World YWCA Council 11 to 16 October, 2015 Bangkok, Thailand

Bold and Transformative Leadership – Toward 2035
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Dear friends, sisters and supporters,

Thank you all for the successful 28th World YWCA Council. We missed those of you who were unable to join us, but we know you were with us in spirit. In total, 477 Member Associations from 73 countries attended the event from 11-16 October 2015, and before Council opened, we also held a two-day Young Women’s Forum.

Adopting a common vision and Strategic Framework for the next four years

We celebrated a momentous occasion when Member Associations rallied around a common vision for the future, with a commitment that:

“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.”
This commitment anchors the organisation’s contribution to Sustainable Development Goal #5, achieving gender equality. The World Council also adopted the Strategic Framework and Budget for 2016 – 2019, which identifies key actions for delivering on the vision for the first four years on the road to 2035. It includes a focus on three priority areas:

1. **Young women’s leadership**;
2. **Women’s rights**; and
3. **Sustainability**.

**Creating a new task force to advance organisational sustainability**

In addition, the Council decided to advance the immediate actions on organisational sustainability by establishing a Sustainability and Affiliation Fee Task Force. The task force will work with the Board to engage Member Associations on this issue as a priority, supporting both our adopted goal and the implementation of the Strategic Framework.

**Affiliating Armenia and Burkina Faso and adopting key resolutions**

The World Council also proudly welcomed new members to the movement by affiliating Armenia as a full member and Burkina Faso as an associate member. The two associations had satisfied the significant indicators related to Standards of Good Management and Accountability. At the same time, the Council made a painful decision to disaffiliate the YWCA of Tonga, while recognising and appreciating the organisation’s contribution to empowering women throughout its years of existence.

The Council adopted three important resolutions on advocacy, non-discrimination and a world free of nuclear weapons. It also endorsed Calls to Action on instituting human rights standards on violence against women, the implementation of UNSCR1325 in the Middle East Region, and the World YWCA’s positions on trafficking, sexual exploitation and sex work, and young women’s leadership.

Dialogue will continue within the movement on means and ways of engaging on these issues, navigating the sensitives and always striving to uphold and protect the rights of all women, young women and girls.

**Recognising young women’s leadership in human rights**

The YWCA movement also celebrated the conferment of the 2nd Mary Robinson Award for Leadership in Human Rights to CZ, a young woman from India who has mobilised and supported work in her community with other young women on SRHR and HIV. In addition, the movement recognised YWCA Honduras as an exemplary Member Association in promoting the rights of young women.

**ELECTING THE WORLD BOARD**

During World Council, delegates elected the World Board for the next four years with Dr. Deborah Thomas-Austin from Trinidad and Tobago as President and Emma Bird from Australia as Treasurer. They will serve together with 18 other Board members drawn from all regions. The Board held an orientation session immediately after the World Council to provide members with an initial overview on roles, responsibilities and expectations, and gathered for its first official meeting in Geneva in December 2015.
A special thanks to Thailand, special guests and ambassadors

On behalf of the World YWCA, I would like to extend our great appreciation to YWCA Thailand, our hosts for World Council, for their hospitality and support – including a special dinner hosted by Her Royal Highness, Princess Somaswali of Thailand. During World Council, we also welcomed high-level guests from the ecumenical movement, partners and donors, as well as the Special Envoy on Women and Children for Belize and Spouse of the Prime Minister of Belize, Mrs. Kim Simplis Barrow; UN Women Executive Director, Mrs. Phumzile Mlambo Ngcuka; and UNICEF Former Deputy Executive Director, Mrs. Rima Salah. In addition, we were pleased to welcome the YWCA of China delegation.

The World YWCA would also like to express its appreciation to our two Global Ambassadors for 2012 – 2015, Mrs. Ping Lee, General Secretary of YWCA Taiwan; and Mrs. Bonnie Fatio, the Founder of Age Esteem. We would also like to thank and recognise all the staff, volunteers and members who contributed to the success of this Council.

Join us in South Africa in 2019

During World Council, we unveiled the venue for World Council 2019 – South Africa – and they presented a preview of what’s to come.

For those of you who attended World Council, we hope you went home inspired, empowered and energized. We are confident that together we can strengthen our movement and grow into an organisation of excellence as we design the key steps to deliver our goal. Our faith inspires our work, our faith gives us courage and wisdom, and through our faith we receive the grace to overcome and the promise of success.

Sincerely,

Nyaradzayi Gumbonzvanda
Bold and Transformative Leadership – Toward 2035
It was a time for membership engagement, decision-making, reflection - and networking and having fun. Under the theme of Bold and Transformative Leadership, World Council brought together more than 500 delegates from over 70 countries and territories, 11 to 16 Oct, 2015, in Bangkok, Thailand.

More than 500 delegates from over 70 countries and territories

1/3 of participants age 30 or under

100+ volunteers and helpers from the YWCA of Bangkok and YWCA of Thailand

Member Associations ran more than 60 workshops
A celebratory start

The Opening Ceremony for World Council 2015 overflowed with colour, music and song, starting with the opening parade where delegates wore their national dress and danced into the conference hall. Stunning Thai dancers and musicians performing their traditional dance led the way, creating a joyous, celebratory vibe.

Recognising young women’s leadership in human rights

On the opening night of World Council, the World YWCA recognised one young woman activist and one YWCA Member Association with Mary Robinson Awards for Young Women’s Leadership in Human Rights. Established in 2011 in honour of Mary Robinson, the first woman President of Ireland and a renowned trailblazer for women’s rights and leadership, the awards celebrate young women leaders and activists from around the world.

Young Woman Activist Award: CZ

CZ, a young woman from a marginalised community in remote north-east India, is bringing her dream for HIV-positive women to life. HIV positive herself, she has developed innovative strategies and programmes for HIV positive women locally through advocacy, human rights, education, awareness and leadership training with communities ranging from commercial sex workers to religious leaders, politicians, schools, media, NGOs and others.

