world ywca | women leading change

a global movement of 25 million women and girls working for justice, peace, health, human dignity, freedom and the environment in 125 countries
Objectives

• To examine progress towards global implementation of the World YWCA Strategic Framework 2012-2015, including agreed priorities and resolutions;

• To explore key trends and issues affecting the World YWCA Movement;

• To provide information on the YWCA Member Associations’ compliance with the Conditions of Affiliation; and

• To provide a rationale for the proposed Envisioning 2035 goal and strategic framework 2016-2019.

Photographs

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Introduction and Context

This report examines the global progress made towards the implementation of the World YWCA 2012-2015 Strategic Framework including key trends and other issues affecting the World YWCA movement. This 2012-2015 Strategic Framework was "a targeted response, within the continuum of the movement’s efforts, which aims to balance the diversity and energy of the movement with the necessity to focus efforts and strategically utilise available human and financial resources towards advancing [their] purpose."\(^1\) Its main focus was on three interlocking themes which underpinned all the work undertaken by the World YWCA: intergenerational leadership, women’s rights and movement building and good governance. The analysis also included the resolutions that were agreed upon in the last quadrennium as well. Key issues and trends affecting the World YWCA Movement, including compliance with the Conditions of Affiliation (COA) analysed from the 4 year questionnaire, are highlighted. The results of the analysis provided the rationale for the Envisioning 2035 Proposal and the Strategic Framework for 2016-2019.

During the last quadrennium, the World YWCA’s membership was spread across the eight regions of the world that include Africa, Latin America, Caribbean, Pacific, Europe, Middle East, North America and Asia. Two Member Associations joined the YWCA movement, bringing the total membership to 108 associations. Out of 108 member associations, 77 have full membership (FM) status and 31 have associate membership (AM) status.

During the quadrennium, the YWCA movement focused on developing the leadership potential of women and girls; promoting the social, economic, cultural, religious and political rights of women and girls, and ensuring good governance and accountability of the YWCA movement worldwide.

The core focus areas were based on the Strategic Framework 2012–2015’s three main goals:

- Women’s intergenerational leadership;
- Women’s rights, and;
- Movement building and good governance.

\(^1\) http://es.worldywca.org/About-us/Strategic-Framework-2012-2015
In the four-year period, YWCA Member Associations invested in and fostered women’s and girls’ leadership globally with the aim of achieving a fully inclusive world, grounded in justice, peace, health, human dignity, and environmental sustainability for all, as identified in the Strategic Framework’s goals. In total more than 4.5 million women participated in YWCA programmes during this time period.

As a global movement, the YWCA also made significant progress in meeting its strategic objectives, with Member Associations prioritising young women’s leadership, sexual and reproductive health and rights and HIV, and violence against women and girls. Results from the four-year survey of Member Associations showed that 91% of associations prioritised programmes in intergenerational and young women’s leadership and violence against women.

In order to ensure the movement’s sustainability and to maximise the impact of its work, the World YWCA encouraged sharing resources, opportunities, expertise, knowledge, information, and joint advocacy initiatives. The World YWCA also endeavoured to strengthen its long-standing relationships with women’s networks, ecumenical groups and youth organisations, and forged partnerships with rights-based partners who contributed to and complemented the movement’s mission and vision. In addition, volunteers played an important role in facilitating and supporting the YWCA networks and the broader movement.

Looking ahead over the next four years, the World YWCA has ambitious targets for global expansion. The YWCA movement will continue to work towards its common goals of ensuring that women, young women and girls’ voices are heard, that their lives improve and that their rights are respected, while upholding the highest level of management through good governance and accountability.
## Internal and External Challenges and Opportunities

### TOP 5 CHALLENGES

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<th>External Challenges</th>
<th>Internal Challenges</th>
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<td>Shrinking donor base</td>
<td>Inadequate funding</td>
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<td>Limited funding</td>
<td>Capacity building &amp; technical skills</td>
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<td>Local legal environment</td>
<td>Membership retention and recruitment</td>
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<td>Increase in competitor organisations</td>
<td>Limited young women for leadership roles</td>
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<td>Political environment</td>
<td>Challenging economic environment</td>
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### TOP 5 OPPORTUNITIES

