



Our Bold & Transformative Goal:

By 2035, 100 million young women and girls transform power structures to create justice, gender equality and a world without violence and war; leading a sustainable YWCA movement, inclusive of all women.

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1. INTRODUCTION

The Mandate

The Vision and Purpose of the World YWCA as stated in the Constitution forms the basis for the YWCA movement. It states:

“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. The World YWCA recognizes the equal value of all human beings. ...Towards this end, the World YWCA advocates and supports volunteerism, membership, diversity, tolerance, mutual respect, integrity and responsible accountability. The strength and solidarity of the World YWCA is inspired by the faithfulness of its leaders, past and present, whose service to humanity advances the purpose of the World YWCA” (Preamble).

“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” (*Article 4*)

In 2011 in Zurich, the 27th World Council approved a four-year process of consultations on envisioning the future. The intention was for the movement to adopt a bold and transformative common agenda that would ensure a strong sense of our collective future and recognise common goals to be achieved through local, national, regional and global action. Member associations collectively agreed to work towards creating a visionary agenda, which communities would own, share and express through a range of approaches and timelines. (Minutes, World Council 2011).

This envisioning document outlines a bold, transformative, visionary and achievable collective goal for the movement. It also includes the key strategic elements necessary to achieve this goal, and defines the shifts that need to happen within the movement to achieve the goal. This will not be easy; we will all need to stretch ourselves.

“Our Collective Goal” is a single shared statement of our commitment for the future, in which each YWCA will contribute within its own space, context and resources. In addition to outlining the goal, this document describes the impact the YWCA movement wants to realise by 2035, the type of organisation we must become, and an initial timeline and actions necessary to achieve the goal. *Note: Envisioning 2035 does not seek to replace the preamble or the purpose of the World YWCA. Instead it specifies a collective goal that enables the whole movement to work towards achieving its purpose.*

The YWCA Board will develop a detailed Monitoring and Evaluation Plan to support this goal, and both the World YWCA’s four-year strategic plans and YWCA member associations’ individual strategic plans will provide the operational frameworks for regular implementation and reporting.

We are submitting this Envisioning 2035 Document to the World YWCA Council in October 2015 for approval.

2. CONTEXTUAL ANALYSIS

External context

The world is rapidly changing around us. This creates opportunities and threats to the YWCA movement's vision and purpose to build a world of peace, justice, health, freedom, and care for the environment. When planning for the future, we need to consider several global trends currently impacting development and human well-being. We also recognise that the world will continue to change, so we need to change as a movement to remain effective and relevant:

- **Demographic Trends and Youth Majority:** The current world population is 7 billion, including 1.8 billion youth. By 2035, the World Bank estimates that the world's population will be three times this size, with young people as the majority group globally. In many parts of the world, the majority of the young will be female. This trend will impact decision making patterns, production, innovation, consumption and the kind of services needed in communities, especially for young women and girls. We must anticipate the positive role that knowledgeable, empowered and skilled young people could play in advancing peace, justice, and gender equality and in caring for our environment. In a world of gender inequalities, abuse and marginalisation of women and girls, it is crucial to transform the role of young women and girls, while also changing power structures and the root causes of rights violations, conflicts, poverty and marginalisation.
- **Sustainable Development Agenda & Gender Equality:** At the heart of the 2030 agenda are the Sustainable Development Goals (SDGs), which include 17 goals and 169 targets covering economic, social and environmental issues. These SDGs mark the first time *all* countries, including the rich and powerful, have committed to take action toward sustainable development.

It has now been 20 years since the 1995 Beijing Conference on Women; yet we have seen limited advancement for women at all levels. The policy space for women and civil society organisations is rapidly shrinking. The explosion of women's organisations post-Beijing is finding that there are limited resources to sustain the work. An increase in fundamentalism and extremism means that women and girls are often treated like commodities, and men are taking more control over women's bodies and decisions. In addition, new economic models, including the pressure of sustainable employment and other sources of livelihoods, are creating time poverty for women, who now have less time to volunteer as they strive to balance family and other obligations.

- **Technology:** is shaping how people relate, connect, transact, govern and resource. It is also influencing the way we share knowledge and decide what we value, especially in dominant, mainstream society. Technology is setting new norms in communications, challenging hierarchies, and blurring boundaries as social media breaks the barriers and removes the power of fundraising intermediaries, news media and others. For instance, local YWCAs can access information and connect with other levels of the movement online or via social media without going through the national association or the World YWCA, and people now use crowd-sourcing and online fundraising.