Her passion and commitment to her work has touched more than 5,000 children, 10,000 adults, 500 religious leaders and institutions, and more than 100 teachers and health workers.
Member Association Award: YWCA of Honduras

In just eight years, with an annual budget around $7000 US and only one part-time staff member, the YWCA of Honduras has reached more than 3,100 youth through direct programming and has built a great reputation in human rights. They are also changing cultural norms to benefit women by addressing taboo topics in Honduran society, such as sexual and reproductive health, and educating youth, parents and teachers on these topics.

Welcoming Council delegates

Her Highness Princess Saomsavali of Thailand welcomed World YWCA Council delegates at the formal Opening Dinner. The YWCA of Thailand hosted this event, which incorporated performances from Thai dancers and singers.
Charting a course for the future

During the daily Business Meeting at World Council, delegates helped chart a course for the organisation’s future, voting on the 2035 Envisioning Goal, policies and resolutions to guide the World YWCA’s work, and the new Board.

A new way to vote

Delegates could cast their votes with the touch of a key pad using a new e-voting system. Most delegates welcomed this change, which made voting faster and easier and provided real-time results.

Celebrating successes

World Council ended the same way it began - with a celebration. The Closing Dinner provided a time to recognise everything the movement had achieved over the week together. Members also had time to connect with one another and enjoy performances by delegations from the YWCA Thailand and other member associations from around the world. By the end of the evening, almost everyone was dancing.
A Strategic Framework to achieve our goal
A Strategic Framework to achieve our goal

At World Council, we set a bold and ambitious goal for ourselves. To achieve our Envisioning 2035 Goal and guide our work over the next four years until the next World Council, the World YWCA has developed a strategic framework. There is also a detailed operational plan and budget to accompany the Strategic Framework.

Our bold and ambitious 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.”

THE WORLD YWCA STRATEGIC FRAMEWORK 2016-2019

Vision:
A fully inclusive world where justice, peace, health, human dignity, freedom and care for the environment are promoted and sustained by women’s leadership (World YWCA Constitution Preamble)

Purpose:
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 and Principles:
YWCA’s worldwide work towards a common goal and vision inspired by the guiding values contained in the preamble in the World YWCA Constitution:

• Placing women, young women and girls’ empowerment at the centre of our work;
• Recognising the equal value of all human beings;
• Preserving our Christian foundation and being inclusive of women of all faiths and backgrounds;
• Respecting diversity and practising tolerance, mutual respect and integrity;
• Upholding the human rights principles of participation, non-discrimination and accountability;
• Practicing intergenerational, transformative and shared leadership;
• Promoting volunteerism and effective, mutually respectful partnerships;
• Valuing the history and ongoing work of the YWCA movement in its diversity of contexts and regions.
Global Core Priorities for the Next Four Years:

Over the next four years, we will continue our efforts as a movement towards our Envisioning 2035 Goal also guided by the global core priorities of:

- Transformative young women and girls’ leadership;
- Violence against women and girls (VAWG);
- Child, Early and Forced Marriage (CEFM);
- Peace and justice;
- Sexual Reproductive Health and Rights (SRHR);
- Economic empowerment and Information, Communication and Technology (ICT);
- Social, economic and environmental justice; and
- Faith and culture.

Key Strategic Priorities:

In order to fulfil its vision and purpose through our bold and transformative goal, the YWCA movement is committed to focus and strengthen its capacity and its role both within and outside the movement. The YWCA movement will engage with the priorities of all its constituencies and respond to the realities of the world both today and tomorrow by focusing on three strategic priorities:

- Strengthening Young Women and Girls’ Transformative Leadership
- Realising Human Rights
- Sustaining the YWCA Movement

Key Strategic Actions:

This strategic framework includes the key strategic elements necessary to contribute to achieving our Envisioning 2035 Goal, thereby defining the shifts that need to happen internally within the movement in order to achieve this goal. The movement will focus on mobilising and investing in young women’s empowerment, rights and leadership, innovating within an intergenerational movement and building sustainability of the YWCA movement. The proposed actions operate separately, but at the same time are interrelated and enable each other.

YWCA movement will:

1. **Increase** targeted use of information and communication technologies;
2. **Invest** in more significant programmes related to education, economic empowerment, and technology for young women and girls;
3. **Focus** on recruiting and retaining young women and girls into the YWCA member associations and building the membership base;
4. **Optimise** the use of shared resources throughout the movement;
5. **Explore** social enterprise as a means of securing economic and financial sustainability;
6. **Build** effective partnerships from within the YWCA movement, including external partners from the business, finance, philanthropic and development sectors; and
7. **Ensure** continuous improvement and strengthening of our work through rigorous monitoring and evaluation.
8. **Build** organisational sustainability through good governance and operational efficiency.
**YOUNG WOMEN AND GIRLS TRANSFORMATIVE LEADERSHIP**

**OBJECTIVE 1**

Ensuring the full implementation of a human rights-based approach to young women and girls' leadership in the context of shared, transformative and intergenerational leadership

**Outcomes:**

1. YWCA International Leadership Academy is launched;
2. Young women and girls are fully equipped and supported to claim and enjoy their human rights both internally and outside the YWCA movement;
3. The number of YWCA women who practice transformative, shared and intergenerational leadership in claiming, upholding and enjoying women’s rights at all levels and supporting each other is increased; and
4. All YWCAs uphold the constitutional commitment of having young women holding at least 25% of leadership positions.

**World YWCA and Movement-wide: Key Actions**

**By 2016:**

- Document, disseminate and pilot intergenerational shared, transformative and authentic leadership models; and
- Train and impact 50,000 young women and girls using intergenerational shared and transformative leadership models.

**By 2017:**

- Pilot virtual and face-to-face curricula that aim to strengthen both individual and collective practices of shared, intergenerational and transformative leadership for young women and girls; and
- Develop and implement strategic regional and inter-regional leadership training networks with universities, and other women’s, youth and faith training institutes in preparation for opening an accredited YWCA International Leadership Academy.

**By 2018:**

- In collaboration with strategic partners, develop and pilot fellowship, scholarship, internship and mentorship models for leadership for Young Women Champions and Women’s mentors.