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<th>External Opportunities</th>
<th>Internal Opportunities</th>
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<td>Partnership development</td>
<td>Partnership development</td>
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<td>Good image &amp; reputation of YWCA</td>
<td>Membership motivation &amp; commitment</td>
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<td>Networking on national level</td>
<td>Governance structure</td>
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<td>Capacity building</td>
<td>Programme development</td>
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<td>Funding</td>
<td>Communication of YWCA</td>
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Key Findings

• While Member Associations identified membership commitment as a key strength across the movement, they also cited inadequate funding resources as a significant challenge, which is further compounded by a shrinking donor base.

• The associations identified international and national partnership development as a key opportunity that could provide an impetus for the movement to further mobilise advocacy work in both the legislative and policy environment. This is particularly relevant for the United Nations’ Sustainable Development Goals (SDGs) on gender equality and inclusiveness.

“Our faith is our right. Our faith affirms women’s human rights.”
-Nyaradzayi Gumbonzvanda, World YWCA General Secretary
Support Needs for Member Associations

Member Associations identified funding support and the identification and mapping of international and national donors as key priorities. They also recognised capacity-building through training opportunities or workshop platforms as an area requiring further support.

Key Findings

• While the majority of Member Associations (92.5%) maintained regular communication with donors, they said that they need to forge partnerships with new donors.

• Member Associations also identified skills development through training opportunities or workshop platforms as a critical area in need of support.

• Partnership and networking opportunities, as well as technical support in programme design, planning and development, were mentioned as gaps.

• YWCA Member Associations would like more effective communication mechanisms to enhance knowledge sharing between the associations and the World YWCA.
Goal 1
Women’s Intergenerational Leadership
Leadership
Development and
Capacity Building

Leadership Development is a Core Area of Focus for the YWCA

During the last quadrennium, the YWCA movement has made significant progress in the area of women’s intergenerational leadership, by holding numerous training sessions and undertaking considerable outreach globally. Progress on empowering women and girls - a priority area for the World YWCA, has been reflected in the significant number of interventions, programmes and services delivered through Young Women’s Leadership, as well as in the growing interest among young women in this area. During the four-year period, more than 70% of young women in the movement participated in training from national associations.

Key Highlights and Achievements

• More than 4.5 million women (all ages) participated in YWCA programmes.

• Member Associations ran more than 6'900 training activities.

• 91,190 women in 66 countries, a fifth (20%) of whom were under 30 years of age, participated in national level training or leadership development through their YWCAs.

• Of 243,226 women in 36 countries who participated in training or leadership development at the local level, 9% were young women aged 30 years or younger.

• The majority of national associations (68.4%) targeted their training and leadership development opportunities to young women and girls.
More than half (55%) of Member Associations reported an increase in young women’s participation in leadership roles, while about a third (32%) of the associations indicated that young women’s participation in leadership roles remained unchanged when compared with previous years.

With regard to intergenerational leadership programmes offered by Member Associations, most associations (81%) delivered leadership training, followed by train-the-trainer (70%) and mentoring programmes (66%), while almost half (45%) of the associations delivered women’s political participation programmes.
Member Associations Intergenerational Leadership Programmes (2012 – 2015)

<table>
<thead>
<tr>
<th>Training</th>
<th>Percentage Carrying Out Training</th>
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<tr>
<td>Leadership Training</td>
<td>81%</td>
</tr>
<tr>
<td>Train-the Trainer</td>
<td>70%</td>
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<tr>
<td>Mentoring Programmes</td>
<td>66%</td>
</tr>
<tr>
<td>Women's Political Programmes</td>
<td>45%</td>
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Challenges

- Young women’s commitment and motivation in taking on leadership roles was a challenge. Therefore Member Associations took steps to ensure young women’s involvement in leadership roles, with the majority of associations (65%) implementing strategies aimed at strengthening young women’s recruitment. In addition, almost two-thirds (64%) of Member Associations adopted constitutional provisions to ensure that a greater representation of young women under the age of 30 (25%) are involved in decision-making processes within their organisations. The majority of Member Associations (86%) also created training opportunities for young women in leadership roles.