Technology is also reshaping access to services, including education, health information, counselling, and pastoral care, and providing new jobs and volunteer opportunities. This is challenging the ways the YWCA movement works, provides community services, and

resources itself. With tools such as crowdsourcing/funding, online giving and collaborative initiatives, resource sharing takes on new dimensions. At the same time, technology advances are creating new rights violations for women and girls, such as cyber bullying, trafficking and significant loss of privacy. The widening digital gaps across class, regions and age offer both serious challenges and significant opportunities for delivering on our mission.

- Climate change and environmental sustainability:** Today, women are the majority of the world's poor, and they are also most at risk of exposure to the harmful effects of climate change, natural disasters, and human-induced environmental destruction. We can feel the effects of climate change in the short-term through natural disasters, such as landslides, floods and hurricanes; and in the long-term, through more gradual environmental destruction. These events already impact many important factors, including agriculture and food security; biodiversity and ecosystems; water resources; human health; and human settlements and migration patterns. Womens' capacity to cope with these changes is limited as they face economic, political and social barriers to make their voices heard.
- Armed Conflict, Terrorism and Fragile Governance:** The increasing intensity and complexity of armed conflicts and occupation, ethnic violence, military oppressions, terrorism and fragile governance continues to have devastating impacts on women, families and communities. Nuclear weapons and the potential to abuse nuclear technology, biological weapons, and the unmanned aerial combat vehicles (combat drones) create additional threats. When natural and financial resources are illegally exploited, this causes additional stress and violence, and women often feel the impact physically, psychologically and through sexual violence. In many situations, religion and faith are manipulated and abused to further fuel the crisis and the violence. The World YWCA has already committed to implement UN Resolution 1325 on women and peace and security, to step forward and collectively build a world of peace and justice for all.
- Shifting roles of governments, peoples and capital:** The post-2015 development agenda sharply revealed the shifts driving development and the different approaches to human rights and justice. While governments are increasingly pushed to create environments and policy frameworks enabling economic and social change, the private sector, corporations and private foundations are also becoming significant development actors. As institutional funding decreases, the space for civil society and not-for-profit civil society organisations is shrinking, and financial resources are increasingly tied to specific projects. This threatens the sustainability of many organisations, and demands that the YWCA movement clearly articulates its niche and competitive advantage to survive. As roles shift, we need to reposition the movement if we want to remain viable¹.
- Role of Faith and Religion:** The role of faith-based organisations in delivering community services is shifting, in both the development and humanitarian sectors. Services provided range from education programmes (with schools, universities and places of worship becoming places of learning and knowledge sharing), to health care services, water and sanitation and traditional pastoral care for the vulnerable and marginalised.

¹ Other organisations have dissolved such as Ecumenical Advocacy Alliance, One World Trust or there have been mergers to ensure survival i.e. ICCO kn Actie; EED & Bread for the World, or change locations and ways of work such as World Communion of Reformed Churches, relocated to Stuttgart from Geneva and World Organisation of Boys Scouts (WOSM) relocated to Malaysia; or change structure for greater decentralisation of key functions i.e. YMCA and ACT Alliance. Various YWCAs have closed doors, reorganised ways of work or some are changing their identity.

At the same time, faith- and church-related institutions, such as Islamic Relief and ACT Alliance, are consolidating organisationally. We also have seen women of faith engage strongly within the Christian and ecumenical space to further empower women through denominational-based work by the United Methodist Women, Mothers Unions and other groups.,

We have also seen an increase in conservative values on issues of family and women's human rights. While liberation theology does not seem to free women from sexism, patriarchy and oppression, there is a strong feminist trend, which provides a framework for women to celebrate and affirm both our rights and our faith within our Christian traditions. The YWCA movement must embrace this tension and become a resource for asserting and affirming the dignity and leadership of all women in church and society.

