World YWCA Strategic Framework
Overview 2008-2012

Executive Summary

The World YWCA is a global network of women leading social and economic change in 125 countries and over 22,000 communities worldwide and has been at the forefront of raising the status of women since it was founded in 1855. The World YWCA develops women's leadership to find local solutions to the global inequalities faced by women.

Vision:
A fully inclusive world where justice, peace, health, human dignity, freedom and care for the environment are promoted and sustained through women's leadership.

Purpose:
The World YWCA unites member associations in a worldwide women's volunteer membership movement. Inspired by the Christian faith, the purpose of the World YWCA is to develop the leadership and collective power of women and girls around the world to achieve human rights,

To attain its vision, the World YWCA has developed a strategic framework that will guide its work from 2008-2012. The framework embraces a rights-based approach and is to be implemented with member associations, partners and policy makers.

The framework identifies three goals: Leadership Development, Advocacy and Services, and Good Governance. To achieve its purpose, the World YWCA has developed strategies guided by the objectives of each goal. The strategies reflect the mandates from previous strategic plans and aim to provide a workable and achievable guide for the World YWCA.

HIV and AIDS and sexual and reproductive health remain among the priority areas within the organisation's advocacy objectives. As the organisation has shown great leadership and dedication to the response in HIV and AIDS, the strategic framework calls for impact assessment and knowledge sharing as an important part of the movement's work in the 2008-2012 period.

Leadership development remains an overriding theme throughout the framework. Developing young women's leadership remains a key priority of the World YWCA and is highlighted within each of the goals. The organisation aims to integrate leadership development in every area of its work.

Resources are important for the World YWCA; consistent and adequate funding is essential for the organisation to attain its vision and purpose. The strategic framework identifies good governance as integral to ensuring adequate resources are available within the movement and through funding partners.

The framework calls for continued efforts in raising the profile and visibility of the YWCA movement through effective communications. The successes and achievements of the movement must continually be celebrated and highlighted through media and publications.

This framework encourages the organisation to continue developing the leadership of women worldwide while implementing successful programmes that respond to advocacy priority areas and ensures the movement remains accountable with good governance.

Goal 1: Leadership development

Goal: To build the leadership of women and girls to develop the most effective solutions to the issues affecting their lives and communities

Objectives

1. To strengthen the capacity of women leaders at all levels to influence change and participate in decision making.
2. To ensure a minimum of 25% of decision-making positions, programmes and resources allocated for young women's leadership development.
3. To expand opportunities for the education and exposure of women and girls to global issues and the impact of globalisation.
4. To document evidence and build a knowledge base that demonstrates the credibility of women's leadership.

Programme Strategies

1. **Expand resources and training opportunities for YWCA leaders on global advocacy priorities, good governance and accountability**
   1.1. Initiate and resource innovative leadership development programmes for women and girls at all levels
   1.2. Design and deliver high quality regional and international leadership training programmes to leaders of member associations
   1.3. Identify, document and promote effective models of leadership training, including lifelong learning and alternative training delivery methods
   1.4. Partner with other organisations to expand the impact and outreach of YWCA leadership programmes

2. **Ensure a minimum of 25% of decision-making positions, programmes and resources allocated for young women's leadership development**.
   2.1. Design and deliver effective programmes and tools that focus specifically on the leadership skills of young women
   2.2. Build the capacity and commitment of member associations to implement policies on young women's participation through training, resources, ongoing monitoring and support
   2.3. Promote young women's leadership and networking, and share good practices through print, electronic and web communications
   2.4. Support young women to provide leadership on global advocacy priorities at international conferences and events

3. **Expand opportunities for the education and exposure of women and girls to global issues and the impact of globalisation**.
   3.1. Build the capacity of member associations to respond to global advocacy and programme priorities through exposure visits and exchanges among YWCAs and through global representation and learning opportunities
   3.2. Develop young women leaders through exchange and learning opportunities

4. **Promote tools for research and impact assessment across the movement**.
   4.1. Identify and share impact assessment tools and good practices through the World YWCA communication and trainings
   4.2. Document women's leadership in the YWCA

Desired impact: Women leaders, including young women, influencing and participating in all spheres of society and working actively in their communities for justice, peace, health, human dignity, freedom and care for the environment.

Goal 2: Advocacy and Services

Goal: To promote the social, economic, cultural, religious and political rights of women and girls through advocacy and related programmes and services.

Objectives

1. To advocate for laws, policies and practices that protect and promote the human rights of women and children including the elimination of violence against women and girls.
2. To enable women and girls to access information, resources and services in support of their human rights especially the right to reproductive and sexual health and prevention, care and treatment of HIV and AIDS.
3. To promote sustainable development including the economic empowerment of women and girls and women's participation in peace building.
4. To provide programmes and services that respond to the needs of children and women of all ages, including young women.