- Although more than half of Member Associations (57%) reported a notable increase in young women’s membership, and almost half (44%) indicated an increase in volunteers’ membership during the four-year period, retention of existing members, particularly young women under the age of 30, was identified as a challenge.

Lessons Learned

There is a need to further understand young women’s participation in leadership roles in order to boost their motivation and commitment levels. The movement needs to undertake further research to provide insight into this.
Goal 2

Women’s Rights: The social, economic, cultural, civil and political rights of women, young women and girls are promoted and protected through advocacy, programmes and services.
Advocacy and Programmes

Over the past four years, the World YWCA continued to empower women and advocate for social change through its programmes and services. The organisation’s work was based in a human rights framework, and also guided by the Millennium Development Goals (MDGs), the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action, the Declaration of Commitment on HIV and AIDS, and the International Conference on Population and Development (ICPD) agenda.

Key Highlights and Achievements

• Member Associations’ advocacy activities reached more than 1.67 million participants in 2011.

• Top priorities for Member Associations globally included Intergenerational and Young Women’s Leadership and Violence Against Women, identified by 91% of Member Associations, followed by Sexual Reproductive Health and Rights (SRHR) and HIV, which were identified by 80% of associations.

• The least prioritised programme area across the associations was peace with justice, with 46% of associations working in this area.
Members Prioritised Intergenerational and Young Women’s Leadership and Violence Against Women

Sexual and Reproductive Health (and Rights) and HIV

SRHR and HIV Advocacy for the availability, accessibility, quality and appropriate health facilities is a core component of the World YWCA’s work. As part of its efforts to advance women’s rights, the World YWCA not only trains and mobilises young women on SRHR and HIV, but also actively engages with national, local and religious institutions on SRHR issues.

Key Highlights and Achievements

• The majority of Member Associations’ (83%) top priorities related to eliminating violence against women and enhancing health issues focused on raising awareness, prevention, education, treatment and care.

• More than half (62%) of Member Associations are engaged with faith-based communities to address HIV, and the majority of associations (59%) worked with people living with HIV and affected by HIV.

• More than 50% of Member Associations conducted advocacy activities around family planning as well as maternal health, contraception, HIV and AIDS awareness raising, and breast cancer.
Majority of Associations Actively Involved in SRHR Work and Advocacy

<table>
<thead>
<tr>
<th>Percentage of Member Associations</th>
<th>Engaged with Faith-Based Communities</th>
<th>Working with People Living with, and Affected by HIV</th>
<th>Involved in Advocacy Activities</th>
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<tr>
<td>62%</td>
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<td>59%</td>
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<tr>
<td>50%</td>
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Challenges

- Collaborations with faith-based organisations can be challenging in the area of SRHR as religious leaders may resist programme implementation. It can, however, also be turned into tangible opportunities, especially in terms of reaching out-of-school young women and girls. When the impact of a particular programme on young women’s lives and the resulting behaviour and attitude change can be demonstrated to faith leaders, this may change their minds and encourage them to support the implementation of programmes.

Lessons learned

- There is a need to understand the extent to which Member Associations implement projects intended to benefit girls and whether the movement needs to amplify work in this area.

- There is a need to discern how advocacy efforts can be increased as well as broadened to include a wider range of stakeholders.

Violence Against Women, UNSCR 1325 and Peace with Justice

As a core part of its work, the World YWCA provides support to survivors of violence and those at risk of violence, as well as emergency accommodation, legal services and community education. Through its work on violence against women and girls, the World YWCA promotes and protects the rights of women, young women and girls through advocacy, programmes and services.
During the last quadrennium, the World YWCA made significant progress in the area of Violence Against Women (VAW), by strengthening its outreach to women, young women and girls through quality VAW services and supporting laws that comply with human rights laws and the United Nations Security Council Resolution 1325, as well as other human rights treaties.

Key highlights and Achievements

- During the four-year period, Member Associations implemented advocacy programmes related to VAW, with almost half (47%) integrating the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) into their work.

- The majority of Member Associations (77%) provided VAW counselling support and legal support, while more than half (almost 64%) focused on providing safe spaces to women, and more than half concentrated their efforts on policy issues.

