the work of the CPA and across the Association
2) To encourage women to stand for election to parliaments and legislatures across the Commonwealth advocating the removal of barriers to their participation to meet the aspirations of Commonwealth Heads of Government of having at least 30% of women in decision making positions
3) To facilitate the professional development of women members for the furtherance of gender equality across the Commonwealth

Measuring the impact of the CWP Strategy

Progress reports and key outputs of the CWP Strategy will be reported on at the annual meeting of the CWP Steering Committee and bi-annual reports submitted to the CPA Executive Committee Meeting in accordance with the CPA Monitoring and Evaluation Framework. Progress will also be included in the CPA’s annual report and performance review which will be undertaken by the CPA Secretariat to highlight the progress against the intermediate outcomes defined in the Strategic Results Framework of CPA. CWP Steering Committee Members will be asked to report to the CPA Secretariat on their contributions from within their region.
The Strategy Map demonstrates the overarching vision of the strategy. The Map has the CWP’s ‘Mission Statement’ at the top indicating that all organisational efforts relating to CWP will be directed at achieving its mission. This is supported by the Strategic Purpose, ‘to increase female representation in parliaments and legislatures across the Commonwealth’, and six Strategic Priorities:

1) CWP Communications and profile raising  
2) Research  
3) Promoting partnerships with International Organisations  
4) CWP Alumni  
5) Building capacity in the CWP Regions  
6) CWP leveraging its position in CPA Programmes

The CWP identified three Thematic Priorities to support the aims and objectives of the CWP. These are: Violence Against Women; Women’s Economic Empowerment; and Women in Leadership. The thematic areas cut across all the work of CWP and become a feature of CWP’s work more generally. The Strategy Map is supported by the Strategic Results Framework (SRF). The SRF provides greater detail around strategic and intermediate outcomes, and focuses on results that CWP aims to achieve and will guide CWP’s planning, budgeting, monitoring, evaluation and reporting. The SRF can be found at pages 6-7.

Delivering the Strategy: Underpinning the six strategic priorities are Strategic Outcomes, Implementation Strategy & Activities and Indicators of Success.

- **Strategic Outcomes** reflect the long-term change that CWP aims to achieve. At the end of the Strategic Plan’s cycle, CWP’s contributions to the strategic outcomes will be assessed through a review/evaluation based on data and evidence, and feedback from stakeholders and CWP membership.
- **Implementation Strategy & Activities** represent a summary of the activities and outputs to guide the CWP’s journey over the next three years towards the achievement of the strategic outcomes. CWP will align its resources with these activities and track progress against the Indicators of Success during the life of the Strategic Plan. The implementation strategy and activities expected to be realised over the next three years, will be monitored annually and result from an organisational effort and by contributions from the CWP Steering Committee Members and CPA staff.
- **Indicators of Success** will be subjected to quality assurance mechanisms to ensure compliance and relevance with the Strategic Results Framework.
**Commonwealth Women Parliamentarians (CWP) Strategic Results Framework 2017-2019**

**Commonwealth Women Parliamentarians (CWP) Strategic Plan 2017-2019**

**MISSION STATEMENT:** The CWP, as an integral part of the CPA, is to work for the better representation of women in legislatures and for the furtherance of gender equality across the Commonwealth.

**STRATEGIC PURPOSE:** To increase female representation in parliaments and legislatures in the Commonwealth.

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<th>CWP Communications and profile raising</th>
<th>Research</th>
<th>Promoting partnerships with International Organisations</th>
<th>CWP Alumni</th>
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<tr>
<td><strong>Strategic Outcome</strong></td>
<td>Greater awareness of the CWP and its role supporting women parliamentarians</td>
<td>CWP recognised as a resource centre for advice and information on parliament and gender</td>
<td>Raising the visibility of the CWP</td>
<td>Leveraging the network and providing support to women parliamentarians</td>
<td>CWP active in all nine CPA Regions</td>
<td>Ensuring mainstreaming of gender throughout CPA Programmes</td>
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<td><strong>Intermediate Outcomes</strong></td>
<td>• Improved visibility and profile of CWP</td>
<td>• Increased sharing of knowledge and best practices on gender equality and women in parliament</td>
<td>• CWP is a partner of choice for like-minded organisations</td>
<td>• Creation of a network of former women parliamentarians to support the work of sitting women parliamentarians</td>
<td>• To ensure the regions take ownership of CWP in their region and to activate the regional strengthening funds available to them</td>
<td>• To ensure gender equality in the delivery of all its programmatic work</td>
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<td><strong>Work Strands and Strategy</strong></td>
<td>• Development and implementation of a CWP Communications Strategy</td>
<td>• To establish a knowledge sharing platform</td>
<td>• Seek representation of CWP at partner organisations’ events and vice versa</td>
<td>• Seek out a ‘CWP Alumni Champion’ to act as the figurehead or ambassador of the Alumni</td>
<td>• Active regions sharing their success stories with inactive region</td>
<td>• To measure gender representation across all CPA Programmes</td>
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**THEMATIC PRIORITIES - ACROSS ALL CWP WORK:** Violence Against Women | Women | Women in Leadership | Women’s Economic Empowerment

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**HUMAN RESOURCES:** Support from CWP Steering Committee Members, CPA Headquarters Secretariat, CWP Members, Regions and Branches.