**By 2019:**

- Launch the first pilot of the accredited YWCA International Leadership Academy;
- Reach, recruit and impact two million young women and girls as volunteers, members or benefactors of YWCA programmes and services in 60% of YWCA Member Associations; and
- Build and support the capacity of all Member Associations to implement intergenerational and transformative shared leadership using a human rights based approach.
REALISING HUMAN RIGHTS

OBJECTIVE 2

YWCA women, young women and girls become the driving force in claiming and influencing women’s rights’ policies, leading change and setting global priorities for Young Women’s leadership and realising human rights.

Outcomes:

1. 1,000 YWCA young women and girls become lead champions and change agents, empowered to advocate for social, economic and environmental justice;
2. 20 million young women and girls are impacted through programmes and services in health, peace, security, social, economic and environmental justice;
3. Women, young women and girls promote a world without war and violence through peace and justice programmes; and
4. YWCA young women and girls contribute to and receive an equitable share of the world’s income.

World YWCA and Movement-wide: Key Actions

By 2016:

• Ensure all members have access to training and support on Violence Against Women and Girls (VAWG), Sexual & Reproductive Health and Rights (SRHR), peace, security, social, economic and environmental justice using human rights-based approaches;

By 2017:

• Develop and pilot new economic empowerment models based on ICT in at least 20 countries to ensure women can use technology to claim their space and rights.

By 2018:

• In all eight regions, strengthen at least two partnerships with international human rights organisations at the national, regional and global level; and
• Build the capacity of 25% of YWCA Member Associations to effectively engage in influencing national and regional policies and monitor global instruments, (including CEDAW, CSW, Beijing Platform, HRC, ICPD, UN Security Council Res. 1325) while holding governments accountable.

By 2019:

• Develop young women and girls to become lead champions and change agents actively engaged in policy and advocacy on a local, national, regional and global level;
• Implement three campaigns focused on Peace and Justice, VAWG, and SRHR, amplifying our faith voices;
• Reach and impact 20 million young women and girls through YWCA training, services and advocacy; and
• 50,000 young women and girls participate in economic empowerment programmes and/or enjoy gainful employment in traditional and non traditional sectors.
SUSTAINABILITY OF THE YWCA MOVEMENT

OBJECTIVE 3
Building an effective, well governed, accountable and sustainable movement that has robust assets to sustain the work of the YWCA movement

Outcomes:

1. The number of YWCAs in compliance with the conditions of affiliation is increased by 50%;
2. The World YWCA brand is the global voice, leader, advocate, convenor and go-to organisation on young women and girls across the global for young women and girls’ leadership;
3. A well-developed sustainability plan supports engagement and growth of the movement through new membership, governance, operating, and revenue models; and
4. The Power to Change funding mechanism is improved and strengthened.

World YWCA and Movement-wide: Key Actions

By 2016:

• Develop and implement a formal operational plan focused on the 2035 Goal;
• Implement the accountability framework for the World YWCA, including a formalised monitoring and evaluation strategy, processes and the International Accountability Charter (INGO);
• Bring together and operationalise a Young Women’s Task Force and a Sustainability Experts Group;
• Develop and implement a monitoring and evaluation framework; and
• Launch Phase 2 of the Power to Change Campaign to contribute to achieving financial sustainability.

By 2017:

• Explore social enterprise as a means of securing economic sustainability though different business models in resourcing the movement;
• Pilot Member Association partnership models maximising the shared resources within and across the movement; and
• Review and strengthen the World YWCA office structure and operations to effectively deliver for the movement.

By 2018:

• Develop and implement a branding strategy for the World YWCA to clarify the brand within and outside of the YWCA movement.

By 2019:

• Build a strengthened sustainable, innovative, relevant, accountable, transparent and effective YWCA movement with the proactive, bold and transformative leadership of the World Board.
Adding Perspective to our Work on Envisioning 2015
How can we reach our Envisioning 2035 goal? Which business models can help increase our sustainability? How can we attract new members, while retaining current members who are passionate about their work? These were just some of the topics discussed in the five Envisioning Plenary Sessions during World Council, each of which integrated the voices and perspectives of members across the movement, our strategic partners and special guests.

Presentation of Envisioning 2035 Proposal – Part I

You are Generation 2030. The world in 2030 will be your world. The Global Goals are your goals. Take ownership of them and make them a reality.”

— Anita Tiessen, Chief Executive, World Association of Girl Guides and Girl Scouts

Envisioning Part I provided Council with a high-level overview of the Envisioning Proposal, while stimulating strategic level dialogue. It also highlighted the opportunities for the movement and set the foundation for the movement’s future aspirations.

Presenters:
- Dr. Deborah Thomas-Austin, President, World YWCA (moderator)
- Ms. Ping Lee, Global Ambassador for Envisioning 2035 and General Secretary, YWCA of Taiwan
- Ms. Nyaradzayi Gumbonzvanda, General Secretary, World YWCA
- Ms. Loretta Minghella, Chief Executive Officer, Christian Aid
Presentation of Envisioning 2035 Proposal – Part II

Envisioning Part II provided an understanding of the external and internal contexts the World YWCA movement faces. It also demonstrated how Envisioning 2035 responds proactively and strategically to these contexts.

Presenters:
- Ms. Anna Kaisa Ikonen, World YWCA Board member and Mayor of Tampere, Finland (moderator)
- Dr. Rima Salah, former Deputy Special Representative of the Secretary-General for the United Nations Mission in the Central African Republic and Chad (MINURCAT), and former Deputy Executive Director of UNICEF
- Ms. Vanessa Anyoti, SRHR & GBV Program Coordinator, YWCA of Tanzania, and Government Delegate to the Commission on Population and Development (CPD) in 2014 and to the Post-2015 Intergovernmental Negotiations in 2015
- Ms. Susan Brennan, Vice President and Former President, World YWCA
- Ms. Anita Tiessen, Chief Executive Officer, World Association of Girl Guides and Girl Scouts (WAGGGS)

Advancing Women’s Human Rights & Leadership

Participants in this session presented different perspectives on how the World YWCA can advance and ensure full implementation of women’s human rights and leadership.