- A growing number of associations are addressing child, early and forced marriage (CEFM). Around 40% of Member Associations focused on CEFM, while 30% supported advocacy activities related to ending harmful practices such as female genital mutilation.

- Almost a third (32%) of Member Associations implemented programmes on racial justice, and 27% of associations provided shelter for survivors of violence.

### Member Associations Services to Survivors of Violence

- **VAW Counselling and Legal Services**: 77%
- **Provision of Safe Spaces**: 64%
- **Provision of Shelters for Survivors of VAW**: 27%
Challenges

- There is a lack of a solid knowledge base on CEDAW and accompanying training on how to implement CEDAW regulations at the local and national level.

- A lack of resources may be affecting the extent to which Member associations can provide shelters for survivors of VAW.

Lessons learned

- There is a need to understand how the most selected priority area in the area of Violence against, which focuses on prevention, counselling and legal support, should be more frequently accompanied with increasing the provision of shelters for survivors of violence against women.

- There is a need to question whether the movement needs to address specific forms of violence against women, for example programmes relating to trafficking and migration.
Goal 3
Movement Building and Good Governance:
World YWCA movement effectively fulfils its purpose to develop the leadership of women and girls by functioning at the highest level of organisational accountability.
Good Governance and Accountability

Since its adoption of the Good Management and Accountability standards in 2003, the World YWCA movement has ensured that affiliated Member Associations are accountable through official reporting systems and mechanisms such as the four-year questionnaire, which provides evidence on accomplishments and progress during the four-year period. Each quadrennium, member associations fill in the four year questions which is expected at the end of each quadrennium. During the last quadrennium only 75% of the member associations filled in the questionnaire.

Despite the fact that some Member Associations do not complete the full four-year questionnaire, the majority of World YWCA Member Associations reported they were in compliance with the Conditions of Affiliation.

- The majority of Member Associations (86%) have the technical capacity and systems in place to manage their finances, and adopt an operating budget before each fiscal year, consistent with the association’s plans and available resources.
• 86% of Member Associations have written financial policies and procedures with adequate controls to ensure proper use of resources. In addition, the majority of Member Associations (83%) had an annual audit performed by an independent auditing party.

**Financing**

With regard to financing, membership fees were the major source of income for Member Associations, accounting for 92% of their income. Around 40% of the associations reported an overall improvement in their funding, while 34% said their funding decreased and 26% reported that it remained unchanged.

• While the majority of Member Associations (72%) covered their day-to-day operational costs, and almost the same proportion (70%), balanced their income and expenses, only 60% secured reliable funding from diverse sources.

**Member Associations’ Capacity and Systems**

**Challenges**

• Member Associations identified inadequate financial resources as a cross-cutting challenge, highlighting the gap in funding needs for the associations’ economic survival.

• With 38% of Member Associations renting their offices, land and office ownership has emerged as an issue, and there is a need to invest in renovating facilities and infrastructure. This is a key area where Member Associations have identified the need for more support.
Lessons Learned
• There is a need to ensure that Member Associations secure reliable financing from diverse sources.

• We need to explore how Power to Change grants can create a basis for leveraging additional funding for Member Associations.

Compliance with Conditions of Affiliation (COA)
With regard to the COA compliance, 99% of Member Associations are legally registered as required by the laws of their country of operation, and 94% of Member Associations have a concise written Statement of Purpose. In addition, 93% of associations maintain communication with members and the public.

Key Highlights and Achievements
• Only a few Member Associations are in full compliance with the CoA requirements (12 out of 108 Member Associations)

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<tr>
<th>Region</th>
<th>Africa</th>
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• However, three-quarters (75%) of Member Associations have amended their associations' constitution to conform to the revised World YWCA Constitution adopted at the World Council in 2007.

• The majority of Member Associations (83%) submitted regular reports in order to maintain registrations as a Non-Governmental Organisation (NGO) in their respective countries.

• More than half (59%) of Member Associations have at least 25% young women aged 30 years or under participating in their governing bodies.