Internal Context: Reflecting on our Reality and Our Relevance

- **Deep Roots and Wide Branches:** Founded in 1855, the YWCA is the oldest women-led organisation that has consistently focused on building women, young women and girls' leadership and providing community services. The YWCA has affiliated associations in 108 countries and developing groups in 19 more countries. However, neither the World YWCA nor its members have the data and dashboards to show the true value of the movement from membership, to assets, properties, and programmes. There has never been a full global and comprehensive audit of the movement to capture our results and our capacity and to provide information to position our movement for the future. However, this is what enables the YWCA movement to connect with and impact women and girls' lives locally, nationally, and globally.
- **Our Shared Values:** The World YWCA Constitution and other policies have repeatedly re-stated our shared values. These include:
 - Placing women, young women and girls' empowerment at the centre of our work.
 - Honouring our Christian foundation, while including women of all faiths and backgrounds.
 - Respecting diversity and upholding the human rights principles of participation, equality and non-discrimination, and accountability.
 - Striving to practice intergenerational and shared leadership.
 - Promoting volunteerism and effective, mutually respectful partnerships.
 - We have established our standards, which help us to operate with integrity and ensure good governance and accountability at all levels, while continuing to value the YWCA movement's history, ongoing work and diversity.

However, we continue to experience a gap between our values and our practices. We see tensions around our commitment to our Christian traditions and the effort to uphold rights and dignity for all. Although we say we are inclusive, some members still do not fully include diversities such as Indigenous women, minority women's groups, women living in material poverty, women of different sexual orientation or women with disabilities. Despite the Stavenger World YWCA Council's decision for young women to play an important role in governing our organisation, YWCAs struggle to be truly inter-generational. In addition, although the World YWCA adopted its Standards of Good Management and Accountability (SGMA) in 2007, many associations struggle with governance practices, succession management and Board/management relationships.

- **Our Approaches: Leadership, Services, Leadership and Advocacy:** The YWCA's core purpose is to develop women and girls' leadership and work together to create a world of justice, peace, freedom, health and care for the environment. The mission and mandate of our movement ensures we have effective, empowered leaders to head our YWCAs. However, we also need to strategically partner with other organisations to achieve our goals and deliver services, programmes and effective advocacy. Our YWCAs must find the balance between responding to the practical, immediate needs of women, while addressing the root and underlying causes for inequality, discrimination, exclusion or poverty.

Today, both YWCA member associations and the World YWCA offer a wide range of leadership training, however, we do not effectively share training approaches, resources, materials and curriculum. Around the world, YWCA has invested more than 100 years in delivering education and leadership programmes, including early childhood and development, Y-teens, young women's leadership, mentorship, advocacy and thematic training. We also have experience running formal schools and vocational training centres. There is great potential in harnessing and leveraging the movement's vast knowledge and resource base and repositioning our leadership development and training.

The YWCA movement also needs a systematic approach to advocacy. While some associations speak out strongly and participate in various movements to create structural and policy changes locally, regionally or globally, others do not. Therefore the YWCA movement has not been able to engage consistently across regions or to speak out strongly on global issues affecting all women, such as the impact of the economic crisis in Europe and the US, the militarised exploitation of resources in Africa, the occupation of Palestine or nuclear disarmament in Japan. The YWCA movement has the potential to use the power of its numbers to reach, access and develop a much bigger advocacy footprint, on a diverse range of issues.

- **Volunteer Membership and Service Provision:** Traditionally, the YWCA has been a volunteer membership organisation led by women. In our four-year reviews and discussions with members, we see that membership is falling in many of our member associations, and we are facing challenges in recruiting and retaining young women and girls. Many YWCA organisations survive because of their dedicated and committed senior members, who have invested their time and talents over many years. The YWCA movement is now at a critical point. We need innovation, new thinking and new approaches. We need to create a vibrant membership of women of all generations who will lead the organisation into the future. We need to ensure all YWCA member associations have individual women and girls as members, owning, defining and shaping the essence of the movement. We also need to discuss the role of men in our organisation. It is critical that the movement continues to have a common approach and perspective on these important issues of identity and sustainability.
- **Sustainability in a Changing World:** Each YWCA and all of us collectively need to ensure we are sustainable at multiple levels--from membership, to quality of governance, revenue generation and fundraising. The YWCA model is a federation which shares resources, expertise and capacities, and where we recognise inequalities among members; for example in paying dues and affiliation fees. Many YWCAs run a range of service-oriented revenue generating ventures including learning centres, fitness and well-being programmes, and hospitality services such as hotels, hostels, and travel agencies. Others have other forms of investments and endowments. Yet, we know many associations struggle to generate the unrestricted income to keep their organisations running and to deliver programmes and services. A significant number of associations rely on fundraising for their operations and

programmes, and as external funding decreases, many associations are under pressure. At the same time, we need to create more internal efficiencies, by sharing services and knowledge: for example, knowledge in operating existing assets.