Presenters:
- Ms. Lynne Kent, Former President of YWCA of Canada (moderator)
- Ms. Diana Ma’ahoro, Disability rights activist and member of YWCA Solomon Islands
- Ms. Roberta Clarke, UN Women Regional Director for Asia and the Pacific
- Ms. Harriet Olson, Chief Executive Officer, United Methodist Women (UMW)
- Ms. Suhair Ramadan, Advocacy Officer and Project Manager, YWCA of Palestine
- Dr. Maytinee Bhongsvej, Executive director of the Association for the Promotion of the Status of Women, Under the Royal Patronage of HRH Princess Soamsawali

"Growing up, I never realised that I had human rights. The first step to realising your human rights is knowing you have them in the first place. As a young woman with a disability, I experience three times more inequality than most people – but I do not let it stop me."
— Diana Maahoro, RiseUp trainer and disability activist, YWCA of Solomon Islands
Identity & Membership

“We need to Forge alliances, learn from other countries and use the global movement to challenge our own government for commitments and actions.”
— Maytinee Bhongsvej, Association for the Promotion of the Status of Women, Under the Royal Patronage by HRH Princess Soamsawali, Thailand

From adopting new technology, to attracting new members, to addressing the organisation’s Christian identity, and retaining talented and passionate women, this session covered topics related to the World YWCA’s identity and membership.

Presenters:
• Dr. Icilda Humes, Director of Quality Assurance and Sustainability at the Opportunities Industrialization Center (OIC) of South Florida, former Director of the Women’s Department in Belize and former World YWCA Board member (moderator)
• Mr. Roel Aalbersberg, Ecumenical Officer, Interchurch Organization for Development Cooperation (ICCO)
• Ms. Midori Horibe, Secretary Assistant, YWCA of Kyoto
• Ms. Magda Lopez, Board Member of YWCA of Colombia
• Ms. Julya Torchynska, Board Member, European YWCA

We are the first generation with a real possibility to change the power relations between men and women significantly, substantially, and enduringly. But only if we choose to focus the whole world on the most strategic, transformative and structural changes that remove recurrence of the intergenerational barriers to gender equality.”
— Phumzile Mlambo-Ngcuka, Executive Director, UN Women

Sustainability

“Let us Forge alliances, be ready to learn from other countries, and use the global movement to challenge our own government for commitments and actions.”
— Maytinee Bhongsvej, Association for the Promotion of the Status of Women, Under the Royal Patronage by HRH Princess Soamsawali, Thailand

Changing external environments, sustainable business models and shared vision, leadership and governance were just a few of the topics participants discussed in this session, which focused on the sustainability of the YWCA movement.

Presenters:
• Ms. Belinda Bennet, Chief Executive Officer, Change Alliance Pct Ltd and World YWCA Board member
• Mrs. Kim Simplis Barrow, First Lady of Belize and Belize’s Special Envoy for Children and Women and Global Ambassador for Special Olympics
• Ms. Lilian Chege, Digital Inclusive Expert and former Rockefeller Foundation Program Associate
• Mr. Andreas Axelson, YWCA of Sweden
• Dr. Dara Richardson-Heron, Chief Executive Officer, YWCA USA
Envisioning our shared future

As part of the Envisioning 2035 process, World Council delegates joined small workgroups to discuss, strategize and plan for the future around the three main topics:

1. Leadership and human rights;
2. Membership and identity; and
3. Sustainability

1. Leadership and Human Rights Work Groups

Monitoring & evaluation for our Strategic Framework and the Envisioning 2035 Goal

Addressed how the YWCA movement can monitor both its Strategic Framework 2016-2019 objectives and its wider Envisioning 2035 Goal.
Designing a YWCA Leadership Academy: What will it be?
Focused on creative discussions around the World YWCA Leadership Academy, its objectives and the type of education it should provide.

Let girls be girls: Ending child marriage within a single generation
Explored how we, as a movement, can end child, early and forced marriage within a single generation.

NoXcuse to violence: Stand up, raise your voice and be heard
Focused on combatting and preventing violence against women and girls with World Vision presenting its End Trafficking in Persons programme and the YWCA of Canada covering online violence against women.

Limitless possibilities: Economic empowerment and ICT
Addressed how the World YWCA can position itself at the forefront of using ICT to empower women, young women and girls economically and enhance women and girls' civic participation.

Transforming power structures within an intergenerational movement
Explored how our intergenerational leadership model can help us in countering unbalanced power structures.

Recognize, exercise and thrive: Implications for women and girls’ sexual reproductive health & rights
Considered how the World YWCA movement can contribute further to the newly adopted Sustainable Development Goals (SDGs), with a focus on sexual reproductive health and rights (SRHR), and the Safe Space Model.

Our contribution to a world without violence
Discussed the important role of women in the prevention and resolution of conflicts, peace negotiations, peace-building, peacekeeping, humanitarian response and in post-conflict reconstruction and stresses the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security.

Educate a girl, empower a movement
Explored how the movement can enhance education as a fundamental human right and a prerequisite for human development.

Faith and culture within a human rights framework
Generated discussion and ideas on how our faith identity serves us in our human rights work within the World YWCA movement and how we can amplify the authority of faith communities in enhancing human rights.
2. Membership and Identity Work Groups

Big data and analytics: Monitoring & evaluation
Considered what big data tell us and how we can use it to show impact, formulate policy, inform programmes and leverage funding.

A resolution on the equal denial of nuclear energy/ weapons
Galvanised the movement to increase global commitment and actions toward a nuclear-free world in line with UNSCR1325.

A resolution on non-discrimination
Explored the particular issues that women from minority backgrounds face, the intersectionality of multiple forms of discrimination and how member organisations can provide support to women from all backgrounds.

A resolution on a World YWCA Advocacy Plan
Began to develop a four-year advocacy plan to deepen the strategy that guides YWCA advocacy in regional and international forums, and identify key outcomes we wish to achieve over the four year cycle.