**QUALITY AND RESULTS:** Effective planning, monitoring and evaluation facilitates the delivery and reporting of the Strategic Objectives.
### 1) CWP Communications and profile raising

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| 1.1 Raise CWP’s profile | • Develop a Communications Strategy for CWP  
• Enhancing CWP’s presence in *The Parliamentarian* through a biennial issue of the CPA’s flagship journal devoted to gender equality; continuation of the CWP Chairperson’s column in each issue; inviting CWP to contribute articles  
• Develop a specific CWP message for International Women’s Day that everyone can coalesce around  
• Develop a modest budget for the creation of CWP merchandise (e.g. CWP banner, lapel pin, business cards, etc.)  
• Support the Communications Strategy by encouraging the sharing of information and CWP profile raising across Branches and Regions  
• Develop a CPA Roadshow specifically for CWP on the importance of gender equality, and more specially the importance of women in parliament  
• Creation of a CWP promotional video which can be streamed or viewed across Commonwealth  
• Launch new social media platforms (including CWP Facebook page, CWP Instagram Account, CWP WhatsApp Group) to facilitate inter-connectedness among CWP members | • Reference to CWP in the public domain and in Commonwealth parlaments  
• Awareness of and reference to the new CWP Communication strategy by CWP members  
• Uploading of CWP video to the CPA Secretariat YouTube channel with a target of 50 views in first six months  
• Increased traffic to CWP area of CPA website  
• Greater CWP presence in CPA publications such as *The Parliamentarian*  
• Integration of a CWP focus in all of CPA’s Communications and all CPA programme strands  
• Use of analytics to demonstrate audience engagements with CWP social media platforms |

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<th>1.2 Improving the inter-connectedness of the CWP network</th>
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| 1.3 Generating understanding that CWP Communications, visibility and profile lifting is a joint effort between the CPA Secretariat, the Regions and the Branches | • Develop a Communications Strategy for CWP  
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### 2) Research

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| 2.1 To create a hub of good practice, information and expertise to support women parliamentarians in their work and to identify CWP’s contribution to any collaborative process | • To feed into the CPA’s Clearing House work strand (see CPA’s Revised Programme Strategy)  
• Identify CWP’s point(s) of difference from other similar organisations in order to gain clarity about what contribution CWP or other organisations may make to CWP’s goal  
• To work in conjunction with other knowledge platforms relating to parliamentary development (for example Agora) to facilitate access to relevant data and good parliamentary practice related to gender equality  
• To establish and maintain a web-portal of good practice and topical research  
• Utilise the portal to provide access to research in the three thematic areas identified by CWP: Violence Against Women; Women in Leadership; and, Women’s Economic Empowerment  
• To develop a small budget line to enable the commissioning of a part-time researcher to gather, present and analyse data on female representation in Commonwealth parliaments and women in leadership positions | • Integration of a CWP focus in the CPA Clearing House strand  
• To become the ‘go-to’ platform of information for female parliamentarians and parliamentary staff on gender equality issues in parliament  
• To develop a database of relevant statistics on women parliamentarians in Commonwealth jurisdictions and in leadership roles |

| 2.2 The establishment of a gender specific CWP database to inform strategic planning and to measure the progress of increasing female representation in the Commonwealth | | |
### 3) Promoting partnerships with International Organisations

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| 3.1 Connect the CWP with the ‘Commonwealth family’ and to seek out new organisations with similar interests to CWP to share ideas and to raise CWP’s visibility and to identify CWP’s contribution to any collaborative process | • CWP to identify and explore new strategic partnerships with like-minded organisations on a national, regional and international basis  
• Strengthening and deepening existing partnerships by seeking out opportunities to provide CWP with a platform at partners’ events and vice-versa  
• To invest in CWP members attendance at other key meetings of other international partners (such as Commission on the Status of Women)  
• Identify CWP’s point(s) of difference from other similar organisations in order to gain clarity about what contribution CWP or other organisations may make to CWP’s goal  
• To proactively encourage other organisations to participate in CWP’s events nationally, regionally and internationally  
• To partner and collaborate on joint initiatives, such as research, workshops and media outlets  
• To actively raise CWP’s profile at CHOGM (including the CHOGM Women’s Forum) and other Commonwealth events (such as the Women’s Affairs Ministerial Meeting) and seek to encourage CHOGM to raise its aspirational 30% of women in decision making to a higher target (40-50%) | • Attendance of CWP members at like-minded international organisations’ meetings  
• Providing feedback from attendance at international meetings through CPA’s publications such as The Parliamentsarian  
• The development of a ‘tracker’ as a means to demonstrate CWP’s international partnerships  
• The development of a database of like-minded strategic partners from which to draw on  
• Establishment of a platform for the CWP at other international meetings (such as CHOGM Women’s Forum)  
• One example of a joint initiative with an international partner over the life of this strategy |