These are the kinds of significant strengths, opportunities, weaknesses and threats the Envisioning 2035 process has identified. These are the factors that demand the YWCA movement adopts a bold and transformative goal that inspires us to work together toward a common purpose, while still responding to the realities within our specific communities.

The envisioning process reconfirmed the following World YWCA vision, purpose and guiding values. However, the movement called for a bold and transformative goal that enables a radical shift in the movement, ensures organisational relevance and provides strong base for sustainability

3. OUR BOLD AND TRANSFORMATIVE 2035 GOAL

Our bold and transformative goal defines both the collective impact we hope to achieve by 2035, and the kind of organisation we want to become. We also understand that individual YWCA member associations will still need to respond to their realities as they deliver programmes and services.

The World YWCA Board has adopted and is recommending the following as the collective bold and transformative 2035 Goal for adoption by the 28th World YWCA Council:

By 2035, 100 million young women and girls transform power structures to create justice, gender equality and a world without violence and war; leading a sustainable YWCA movement, inclusive of all women.

We provide further analysis below on the rationale and meaning behind each of the carefully selected words that form our Goal.

- **2035 is exactly 20 years from today.** It is the year of the 34th World YWCA Council, when member associations will collectively review and celebrate achieving this goal. It is also a milestone year in which the UN will complete its review of the Sustainable Development Goals (SDGs). The SDGs include a target to substantively achieve gender equality by 2030, and to ensure adolescent girls and young women are empowered, innovating and leading, with access to education, health care services and economic opportunities.
- **100 million young women and girls.** The YWCA will collectively impact 100 million young women and girls who are both agents of change and transformative leaders in our movement. 100 million is 10% of the world's population of young people. By 2035, we will empower these young women and girls and ensure their rights are respected and their voices are heard. We envision young people innovating and challenging the status quo with thought leadership, creativity and new economic, social and political models that enhance human potential and human dignity. They will become co-creators in development and in

shaping the rights and security agenda for a world of justice, gender equality and rights for all, as they leverage the power of technology.¹

- Transforming Power Structures.** The YWCA movement must address the underlying root causes of inequalities, rights violations, marginalisation and exclusion of women and the gap in their access to opportunities. Transforming the social, economic, cultural and political power structures which are currently expressed in and through patriarchy is critical. This will require a full power analysis as well as changes both within and outside the movement to address issues related to privilege and entitlement, especially the intersection of race, class, caste and gender.
- Justice.** A focus on social, economic, gender and climate justice is a great act of healing, reconciliation and solutions. By 2035, it will be critical to establish systems that empower women and girls to access and benefit from diverse forms of justice. This will build on the strong foundation of our work on ending violence against women. It will help create peace when communities are in conflict and at war and provide closure when people hurt each other. It is within the spirit of our Christian foundation to seek justice, and healing. As the motto of many YWCAs states, “By love serve one another”.
- Gender Equality.** Gender equality means that women and men and boys and girls should enjoy equal rights, responsibilities and opportunities. It also means that the interests, needs and priorities of both women and men are taken into consideration while recognising the diversity within those groups. The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) defines discrimination against women as “any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.” (Article 1). The YWCA’s programmes and services often address the symptoms of discrimination based on sex and gender. However, the 2035 Goal ensures the YWCA works with its partners to transform the world so both women and men are valued, have opportunities and participate in decision making equally.
- A World without Violence & War.** Over the past 100 years, the YWCA has built a strong track record with programmes that prevent violence, provide safe spaces for young women and girls, respond to structural violence and provide support to survivors of violence. The 2035 Goal seeks to sustain this work, while building peace within our families, communities and nations and across diverse groups of people. The YWCA’s strength is in providing economic and education-related programmes that contribute to a world without violence and war, while applying rights-based approaches. Our goal enables the movement to respond to stable countries, countries at war and those in fragile and post-conflict situations.
- Sustainability.** The YWCA must become a sustainable organisation in terms of governance, revenue generation, partnerships and its approach to resource and asset management. For the YWCA to impact 100 million young women and girls and sustain its interventions for the next two decades, the movement must be well resourced and governed, and flexible enough to adapt to change and embrace technology.
- Faith and rights-based.** The YWCA movement respects its Christian foundations and history. It works in contexts of diversity of religion and faith and its programmes serve all communities without discrimination based on faith or religion. The YWCA further recognises