Member Associations in crisis and conflict settings: The response of the movement
Considered what response is needed as a movement in times when tsunamis, earthquakes, conflicts and other external realities substantially challenge our members associations.

Reaching 100 million young women and girls in 20 years: Let’s roll up our sleeves!
Generated ideas on how member associations and the movement as a whole can recruit, retain and impact 100 million young women and girls by 2035.

Innovating within an intergenerational movement
Explored using technology to connect across borders, stay interlinked and support each other.
Strengthened and improved capacity for the movement
Addressed how we can strengthen and build the capacity of our member associations for maximum impact, including improving our core functions and constantly challenge ourselves to develop.

How do we organise ourselves? Membership models and branding within the movement
Discussed how we can create and communicate harmony between our identity as an organisation based on volunteerism and the fact that we are striving to remain sustainable through revenues in certain countries.

3. Sustainability Work Groups

Compliance with the conditions of affiliation: Monitoring & evaluation
Explored how we can ensure compliance with our Conditions of Affiliation and how we can effectively evaluate ourselves and commit to improvements.

Protect the environment, ensure your future
Considered how the World YWCA can address climate change and sustainability and the link between environment, climate justice and women and girls’ rights.

A strengthened Power to Change mechanism
Looked at how we can sustain, measure and grow the Power to Change Fund in a shrinking donor funding environment.
Social enterprise for sustainability

Explored ways of becoming more sustainable, including reviewing our current membership models, adapting commercial strategies and learning from member associations that run enterprises for sustainability.

Entrepreneurship and digital Inclusion

Explored how we can address diverse contexts and the digital gap that exists between different groups, as well as how we can embrace entrepreneurship and innovation in the digital environment.

Fit for Purpose: The role of the World YWCA office

Engaged in conversation around the role of the World YWCA office and how it can scale up its membership support, communication and online work to fit the needs of member associations.
Sharing skills and learning together

The World Council theme, “Bold and Transformative Leadership: Toward 2035,” came to life in 60 member-led workshops and roundtables during World Council. These sessions offered a space for peer exchange and networking opportunities to share knowledge, build skills and foster collaborative learning.

The workshops covered numerous diverse topics over two days.

Workshops, Tuesday, 12 October

Effective management of YWCA properties and real estate – Cross-regional experience sharing

Focused on responsible stewardship and management of YWCA properties and real estate assets to ensure the asset is passed on to future generations

World YWCA: Experience sharing with YWCA USA led with contributions of YWCAs of China, Finland, Trinidad and Tobago and Ghana

Governance and intergenerational leadership including the co-presidency model

Centered on governance and intergenerational leadership in action, using the Emerging Directors programme developed by YWCA of Aotearoa New Zealand as a case study

YWCA Aotearoa New Zealand

Faith, culture and sexual and reproductive health and rights (SRHR): Implications for young women’s access to comprehensive SRH information and services

Sparked dialogue among young women and their mentors, along with female theologians, on faith and cultural barriers to accessing SRHR information

YWCA Angola, Benin, Belize, DRC, Honduras, Malawi, Nigeria, Nepal, Philippines, Zambia and Zimbabwe, with partners World Council Churches and Ecumenical HIV and AIDS Initiatives and Advocacy (EHAIA)
‘3 high’ single women’s issues

Delved into the issue in Hong Kong of ‘3 high’ women, single women over 30 with high educational records, high economic standards and high positions, but who are facing criticism about their egotism and individualism

YWCA Hong Kong

Preventing violence against women through innovative youth programmes

Explored best-practice approaches to preventing violence against women and girls from across the YWCA movement

YWCA Australia, YWCA Canada, YWCA USA

Women’s leadership in conflict resolution and peace building

Offered space for YWCAs that are implementing UN Security Council Resolution (UNSCR1325) to share some of their tools, best practices, visual art and successes

YWCA South Sudan, Palestine, Sri Lanka and partner Y-Global

Sharing inspiring programmes for young people linking the local to the national to build partnerships, direct action and leadership

Three YMCA/YWCAs shared their unique national programmes that link local and national to build partnerships, leadership and sustainability

YMCA/YWCA Denmark and Switzerland and YWCA of Korea

Joining the dots: Delivering great programmes through improving governance using Standards of Good Management and Accountability (SGMA)

Covered direct practical experiences from YWCAs that are working hard to improve governance and capacity with limited resources, as well as a YWCA with advanced and continually improving organisational development.

YWCA of Canada, YWCA of Papua New Guinea, and YWCA of Solomon Islands, Supported by YWCA of Australia
<table>
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<th>‘180 graden’, documentary film and workshop about violence against women</th>
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</thead>
<tbody>
<tr>
<td>Related the story of seven women from diverse socio-economic and ethnic backgrounds and who experienced relationships with physical, mental and sexual violence through ‘180 graden’ (180 degrees), a documentary about domestic violence by director and psychologist/sexologist Rocio Forero B.</td>
</tr>
<tr>
<td>YWCA of Belgium</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Advocacy for young women’s sexual and reproductive health and rights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charted the way forward to establish a united voice for the rights of women and girls to make informed and free choices regarding their own sexuality and reproductive rights and well-being</td>
</tr>
<tr>
<td>World YWCA and International Pregnancy and Support IPAS</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>‘180 graden’, documentary film and workshop about violence against women</th>
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<tbody>
<tr>
<td>Shared what local lives next to military bases in Okinawa and other places in the world are like and discussed ways to deal with the universal issue of “militarism and violence against women”.</td>
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<tr>
<td>YWCA Japan</td>
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</tbody>
</table>
**Workshops, Wednesday, 14 Oct**