• The majority of Member Associations (88%) have indicated that their governing bodies made meaningful contributions, with time, access to partners and networks, financial resources and social capital.
Member Associations in Compliance with Each Criteria

Core Documents Submission
Challenges

• The rate and level of provision of complete and timely data, as well as the provision of documents from member associations regarding their fulfilment of the Conditions of Affiliation, remains a challenge.

Lessons learned

• There is a need for the World YWCA Office to increase its capacity for monitoring and evaluation and approaches for collecting, analysing and reviewing important data from Member Associations related to the Conditions of Affiliation.

• There is a need for the World YWCA Board to advise and guide on the implementation of the change of status and the suspension policy.
Conclusion

Conclusion and Recommendations to the World YWCA Council

During the last four years, advocates of justice, peace, health, human dignity and environmental sustainability came together to promote, implement and sustain the principles of equality and inclusiveness through the supportive network of the World YWCA. They undertook an ambitious agenda to ensure compliance with Standards of Good Management and Accountability; the promotion of women, particularly young women and girls in leadership roles, and capacity building as well as supporting the needs of Member Associations in advancing the movement.

Major themes for the World YWCA include:

- Violence Against Women and Girls (VAWG);
- Sexual Reproductive Health and Rights (SRHR);
- Social, economic and environmental justice, and
- Peace with justice.

Young women and girls’ education continues to be a key area of interest. At the same time, ensuring the movement’s sustainability beyond its financial capacity is an area of concern for Member Associations. Limited funding, a reduction in the number of young women joining the movement, and limited leadership roles for young women constitute challenges for Member Associations. However, there are also key opportunities to advance the movement’s work through membership motivation and commitment, programme and partnership development, diversification of funding sources for Member Associations, improving membership retention and recruitment, expanding advocacy and knowledge sharing, and strengthening contributions to the World YWCA movement.

In conclusion, the last quadrennium achieved major milestones that contributed to the Envisioning 2035 goal.
Goal 1

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

There is strong evidence that the Movement is on track towards achieving this goal.

In particular, the work being done at the World YWCA and in the Member Associations to ‘empower, mobilise and engage’ young women has been noted and documented. There is evidence that this approach, particularly around mentoring and enabling young women to undertake advocacy, is bearing fruit in relation to the reflection of young women’s voices and needs at global, regional and national level.

The concept of intergenerational leadership (with associated mentoring) is embedded within the organisation, but there are further opportunities to document and formalise this to ensure that best practices are shared.

There is evidence that at least 25% of their Governing Body members are women aged 30 or younger.

Goal 2

The social, economic, cultural, civil and political rights of women, young women and girls are promoted and protected through advocacy, programmes and services (Women’s Rights)

There is strong evidence that the Movement is having success in promoting women’s rights, and is on track against this goal.

There are examples of innovative, responsive programming in all of the key focus areas, which build women and young women’s leadership in particular and focus around the core themes of the Movement whilst being able to respond to the contextual needs of individual countries. These could be shared more effectively and comprehensively across the Movement.

In particular, knowledge sharing, economic empowerment and the creation of safe spaces are impacting on women’s abilities to better exercise their rights as women and in particular their sexual and reproductive health rights.

There is evidence of change that is taking place at community (including in faith based communities) and national level, with regard to young women’s and girls’ right being recognised and enhanced.

Goal 3

YWCA movement effectively fulfils its purpose to develop the leadership of women and girls by functioning at the highest level of organisational accountability (Movement Building and Good Governance)

There is evidence that a great deal of attention has been placed on achieving this goal, and that good governance is embedded in relations between the World YWCA office and Member Associations.

There are innovative examples of partnerships between Member Associations, specifically around building good governance and management systems (linked to the Power to Change Fund), and evidence that this has had a positive impact on the systems that are in place.

There is also evidence that Member Associations have used the grants received through the Power to Change mechanism to leverage additional resources.

The possibility of sharing these approaches more formally may need to be explored.
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• To examine progress towards global implementation of the World YWCA Strategic Framework 2012-2015, including agreed priorities and resolutions;

• To explore key trends and issues affecting the World YWCA Movement;

• To provide information on the YWCA Member Associations’ compliance with the Conditions of Affiliation; and

• To provide a rationale for the proposed Envisioning 2035 goal and strategic framework 2016-2019.