World YWCA Advocacy priority areas 2008-2012

- HIV and AIDS, sexual and reproductive health and rights
- Violence against women and women in peace building
- Economic justice

Programme Strategies

1. **Mobilise women's leadership on advocacy priorities and create partnerships with other organisations for greater impact**.
   1.1. Strengthen partnerships with women's, youth and ecumenical organisations as well as HIV-positive women networks involved in advocacy priority areas
   1.2. Educate member associations on advocacy priority areas using communication products and facilitate participation in partner training opportunities on advocacy skills
   1.3. Coordinate advocacy and representation at regional and international events targeting the United Nations, multilateral institutions and global events.
   1.4. Develop detailed policy positions and clear messages for key target audiences and events

2. **Enable women and girls to access information, resources and services particularly in HIV and AIDS, sexual reproductive health and rights, violence against women and peace building**.
   2.1. Provide documentation, evaluation tools, training, and financial and technical support to member associations to assess, scale-up and replicate effective approaches that meet the diverse needs of women and girls, including programmes that:
      - Integrate sexual and reproductive health and HIV and AIDS programmes
      - Collaborate with HIV-positive women's networks
      - Promote, distribute, and build awareness of female and male condom
      - Address violence against women, women in peace building, and economic justice
   2.2. Produce evidence-based resource materials that learn from the experience of the movement and contribute to the knowledge base for change
   2.3. Participate in campaigns and programmes with partners and share resources and tools with member associations

2.4. Build and strengthen relationships and partnerships with key policy bodies, partner organisations, networks and coalitions to take action in support of priority advocacy areas.

3. **Analyse and raise awareness of the impact of globalisation on women and girls and incorporate analysis of power, poverty and injustice into advocacy and programmes crosscutting other priority areas**.
   3.1. Ensure the issues of grassroots women and girls are integral to the agenda of key global forums
   3.2. Educate members and strengthen partnerships for theological and ecumenical understanding around priority areas
   3.3. Deepen analysis on priority issues for World YWCA advocacy.

4. **Share learning from the experience of the movement and good practice on effective programmes and services that empower women and girls**.
   4.1. Advocate using evidence-based information including YWCA experience for effective responses that address the rights of women and girls
   4.2. Strengthen expertise on human rights particularly key treaty bodies such as CEDAW and the UN Security Council Resolution 1325 on Women, Peace Building and Security
   4.3. Support and strengthen member association's capacity in advocacy by encouraging good programme documentation and effective communication.
   4.4. Promote links at international and national level around girls and children's rights

Desired Impact: Women and girls exercising their fundamental human rights and freedoms.

Goal 3: Good Governance and Accountability

Goal: To ensure YWCAs function at the highest level of organisational accountability, effectiveness and efficiency

Objectives

1. To strengthen and scale up the impact and outreach of YWCA programmes and services
2. To increase the visibility of the World YWCA vision, purpose and brand and safeguard the organisation's reputation
3. To strengthen organisational infrastructure and operations
4. To ensure effective succession planning and democratic decision making at governance and management levels

Programme Strategies

1. **Analyse impact of YWCA programmes and strengthen outreach services to attain an effective global response to priority advocacy areas**.
   1.1. Conduct an external review of World YWCA programmes
   1.2. Encourage funding partners and supporters to sustain and enhance YWCA programmes and operations
   1.3. Support groups working towards affiliation and those in formation
   1.4. Identify and address capacity building needs of member associations through site visits, ongoing communications and reporting

2. **Develop communications and resources that promote the common identity of the YWCA brand**.
   2.1. Ensure the work of the World YWCA and member associations are visible and easily accessible through Common Concern, the website and other communication products
   2.2. Enhance communication tools and strengthen media relations to ensure effectively raise the profile and visibility of the World YWCA and movement
   2.3. Strengthen the ICT capabilities of the World Office
   2.4. Develop a branding tool kit to guide and support member associations branding efforts

3. **Strengthen the organisation's infrastructure and operations to ensure a healthy and responsive movement**.
   3.1. Strengthen the ability of the World YWCA to secure and manage financial and human resources and assets
   3.2. Manage and expand the movement's human and financial resources
   3.3. Coordinate financial support, training and technical assistance to member associations
   3.4. Ensure World YWCA funding mechanisms are well managed and utilised to their full potential
   3.5. Continue promotion of fundraising for ongoing programmes and endowment funds
   3.6. Facilitate sharing of expertise among associations about income-generating assets such as buildings and hostels
   3.7. Continue development and sharing of fundraising tools with member associations

4. **Resource global governance including the World Council and World Board to enhance the collective power of the movement and increase the commitment to the vision and purpose**.
   4.1. Monitor and evaluate YWCA implementation of the revised constitution affiliation requirements, Standards of Good Management and Accountability and other NGO accountability standards
   4.2. Promote the implementation of the Standards of Good Management and Accountability through tools and training
   4.3. Ensure full compliance at World Office to the Standards of Good Management, NGO Accountability Charter and NGO guidelines on HIV and AIDS
   4.4. Implement the mandates from World Council 2007 and plan for World Council 2011
   4.5. Promote good governance practices and ethical guidelines among leaders at all levels of the movement and ensure roles and responsibilities are clearly defined for leaders governing and/or representing the World YWCA through planned orientation
   4.6. Equip YWCA leaders to advocate on priority issues through training and presentation materials
   4.7. Assess member association constitutions for adherence to the revised constitution affiliation criteria and provide ongoing support to newly affiliated member associations and associations in crisis

Desired impact: A flexible and responsive YWCA movement with effective governance and management at all levels, as well as strengthened cooperation, coordination and support mechanisms.

Conclusion

Internal changes will be made to enable better response to the challenge of achieving the Strategic Framework's Goals: from strengthening advocacy, promoting growth in income to enhancing regional-level collaboration and communications. Developing staff and volunteers is crucial for success.

Particular focus will be placed on improving monitoring, learning, development and accountability mechanisms and work with partners and allies in achieving common goals. The World YWCA will focus more on making the link between community and global levels and between long-term development work, advocacy and policy change.