<table>
<thead>
<tr>
<th>Title</th>
<th>Description</th>
<th>YWCAs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Safe spaces: A model for promoting sexual and reproductive health rights for young women at global, regional and national levels</strong></td>
<td>YWCAs shared information on how they have used safe spaces to provide accurate information on SRHR and built advocacy skills to amplify the voices and experiences of young women living with HIV and young women with disabilities.</td>
<td>YWCAs Ethiopia, Kenya, India, Rwanda and Tanzania</td>
</tr>
<tr>
<td><strong>Sharing best practices in young women’s leadership programmes from five member associations</strong></td>
<td>Showcased five young women’s leadership programmes that member associations have successfully delivered throughout the world, including the introduction of the World YWCA Young Women’s Leadership Strategy.</td>
<td>YWCAs of Lebanon, Taiwan, Canada, Scotland, Solomon Islands and Australia</td>
</tr>
<tr>
<td><strong>Shaping policy &amp; social media – Amplifying women’s online voices in decision-making processes</strong></td>
<td>Explored efficient strategies to make women’s voices heard in decision-making processes on gender equality and women’s rights via interactive platforms and social media tools.</td>
<td>YWCA USA and World YWCA</td>
</tr>
<tr>
<td><strong>“She Speaks” survey using young women’s national survey to do advocacy from evidence</strong></td>
<td>Featured, “SheSpeaks,” a long-running national survey from YWCA Australia which captures young women’s thoughts and ideas on topics ranging from health, to feminism and leadership.</td>
<td>YWCA Australia</td>
</tr>
<tr>
<td><strong>Ending child, early and forced marriage</strong></td>
<td>Presented an overview of child marriage in Democratic Republic of Congo, Ethiopia and India, and began to design community models to work effectively to prevent and eliminate child and forced marriage in these countries.</td>
<td>YWCAs of Ethiopia, DRC and India</td>
</tr>
</tbody>
</table>
Emancipate girls and young women from harmful traditional practices

Discussed the issue of female genital mutilation (FGM), which affects up to three million girls a year, and highlighted associated advocacy efforts

**YWCA of Kenya**

Evaluation made easy

Provided an overview of an easy-to-use evaluation framework that anyone can implement and conduct on a day-to-day basis

**YWCA of Australia**

Integrated housing and support models

Provided information on integrated housing and support models from Australia, Canada and US, and discussed the barriers and solutions to the provision of affordable housing in participants’ regions

**YWCA Australia, Canada and USA**

Computer Clubhouse

Explored the model of Computer Clubhouses, creative out-of-school working spaces for young people from underserved communities that provide access to technology, mentors, and pathways into future careers

**YWCA Australia and YWCA of USA**

Making intergenerational shared leadership work in the YWCA

This workshop created a safe space where YWCA women of all generations could reflect on the barriers to shared intergenerational leadership, and explore strategies that are working in different Member Associations. Women of all ages were invited to participate in this workshop

**YWCA Argentina, YWCA of Belize and YWCA of Great Britain**
### The impact of a positive early childhood can change the world!

Invited member associations that work with children to consider, share and explore how YWCAs around the world can and are advocating so each and every child has a valuable early childhood and to discuss and understand how this impacts our communities.

YWCA Ethiopia, Kenya YWCA of Australia, YWCA of Namibia, YWCA of Rwanda, YWCA of Bahamas, India, Rwanda and Tanzania

### My Language is my strength, my cherished possession

Aimed to highlight the significance te reo Māori can have in providing a nation with a shared common identity, not as a counter hegemonic idea, but as a means to unify a dynamic heterogenic society.

YWCA Aotearoa New Zealand

### Building membership: new models, good practices

Focused on various approaches to engaging with members, starting with briefly presenting information about initiatives in YWCAs in Australia and Ireland, before opening the discussion to hear about approaches to membership models and engagement from sister YWCAs around the world.

YWCA of Australia and YWCA of Ireland

### Women’s rights at the crossroads: Intersections and intersectionalities

Identified the key human rights denied to women, the barriers that stand in our way and strategies to overcome them.

YWCA of Canada
Story telling: young women sharing transformational stories on their experience in SRHR Programmes

Invited young women to an art café to interact and tell their personal stories about challenges, achievements and courage in using SRH information to make informed decisions about their reproductive health outcomes

YWCA of Belize, YWCA of India, YWCA of Nepal, YWCA of Sri Lanka, YWCA of Tanzania and YWCA of Malawi

YBIZ: Using Social Enterprise as a sustainability tool

Discussed how to integrate social enterprise into an organisational business and leadership model, as a strategy to enhance sustainability as well as the YWCAs Social Return on Investment to benefit individuals and impact the community

YWCA of the US Virgin Islands, YWCA of Tanzania and YWCA of Hong Kong

Women’s rights for freedom and resistance under occupation

Explored how the World YWCA and its members around the world can link the work of peace and justice with rights of women for engaging in peace making, liberation and freedom

YWCA of Canada

Listening to survivors: Successful programme & policy responses to violence against women

Provided a space to listen to violence survivors on video and audio describing what they need and hear about effective programme and policy responses locally, nationally and globally

YWCA of Palestine and partner YGlobal
How safe is our food?

Discussed access to healthy, nutritious and culturally appropriate food as a human right and the impacts of a Transatlantic Trade Investment Programme (TTIP) between Europe and the USA on the global (food) safety trade market and food sovereignty in general. (Nyéléni declaration)

YWCA of Netherlands

Power to Change Fund ‘Using the Power to Change Fund to Build Best Practices, Sustainability and Partnerships’

Discussed the purpose of the Power to Change Fund and the current global funding situation and featured YWCAs who have submitted successful Power to Change applications on how they have leveraged funding and partnerships

YWCA of Honduras, YWCA of Belize, YWCA of Lebanon, YWCA of Zambia, and YWCA of Haiti
Placing Young Women and Girls at the Centre
Designed by young women for young women, the two-day Young Women’s Forum at World Council brought together 140 women from 60 different countries. Their goal: to create an inspiring and empowering platform where young women could discuss effective approaches to implementing the Envisioning 2035 Goal, while ensuring the organisation’s commitment to young women and girls.

In this safe space, the young women discussed issues of importance to them, shared knowledge and ideas, prepared themselves for World Council and created and delivered a statement for World Council on the “international Day of the Girl Child.”

