

WORLD YWCA STRATEGIC FRAMEWORK 2012-2015



World YWCA

Vision

The vision of the World YWCA is a fully inclusive world where justice, peace, health, human dignity, freedom and care for the environment are promoted and sustained by women's leadership.

Purpose

The purpose of the World YWCA is to develop the leadership and collective power of women and girls around the world to achieve justice, peace, health, human dignity, freedom and a sustainable environment for all people. (World YWCA Const. Art.4)

Guiding Values

Inspired by the Preamble in the World YWCA Constitution, these are the key values and principles that guide the work of YWCAs around the world towards our common vision and purpose:

- Placing women, young women and girls' empowerment at the centre of our work
- Honouring our Christian foundation and being inclusive of women of all faiths and backgrounds
- Respecting diversity and upholding the human rights principles of participation, non-discrimination and accountability
- Modelling intergenerational and shared leadership
- Promoting volunteerism and effective, mutually respectful partnerships
- Operating with integrity and ensuring good governance and accountability at all levels
- Valuing the history and ongoing work of the YWCA movement in its diversity of contexts and regions

Programme Priorities

These programme priorities focus the collective efforts of the World YWCA movement to achieve its common purpose of developing the leadership and collective power of women, young women and girls. They are underpinned by an overarching commitment to building a strong movement at all levels with the capacity to advance these priorities and model good governance in all its work. The programme priorities are informed by the World YWCA's work over the past quadrennium with member associations

and partners, as well as the global realities of women, young women and girls. While YWCAs continue to respond to local and national realities, as a global movement we will prioritise the following issues over the quadrennium:

- Young Women's Leadership
- Sexual and Reproductive Health and Rights and HIV
- Violence Against Women

Key Strategies

Key strategies that underpin how the World YWCA movement will implement the Strategic Framework for 2012-2015 and work towards the desired impact and goals include:

- Skills building and knowledge sharing internally and externally
- Transformative leadership and advocacy at local, national, regional and global levels
- Providing resources and opportunities to empower women, young women and girls through the Power to Change Fund
- Effective partnerships and networking among YWCAs and other organisations and networks
- Sharing information, communications and documentation of results, best practices, and lessons learned
- Good governance guided by the Standards of Good Management and Accountability
- Staff and volunteers working in partnership to achieve common goals
- Community grounded services and programmes that empower women, young women and girls
- Effective use of information and communications technologies to advance programmes

**IMPACT
STATEMENT**

Women, young women and girls in our diversity successfully claim our rights as empowered leaders, decision-makers and change agents responding to the issues affecting our lives and communities.

WOMEN'S INTERGENERATIONAL LEADERSHIP

1
GOAL

Women, young women and girls exercise leadership in our lives and communities and advocate for our rights.

Outcomes:

1. Women providing transformative, shared and intergenerational leadership in upholding and respecting women's rights
2. A critical mass of young women advocates empowered, mobilised and engaged in strategic actions at all levels
3. World YWCA Constitutional commitment upheld, with young women holding at least 25% of leadership positions at all levels of the YWCA and meaningfully engaged

Key Actions

Movement-wide:

- **Mobilise** women, especially young women, as advocates, champions and leaders on priority issues of SRHR, HIV and VAW
- **Promote** safe, inclusive and empowering spaces for young women and girls
- **Influence** laws, policies and institutions on women's representation in decision making at all levels
- **Implement** at least 25% of young women's representation in YWCA initiatives and decision making structures

World YWCA:

- **Develop** and implement a four year programme plan on young women's leadership
- **Develop** and adapt leadership tools and models that affirm the skills and experience of women of all ages and provide opportunities for global exposure and advocacy (including mentoring, internship, intergenerational dialogue and training)
- **Promote** a global model of safe, inclusive and empowering spaces for women, young women and girls
- **Monitor** and resource 25% young women's representation in YWCA initiatives and decision making structures at all levels.

WOMEN'S RIGHTS

2
GOAL

The social, economic, cultural, civil and political rights of women, young women and girls are promoted and protected through advocacy, programmes and services.

Outcomes:

1. Women and young women's sexual and reproductive health and rights are promoted and protected in the context of HIV and AIDS
2. Women in their diversity access rights-based programmes and services that comprehensively address sexual and reproductive health and rights and HIV, and violence against women
3. Women, young women and girls promote peace, justice and freedom from violence in public and private spheres
4. Women survivors of violence and women living with HIV are supported, meaningfully involved and their rights protected
5. YWCAs advocate for social, economic and environmental justice

Key Actions

Movement-wide:

- **Deliver and advocate** for effective interventions, programmes and services on violence against women and sexual and reproductive health and rights and HIV
- **Ensure** YWCAs are safe, inclusive and empowering spaces for women in all their diversity¹ and particularly women who are survivors of violence and women, young women and girls living with HIV
- **Influence** institutions and policies at global, regional and national levels on priority issues in partnership with others
- **Engage** with national and local religious institutions to advance the rights of women, young women and girls and challenge harmful religious and cultural practices and norms

World YWCA:

- **Strengthen** analysis on the linkages between women's rights, violence against women, sexual and reproductive health and HIV for effective interventions, programmes and services
- **Advocate** for the implementation of key global commitments² on women, young women and girls' rights through CEDAW mechanisms, the Commission on the Status of Women, the Human Rights Council and International Conference on Population and Development, engaging the movement and partners in these processes
- **Initiate** a global YWCA advocacy campaign and support the advocacy actions of other organisations on priority issues
- **Engage** with global and regional religious faith networks to advance the rights of women, young women and girls and challenge harmful religious and cultural practices and norms

MOVEMENT BUILDING AND GOOD GOVERNANCE

3
GOAL

World YWCA movement effectively fulfils its purpose to develop the leadership of women and girls by functioning at the highest level of organisational accountability.

Outcomes:

1. Resources and capacity of the World YWCA movement strengthened to develop the leadership of women, young women and girls
2. Effective governance and management of the World YWCA movement including substantial compliance with the Standards of Good Management and Accountability
3. The World YWCA movement adopts a long term strategy to progress its vision to improve the lives of women, young women and girls

Key Actions

Movement-wide:

- Regularly **review** and **maintain** substantial compliance with the Standards of Good Management and Accountability
- **Ensure** the necessary human and financial resources to sustain the movement's work at all levels
- **Contribute** to solidarity, partnerships and networking within the World YWCA movement
- **Engage** in the global visioning process to develop a long term strategy to progress the World YWCA vision

World YWCA:

- **Develop** tools and training to support the implementation of the Standards of Good Management and Accountability and approaches to support work on diversity
- **Continue** to grow the Power to Change Fund as a mechanism for advancing the rights of women, young women and girls
- **Ensure** the necessary human and financial resources to deliver on the Strategic Framework and improved processes for monitoring and evaluating the impact of the movement's work
- **Coordinate** and convene effective governance of the World YWCA movement and lead a global visioning process

1 Diversity is defined as: being varied in terms of age, race, ethnicity, religion, interests, income level, sexual orientation, education, etc.

2 Key global commitments include Convention on the Elimination of all forms of Discrimination Against Women, Beijing Platform for Action, Universal Declaration on Human Rights, UNSCR 1325 and MDGs 3 and 5