that its Christian roots are both a resource and a strength. They enable the YWCA movement to leverage this identity for advancing empowerment of women, while transforming the patriarchal elements and practices in faith. At the same time, the YWCA movement is committed to the basic dignity of every human being, born in the image of the creator and the fundamental obligation of all to uphold the rights of women, young women and girls. Women must be able to celebrate their faith, Christian traditions and their rights without contradictions.

- **A Movement:** The World YWCA is a federation whose collective and total impact is greater than that of the individual member organisations. It has shared values, common goals and aspirations and can act together for common good. The YWCA has shared assumptions, norms, beliefs, behaviours, governance systems and sustainability models to deliver on this bold goal. It is also a social movement for gender justice and women's intergenerational leadership, and uses all its assets and resources to achieve a common goal.
- **Inclusive of All Women:** The YWCA fully embraces diversity of race, ethnicity, health, status, class, caste, differently abled, indigenous, all ages, sexual orientation, gender identity and faith.

4. STRATEGIC ACTIONS TO ACHIEVE OUR 2035 GOAL (HOW)

4.1. Mobilising and Investing in young women and girls' empowerment, rights and leadership

The World YWCA and its member associations will take many actions to impact of 100 million young and girls and transform power structures. This includes:

- Recruiting and retaining young women and girls into the YWCA member associations for participation as volunteers, leaders and to provide governance for Boards and staff.
- Shifting and refocusing the World YWCA and individual YWCAs' programme priorities and interventions to ensure we prioritise the issues affecting young women and girls.
- Investing in more significant programmes related to education, economic empowerment, and technology so that young women are socially and economically empowered with the knowledge, skills and tools necessary for their contributions as change agents.
- Providing systematic leadership training for young women and girls through a curriculum designed, adapted and delivered at various levels of the organisation, including online.
- Establishing a robust monitoring and evaluation dashboard and a process to use big data to track the impact of the goal.
- Leveraging and securing strategic partnerships with other youth, women, faith, government, media, private sector, multi-lateral and bilateral organisations and the philanthropic community in order to deliver on this bold goal.

4.2. Innovating within an Inter-Generational Movement

The YWCA is an inter-generational movement, which recognises that the experiences of girls and young women have a life-long impact. We are also a learning organisation in which there is recognised mentorship across generations. To achieve the bold and transformative goal for 2035, we need to strengthen our inter-generational movement by:

- Building mentorship models across the movement, which enable all women across the federation to provide advice and to mutually resource our efforts to achieve our goals.
- Ensuring that women transition within the movement as they age and remain active on programmes that respond to their own issues, while also systematically enabling and supporting young women and girls.
- Ensuring we provide training in shared leadership for all women, along with support for succession management to create opportunities and support young women's leadership.
- Providing and creating opportunities, especially for young women and girls in excluded and marginalised communities.
- Reviewing the constitutional quota of 25% young women under 30 on the Board and potentially increasing this to 50%, while respecting the shared leadership of women of all ages.

4.3. Building Sustainability for the YWCA Movement

Building a sustainable movement is both a key part of the goal and critical achieving our intended impact on young women and girls. This will require that the YWCA make some bold and collective shifts in thinking and actions within the movement. This is the initial set of actions that will help us achieve this goal:

- Establishing an International Experts/Advisory Panel on Financial Sustainability, with representation from within the YWCA movement and external partners from the business, finance, philanthropic and development sectors.
- Setting up a way to collect and use big data on the wealth and value of the YWCA movement globally so we have a realistic picture of the financial health of the YWCA movement. This is a huge endeavor that requires the collective commitment of the individual YWCA member associations.
- Establishing a YWCA International Leadership Institute, which provides high-quality, systematic training across the movement. The Institute will create shared curriculum and leverage the extensive training capabilities within the YWCA and its partners. It will have multiple locations, deliver training for different age groups and also offer online training. Accreditation with a range of universities or academic institutions on various courses will boost career opportunities for our members.
- Optimising shared services. The YWCA will optimise the use of shared resources throughout the movement. This will include co-branding revenue generating services such as hotels and hostels, travel agencies, vocational training centres and schools.. It will require rigour to ensure that certain standards and service quality o are consistent across the federation.
- World YWCA is also exploring options for revenue-generating services that will help increase unrestricted income for delivering on the collective goal. For example, this may include advisory services on real estate or a system for individuals to accumulate monetized value points for use at YWCA services and facilities.