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| 3.2 To collaborate with international partners on the delivery of a joint initiative in support of CWP’s overarching goal | • To seek out a ‘CWP Alumni Champion’ to act as the figurehead or ambassador of the Alumni  
• Providing a proactive role between potential Alumni members and those seeking mentoring  
• Encourage Branch-level and regional fora to mobilise the skills and experience of the Alumni  
• Leveraging the expertise of former women parliamentarians through the provision of CPA Masterclasses and to maximise inter-generational work to encourage young women to participate in public life  
• Facilitate virtual mentoring between mentor and mentee  
• Make a video available online of parliamentarians’ experience on the value of alumni support and mentoring  
• Developing a database of former women parliamentarians who are willing to share their experiences and mentor sitting women parliamentarians in the CWP network | • Availability of a video online sharing experience on the value of mentoring  
• Gathering evidence (both qualitative anecdotal evidence and quantitative evidence) that a mentoring relationship has supported female parliamentarians in their work  
• Establish a register in each Branch/Regional Chapter as a mechanism for monitoring and reporting back  
• Engagement of the Branches and Regions in the identification of suitable Alumni members  
• Creation of a database of CWP Alumni Members from which existing members can draw |

### 4) CWP Alumni

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| 4.1 Leveraging expertise of former women parliamentarians to support sitting women parliamentarians | • Seek out a ‘CWP Alumni Champion’ to act as the figurehead or ambassador of the Alumni  
• Providing a proactive role between potential Alumni members and those seeking mentoring  
• Encourage Branch-level and regional fora to mobilise the skills and experience of the Alumni  
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| 4.2 Creation of a database of potential mentors for women parliamentarians through the CWP Alumni | • Seek out a ‘CWP Alumni Champion’ to act as the figurehead or ambassador of the Alumni  
• Providing a proactive role between potential Alumni members and those seeking mentoring  
• Encourage Branch-level and regional fora to mobilise the skills and experience of the Alumni  
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| 5.1 To ensure that regional strengthening funding for CWP is maintained | • CWP regional strengthening activities to continue  
• Using a portion of regional strengthening funds to apply for additional funding from external donors/sources  
• Capturing the sharing of experiences using regional strengthening funding  
• Active regions sharing their success stories with inactive regions  
• To explore the use of regional strengthening funds to support twinning across regions  
• To explore the possibility of regions adopting thematic issues as part of their regional strengthening activities  
• Identify 'Male Champions of Change' in CPA regions to ensure that male parliamentarians also carry the torch for gender equality in Commonwealth parliaments and legislatures  
• CPA Secretariat to communicate in a timely manner to all Steering Committee Members regional strengthening provision available to them | • Funding maintained for regional strengthening activities  
• Raising the profile of CWP in the Regions  
• Cross-regional cooperation and collaboration  
• Three proposals to potential donors submitted and lessons learned and documented from the process  
• Evidence that all regions are engaging in CWP activities |
| 5.2 To ensure the regions take ownership of CWP in their region | | |
| 5.3 Each region to activate the regional strengthening funds available | | |

### 6) CWP leveraging its position in CPA Programmes

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<th>Strategic Goal</th>
<th>Implementation Strategy and Activities</th>
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| CWP has a responsibility to push the CPA on its commitments to women in parliament  
CPA has a capacity building role. Its aims are to develop, promote and support parliamentarians and their staff to identify benchmarks of good governance and to implement the enduring values of the Commonwealth | • CPA to make determinations about the make-up of delegations to the annual Commonwealth Parliamentary Conference (CPC) and other activities and conferences to align with gender commitments  
• Introduce a programme for male parliamentarians delivered by male parliamentarians on the importance of gender representation, gender sensitive policy development and budgeting and gender specific economic developments at the CPC or at other CPA activities  
• Parliamentary Fundamentals – CPA should seek to achieve a gender balance of participants on the Parliamentary Fundamentals programme  
• The Parliamentary Fundamentals programme should include a specific course on the importance of gender equality and the role of women in parliament  
• All CPA Post-Election Seminars should include a session on the role of women in parliament  
• All CPA Roadshows for Schools and Universities should include a gender equality component  
• CPA Masterclasses (online video resource) should include a suite of virtual Masterclasses on gender related issues  
• CPA Leadership Programme - CPA should seek to achieve a gender balance of participants on this programme  
• Commonwealth Parliamentary Conference – ensure that at least one of the Conference workshops has a gender focus as determined by CWP  
• CWP Triennial Conference – ensure the delivery of a CWP Triennial Conference in the margins of the Commonwealth Parliamentary Conference and to focus on the CWP’s thematic priority areas (Violence Against Women; Women’s Political Leadership; Women’s Economic Empowerment)  
• Ensure that the CWP Steering Committee meets annually in the margins of the Commonwealth Parliamentary Conference |
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Visit www.cpahq.org/cpahq/cwp

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