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I. Preface

Dear YWCA Presidents, General Secretaries, and members,
Thank you all for the successful 28th World YWCA Council. We missed those of you who were unable to join us at World Council. We had more than 500 members from over 70 countries in attendance, during a six day meeting from 11-16 October 2015, in Bangkok, Thailand, which was preceded by a two-day Young Women's Forum.

World Council Adopts Common Vision, Strategic Framework for next four years

It was a momentous occasion when the 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, with its focus on three priority areas:

- Young women's leadership;
- Human's rights; and
- Sustainability.

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 Formula Task Force. The Task Force will work with Board to engage Member Associations on this issue as a priority, supporting both our adopted Goal and the implementation of the Strategic Framework.

World Council affiliates Armenia and Burkina Faso, adopts important resolutions

The World Council welcomed new members to the family with the affiliation of Armenia as a full member and Burkina Faso as an associate member of the movement. The two associations had satisfied the significant indicators related to Conditions of Affiliation, including compliance with Standards of Good Management and Accountability.

The World Council made a painful decision to disaffiliate the YWCA of Tonga, and they recognised and appreciated the contribution that the organisation had made in empowering women throughout its years of existence.

The World Council adopted three important resolutions on advocacy, non-discrimination and a world free of nuclear weapons. It also endorsed Calls to Action on the situation in Middle East region, violence against women as it relates to sex work and prostitution, and young women's leadership. Dialogue will continue within the movement on means and ways of engaging on these issues, navigating the sensitivities and always striving to uphold and protect the rights of all women, young women and girls.

Mary Robinson Awards recognise activist, association for leadership in Human Rights

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

World Council elects its new leadership

The World Council elected its leadership 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. It held its first meeting in December 2015.
World YWCA thanks Thailand, special guests and ambassadors for their support

The World YWCA extends our great appreciation to YWCA Thailand, as host of the World Council, for its hospitality and support.

This included a special dinner hosted by Her Royal Highness, Princess Soamsawali 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.

The World YWCA would also like to express its appreciation to its two Global Ambassadors for 2012 - 2015, Mrs. Ping Lee, Envisioning 2035 Ambassador and General Secretary of YWCA Taiwan; and Mrs. Bonnie Fatio, Women’s Leadership Ambassador and 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 World Council.

Join us in South Africa in 2019

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

Finally, I am very excited about the future and confident that together we can strengthen our movement to become more sustainable and grow into an organisation of excellence as we design the key steps for the delivery of 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
General Secretary
World YWCA
II. World Council Business Meeting

Council Opening and Words of Concern about World Violence

Amidst music and Thai dancers, the World YWCA Board named and welcomed a procession of Member Associations in alphabetical order. The World YWCA President, Dr. Deborah Thomas-Austin, formally welcomed delegates and especially Dr. Janjira Wongkhomthong, President of the YWCA of Thailand. The World President commented that the World YWCA condemned the violence taking place at time of the World Council, including suicide bombings in Turkey, Chad and Cameroon, in addition to the violence that takes place each and every day around the world.

Greetings and In Memoriam

During the opening worship service, the President read the names of respected YWCA volunteers and staff who passed away during the quadrennium (Please see appendix 1). The President also welcomed partner organisations and special guests, including representatives from the Government of Belize, the Interchurch Cooperative for Development Cooperation, United Methodist Women, World Council of Churches, Christian Aid, UN Women, Ipas, Ecumenical HIV and AIDS Initiatives and Advocacy (EHAIA), World Vision, and World Association of Girl Guides and Girl Scouts.

The President also recognized special observers at this meeting, including Jin Wei, President and Yang MingMing, General Secretary from the YWCA of China. In fact, the first World YWCA Council was held in China in 1947, and the gong used to open that Council has been used in every World Council since.

Through a video message to World Council, Daw Aung San Suu Kyi (human rights activist from Myanmar) sent greetings and an apology for not attending the World Council due to the imminent political elections. She said she considers the World YWCA to be the “world’s best kept secret,” and also mentioned that she had enjoyed ties with the YWCA since her mother had been an active member.