4.4. Strategic Actions for World YWCA

To achieve our goal, we need to make several key strategic shifts, including the following:

- In 2035, the World YWCA will become a membership-based organisation with flexible, innovative partnerships both within and across countries, each following specific models for building membership and mobilising the movement.
- The World YWCA brand will become a global voice, leader, advocate, convenor and go-to organisation on young women and girls across the globe for young women and girls' leadership.
- The World YWCA will establish and appoint a Global Advisory Council of young women and girls to advise and drive the programme with direct connections with the World YWCA Board and the World Council.
- The World YWCA Power to Change Fund will prioritise strategic programmes that advance its 2035 goal.
- The World YWCA's Strategic Framework and Operational Plan will be focused on key actions to achieve the 2035 goal, and a Young Women's Coordinator will be appointed at the staff level.
- In addition, we will ask the World YWCA Council to delegate to the Board the authority to review the World Office structure, locations and other related factors and report back to the 29th World YWCA Council in 2019.

5. PARTICIPATORY MONITORING & EVALUATION PLAN

To ensure the YWCA movement remains on course to meet its vision, monitoring is essential. The World YWCA Councils remain landmark moments and provide a global policy space for the movement-wide assessment and review of key elements of the vision.

The World YWCA Four-Year Strategic Plans will outline the operational actions needed to implement Envisioning 2035 globally. In addition, individual YWCA member associations will incorporate the essential elements of Envisioning 2035 into their own work and ensure that their Boards are accountable for monitoring implementation of these commitments.

The World YWCA will regularly report progress to member associations during the duration of the plan including annual reporting of key indicators in the strategic framework, such as the status of global initiatives. The World YWCA will archive this information and make it available through virtual mechanisms including a members-only section of the World YWCA website.

The dialogue and decisions made at World Council will inform the detailed monitoring and evaluation plan. The Board will develop a governance level monitoring plan with key indicators reviewed periodically. YWCA member associations will also participate in a biannual survey to report on select core indicators for tracking the 2035 commitment. In addition, the Board will remain proactive and responsive in-between Councils to ensure the YWCA movement remains on course.

“The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them, changes both the maker and the destination.”

- John H Schaar

The Drafting Team

- Nyaradzayi Gumbonzvanda, World YWCA General Secretary/ Lead Author
- Jan Campbell, World YWCA Consultant for Envisioning 2035
- Linnea Hakansson, Coordination Officer/Consultant for Envisioning 2035

With advice from:

Ping Lee, World YWCA Global Ambassador for Envisioning 2035

Editing:

Kathleen Maksymec, World YWCA Head of Communications.

APPENDIX A: GLOSSARY OF TERMS

Envisioning 2035 – The process launched at World Council in 2011 to build on the World YWCA movement’s vision and purpose as stated in its constitution, in order to define the collective impact and actions from 2015 to 2035.

Gender equality – a state where equal rights, responsibilities and opportunities for women and men, as well as for girls and boys, exist. **Gender equality does not imply sameness.**

Goal - Goals quantify and define the steps the movement must take. They are the signposts that let you know you are moving in the right direction. They are measurable and answer questions like When? and How much?

Governance – The establishment of rules, policies, procedures and structures that define roles and accountabilities within an organisation.

Human rights – Human rights are rights inherent to all human beings, whatever our nationality, place of residence, sex, national or ethnic origin, colour, religion, language, or any other status. We are all equally entitled to our human rights without discrimination. These rights are all interrelated, interdependent and indivisible.

Inclusive – supporting a sense of belonging: feeling respected, valued for who you are; feeling a level of supportive energy and commitment from others so that you can make your best contribution. The YWCA fully embraces diversity of race, ethnicity, health, status, class, caste, differently abled, indigenous, all ages, sexual orientation, gender identity and faith.