“The Forum was a good way to prepare young women for World Council and to give the opportunity to plan to put things on the table at WC. I think the young women’s forum provides an opportunity to break down barriers or issues that are emerging in the larger movement through the next generation.”
Connecting Regionally

World Council 2015 provided the perfect platform for Member Associations to connect regionally to prepare for the business meeting, discuss common challenges and concerns, and collaborate on solutions.
Africa

YWCA members from across the African Region enjoyed opportunities during World Council to network, consider common issues and develop plans for working together. This included:

- Increasing networking and communication among African YWCAs, such as reviving regional meetings in the African Region and using Skype/other communications channels;
- Reviewing the age range of “young women” for the African Union as most women under 35 do not have enough work experience and do not meet the bank account/other requirements that capitals in the global north require when approving visas;
- Working with the movement, particularly the more liberal YWCAs, to consider whether certain calls to action and controversial positions may cause challenges for other national Member Associations who live in countries where abortion, sexual orientation and other topics or actions are a criminal offense; and
- Mobilizing resources in preparation for World Council 2019 in South Africa.

Asia

Fourteen Member Associations from across Asia joined the Asian regional interactions during World Council and agreed on several actions including:

- Scheduling an intergenerational regional meeting with mentors/mentees in a central location in Asia every two years;
- Investing in a mentorship programme, and exploring the possibility of regional exchange programmes;
- Increasing membership in the region and facilitating more networking and information sharing;
- Ensuring Asia is actively represented and involved in the Sustainability and Affiliation Fee Task Force, as well as in monitoring, evaluating and providing continuous feedback to local associations as well as National and World Boards on Envisioning 2035.

Caribbean

Associations from the Caribbean discussed regional challenges and opportunities during World Council, including:

- Limited fundraising opportunities available for the region and small islands;
- Lack of a good IT infrastructure in the region which makes it difficult to interact via the Internet and Skype as a region; and
- The need for more support from the World Office, particularly in terms of connecting across the region using a more sophisticated tool than Skype.
Europe

All 15 European countries at World Council participated in the European regional meetings. Since Europe is a large, diverse region with 26 Member Associations, the group agreed that the smaller associations and the larger YWCA/YMCA joint movements would meet separately. Discussion topics included:

- Building stronger partnerships across Europe and working together to build capacity;
- Using the next European Representatives Meeting in Ireland in October 2016 to discuss partnerships and develop strategic plans to work together; and
- The YWCA of Belgium’s project to create a network for young women to volunteer abroad in other YWCAs. Belgium will follow up with other YWCAs in the region to further develop this project.

Latin America

The eight Latin American delegates at World Council used the opportunity to meet informally to discuss their work, prepare for World Council and enjoy strategic discussions such topics as:

- Identifying and working together regionally on common issues;
- Creating a regional body of representatives to establish a greater presence and influence the movement at the global level; and
- Ensuring there is more time for regional meetings during World Council and that all materials for the business meeting are provided in English, French and Spanish contributing to meaningful, active participation for all.

Middle East

The YWCAs of Lebanon, Jordan and Palestine participated in the Middle East regional meeting during World Council, developing and implementing a successful call to action entitled: “Taking Action on Instituting Human Rights Standards and Implementation of United Nations Security Council Resolution 1325 in the Middle East Region.”

Regional representatives also discussed several other actions including:

- Ensuring the World Board follows up on all Resolutions and Calls to Action adopted;
- Helping the YWCA of Jordan recruit young women and bringing the YWCA of Egypt back on board as an active national association;
- Creating a joint project and action plan for Egypt, Jordan, Lebanon and Palestine based on the plan approved at the Middle East YWCA’s Young Women’s Meeting in Amman in 2012; and
- Fundraising, especially with European countries, for advocacy initiatives.
Pacific

Representatives from the Pacific Region met twice during World Council to prepare for various World Council sessions, and share ideas and information. They also agreed on several actions to better connect and share expertise within the region and the wider movement, including:

- Hosting regular teleconferences, developing a newsletter, and sharing website and facebook links;
- Exploring the possibility of a closed platform where the group can connect;
- Discussing opportunities for NZAid to get involved and strengthen the DFAT project; and
- Asking regional board members to consult and provide feedback on Board meetings and outcomes.

Focusing on critical human rights issues in Asia

“The idea and concept of the programme was wonderful. It has a significant meaning to provide a chance to know the human rights situation in the region of the host country, and it was a very effective approach to share it through creative expression.” Asia

—Journey participant

From stories to poems, skits, songs, dance, art, rap and chat, the Asia Journey at World Council was designed to spark, provoke, stimulate and inform the audience about critical human rights issues in Asia. While many issues in Asia are also global in nature, the Asia Journey shared stories in the Asian context, bringing to life the diversity of the region.

By the end of the Journey, World Council delegates shared a common understanding of the challenges women and young women face within a very human and daily context. It was an amazing success, with 86% of participants rating the experience as their key highlight of World Council 2015.
Sharing stories, issues and observations

The Journey began with a clip from the movie ‘Dukhtar,’ the compelling story of a mother who runs away with her 10-year old daughter the evening before her marriage to a tribal leader. Produced by Afia Nathaniel, a former World YWCA intern and filmmaker from Pakistan, the movie highlighted the issue of child marriage in the region.

An intergenerational team then led participants to two of 13 total performances from 10 YWCAs in the Asian region. Topics ranged from sexual and reproductive health and rights to violence against women, child marriage, stories about young women living with HIV, human trafficking, women’s and young women’s participation in the peace process, domestic workers and many others. (See Table 1)

Afterward, participants shared their observations, feelings and comments. Said one woman: “Women have the power to change the world as long as we remain united and supportive. We will conquer.”