Leadership – Empowering, collaborating with, inspiring or mentoring a group of individuals or an organisation to create positive change. Within the World YWCA movement, leadership is shared, inclusive and transformative.

Our Collective 2035 Goal – The overall goal for the YWCA movement’s collective impact by 2035.

Peace – Fulfillment of all human rights including justice, health, human dignity and environmental justice as well as participation and enjoyment. The freedom to live harmoniously with others.

Power – the capacity or ability to influence the behaviour of others or the course of events - both through individual action and by contributing to collective efforts.

Power structures – a group of people who have control over governments or other influential organisations and together form a system of influence over other people.

Sustainable development – A process for meeting human development goals while continuing to provide the natural resources and ecosystem services upon which both the economy and society depend.

Sustainability – The ability or capacity for something to last over a long period of time. Sustainability creates an ongoing renewal or regeneration with minimal resources.

Transforming – Addressing the underlying root causes of inequalities, rights violations, marginalisation and exclusion of women and striving to alter or change these causes.

Young women – Women age 30 or under.

Vision – a vision defines the optimal desired future state - the mental picture - of what the movement wants to achieve over time; Provides guidance and inspiration to the movement's achievements over the long term.

APPENDIX B: PROCESS AND METHODOLOGY

The World YWCA Board provided the policy leadership for the Envisioning 2035 process. With guidance from the General Secretary, the World Office coordinated the consultation process, documentation and feedback and drafted the document. YWCA member associations contributed by participating in surveys, meetings and conference calls, providing feedback on draft documents, extending expertise and financial assistance and hosting global roundtables.

The World YWCA appointed Ms. Ping Lee of Taiwan, Global Ambassador for Envisioning 2035, to support and guide the process in 2012, and she worked with World Board, Staff, member associations and consultant in delivering her mandate. The World YWCA also appointed a consultant, Jan Campbell, and a full time Coordinator, Linnea Hakansson, to support the process. During the consultative period, additional partner organisations provided expert advice and financial assistance. In addition, we established a Working Group representing a diverse membership base from across the movement to act as a sounding board and provide advice on both the content and the consultation process.

Following the 2011 YWCA World Council, the Board adopted an Envisioning 2035 Concept Note detailing the approach and the timelines. Envisioning 2035 then became a regular agenda item for the World YWCA Board. We have undertaken several key interactive activities and consultations as part of the Envisioning process, including:

- i. Analysing historical trends within the YWCA as well as in other organisations, 2012-2013.
- ii. Consulting with YWCA Member Associations:
 - a. Conducted online survey of member associations in 2012 -2013.
 - b. Shared first Working Document in November 2014 for comments by end February 2015
 - c. Submitted Draft Proposal to Members in April 2015 for comments by end June 2015
 - d. Conducted as many calls as possible with YWCA member associations as groups or individual associations in July and August 2015
 - e. Posted monthly online questions through our website and social media, shared this through our YWCA e-bulletin, and conducted Google hangouts with members.
- iii. Convening three Global Roundtables:
 - a. Taipei, Taiwan in 2013 focused on Women's Rights
 - b. Helsinki, Finland in 2014 focused on Identity and Sustainability
 - c. Bogota, Colombia in 2014 focused on Governance and Transformative Leadership.
- iv. Holding Envisioning sessions during other events the World YWCA as convened, for example:
 - a. The UN Commission on the Status of Women 2013, 2014 & 2015
 - b. The Young Women's Leadership Institute held in Bangkok, Thailand in 2013.
 - c. The Violence Against Women International Training Institute held in Seoul, South Korea, 2013.
 - d. The SRHR International Training Institute held in Dar es Salaam.
 - e. The Caribbean and North America's Young Women Leadership Institute, Barbados 2013.
 - f. The YWCA Pacific Governance and Leadership Conference, 2014
 - g. The YWCA Africa Consultations at African Union Summits, 2014 & 2015
 - h. The European YWCA Regional Meeting, Germany, 2014.
 - i. Annual Staff Retreats and Session with Burkard Gnaring and Jan Campbell, 2014 & 2015.
- v. Envisioning 2035 Working Group Monthly Meetings.