<table>
<thead>
<tr>
<th>No</th>
<th>Performance</th>
<th>Country</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>SRHR</td>
<td>Sri Lanka</td>
</tr>
<tr>
<td>2</td>
<td>VAW (He sent me a flower today)</td>
<td>India</td>
</tr>
<tr>
<td>3</td>
<td>Child Marriage Role Play</td>
<td>Nepal</td>
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<tr>
<td>4</td>
<td>Thanks God I am female</td>
<td>Singapore</td>
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<tr>
<td>5</td>
<td>Video show on CZ story</td>
<td>India</td>
</tr>
<tr>
<td>6</td>
<td>Acid throwing</td>
<td>Bangladesh</td>
</tr>
<tr>
<td>7</td>
<td>Overseas Filipino workers</td>
<td>Philippines</td>
</tr>
<tr>
<td>8</td>
<td>Human Trafficking</td>
<td>Myanmar</td>
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<tr>
<td>9</td>
<td>UNSCR1325</td>
<td>Sri Lanka</td>
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<tr>
<td>10</td>
<td>Domestic workers' rapping</td>
<td>Asia combine group</td>
</tr>
<tr>
<td>11</td>
<td>Bought brides, discrimination against new resident</td>
<td>Taiwan</td>
</tr>
<tr>
<td>12</td>
<td>women of the only divided in the world towards peace</td>
<td>Korea</td>
</tr>
<tr>
<td>13</td>
<td>Military bases and violence against women</td>
<td>Japan</td>
</tr>
<tr>
<td>14</td>
<td>Drawing</td>
<td>Plenary</td>
</tr>
</tbody>
</table>
Comments from participants:

- “The hospitality of the YWCA of Thailand was amazing!”
- “Women lack opportunity but not capacity. The World YWCA Movement is the key safe space for women to utilise their capacity.”
- “If we believe in our strengths and have faith in God, positive change is possible.”
- “With the YWCA strategic directions and envisioning, we have the roadmap for our movement—clear direction to move forward.”
- “Attending this meeting has been an international transformation, like the feeling of being back stage and seeing how preparations for a performance that you have always been an audience of is conducted.”
- “I’ve learned that I should not give up on my ideas and my ideas even if I face resistance.”
- “Use your voice! Speak, write, vote, together lets create a transformative storm.”
- “The World YWCA Council broadened my horizons. It showed me that women face different problems in different countries; I also realised how many similarities we have.”
- “Poverty has a women’s face, thanks YWCA for trying to elevate young women.
- “Eom muito amore carrimfio”
Celebrating our Journey of Faith
‘Then the woman, knowing what had happened to her, came and fell at Jesus’ feet and, trembling with fear, told Jesus the whole truth. Jesus said to her, Daughter, your faith has healed you. Go in peace and be freed from your suffering.’

A dynamic and committed global worship task team planned and coordinated daily worship sessions during World Council. Inspired by Mark 5:33 – 34 NIV Be Whole, Be Healed, the team created a reflective and safe space recognising the diverse spiritual dimensions of women and young women in our movement.

To enrich delegates’ reflections, each worship session incorporated bible readings, songs, prayers, storytelling, meditations, liturgical dances and drama from different spiritual traditions and expressions.

According to feedback from World council participants, the worship sessions were very well received. More than 80% thought celebrating faith was an inspiring and reflective space to strengthen our vision as bold and transformative leaders. 70% said the programme recognised the YWCA’s foundation in the Christian Faith, and 80% thought the programme was a great collaboration between external and internal partners.

“For me the worship was a deeply spiritual daily grounding in the important and urgent issues before the global membership during World Council.”
An international, ecumenical, relevant and inclusive experience

When developing the daily worship sessions, the Task Team took the time to incorporate a number of very specific aspects that were critical to the success of the sessions. These included:

- **Incorporating international and ecumenical diversity** through speakers, issues of the day, musicians and the choice of music and readings;
- **Integrating host country traditions**, including inviting Thai churches from different denominations to participate;
- **Ensuring relevance to Council themes** through appropriate biblical texts, reflections, songs and messages;
- **Encouraging participation from all regions** by inviting each region to lead the reflection part of the worship on certain days; and
- **Working with partners such as the World Council of Churches** to enrich the daily programme.

“The spontaneous and powerful sharing by so many was a daily gift and joy with which to start the day.”

Special thanks

The World YWCA would like to extend a special message of thanks for the Worship Task Team:

- **Co-chairs**: YWCA of Thailand Rev Poonsook Setsoonkul, and Donnalie Cabey President YWCA US Virgin Islands
- **Team members**: Pirjo-Liisa Pentinen General Secretary YWCA of Finland; Nora Bandixen Switzerland, Young Women’s Worship, Chantanee Molee YWCA of Thailand Juli Dudgale, World YWCA, along with sisters from the World Council of Churches and local faith communities in Bangkok.

*The task team was funded with the generous support of YWCA of Thailand, YWCA of Finland and Norwegian Church Aid and World YWCA, with all task team members volunteering their time.*
Evaluating the World Council Experience
“The Council has opened my eyes and have given me light on a future path I would like to take.” – World Council delegate

The 500 World Council delegates represented 70 different countries and territories, and each delegate came to the event with his or her own expectations and cultural norms and traditions. Overall feedback was overwhelmingly positive with 74% of delegates rating the event as good or excellent.

Delegates gave particularly high ratings to the Asia Journey, Young Women’s Forum, member workshops, morning worship, and welcome reception. The offsite dinner where participants enjoyed traditional Thai food, followed by a spectacular cultural show, also received rave reviews.

In the spirit of continuous improvement, there are always things to develop further for next time, and the World YWCA has taken note of these for planning World Council 2019 in collaboration with colleagues from South Africa.

Top three World Council 2015 highlights

1. Everything related to Envisioning 2035
2. Meeting people from all over the world
3. Everything related to young women particularly the Young Women’s Forum and the new Board with 50% young women

Top three recommendations for World Council 2019

1. Build in more time for interaction and exchange
2. Improve business meeting organisation and processes
3. Better time management
A special thank you

The World YWCA and the World Board would like to sincerely thank the YWCA of Thailand and all its many volunteers for being fantastic hosts for World Council 2015. It was a truly memorable experience.
See you in Johannesburg in 2019

South Africa will host the 2019 World YWCA Council. Stay tuned for further information in the year ahead.