The President also shared greetings from women in the YWCA movement including Mildred Persinger (YWCA USA -World Service Council), Marjorie Miller (President of YWCA of Jamaica), former World YWCA treasurers and staff: Murielle Joye, (Switzerland), Elizabeth Norton, (Australia), Elaine Carlson (USA), Doreen Boyd (Barbados), Elaine Hesse Steel (New Zealand) and Musimbi Kanyoro (Kenya).

Additionally Nive Chandran, delegate from YWCA of Aotearoa/New Zealand, brought hand-written greetings from former General Secretary Erica Brodie in which she remembered the significant contributions many women made to the movement before they died. The World YWCA Council took a moment to remember Sheila Barnett, Helen de Mestral, Ruth Lechte, Pat Morrison, Ann Northcote, and Elizabeth Palmer. “May you be guided in your thinking and planning for the future as you respond to where the needs are. Blessings and good wishes.”

Dr. Cecila Koo, a long-time supporter of YWCA’s work internationally, conveyed greetings via the YWCA of Taiwan President, Sylvia Ting, which included: “Building upon the success and the significant leadership that young women have demonstrated in communities across the world, the World YWCA implemented another ambitious program of nurturing 100 young women champions across all regions. Bold and Transformative Leadership towards 2035 will bring our big family, the World YWCA, into another phase of the long range-leadership programme. This is indeed an ambitious and innovative initiative, yet now of vital importance in today’s fast-changing world. Being a veteran “Y” member for over half a century, I urge all women to be aware of issues on human rights, the environment, and gender equality. Regardless of the difference of our creed and origin, we all are seeking the same course for peace and harmony for mankind. With my warm thoughts, I wish you all the very best in all your endeavours.”
Roll Call and Quorum
The World General Secretary confirmed an official quorum of affiliated member association at World Council meeting, 3/5 of Member Associations (108). 69 affiliated member association present at the opening of World Council. Total of 278 registered voting delegates from 73 member associations with some arriving late. The total voting delegates included 110 young women. (Roll Call is in the List of Attendance: Appendix 2). Overall 780 participants attended the World Council

Apologies were received from: YWCAs of Albania, Bahamas, Barbados, Brazil, Czech Republic, Greece, Grenada, Italy, Jamaica, Lesotho, Liberia and Uruguay (12). And from the following World Board Members: Hoda El Mankabady, Alice Iwebu-Kale and Valerie Felicia Ho, and Roslyn Dundas, member of the Nominations Committee.

Ways of Work and Rules of Procedure and Trial Electronic Voting
Jessica Notwell, World Board Member and World YWCA staff Aida Rehouma and Mandy Nogarede outlined the ways of work and rules of procedure including voting procedure in plenary which will be electronic.

The YWCA of Australia asked for clarification on member association votes on Constitutional matters and affiliation of new associations. The Constitution is not clear whether the 2/3 majority is taken from member associations present (69) or from the total of member associations (108). It was agreed that the Ways of Work and Rules of Procedure should be amended to show that the majority is taken from the number of member associations present. As 69 member associations were present at the opening of World Council a 2/3 majority would therefore be 46 member associations.

The Ways of Work and Rules of Procedures were amended as above, along with the option to use electronic voting for World Council decisions. (See appendix 3)

Motion: “To approve the adoption of the Ways of Work and Rules of Procedure as amended included the interpretation of quorum as 2/3 of Member Associations present at start of Council and the option to use electronic voting for Council business”
Moved by YWCA Aotearoa/New Zealand
Seconded by YWCA Lebanon
Carried

Adoption of Agenda
The President outlined the Agenda for World Council 2015 as outlined in Appendix 4

Motion: “To Adopt the WC Agenda as presented”
Moved by YWCA/YMCA Switzerland
Seconded by YWCA Aotearoa/New Zealand
Carried

World Council Steering Committee
World Council named representatives from the host country, and each region, including two young women (*), as the Steering Committee during the meeting to assist the President and General Secretary in effectively running the World Council. The Committee included: Marlies Petrig (Chair), Switzerland – Chantanee Molee, Host Association Thailand – Sheree Smiling Craig, Belize – Magda Lopez Cárdenas, Colombia – Sumie Ogasawara, Japan – Vanessa Anyoti*, Tanzania – Suhair Ramadan, Palestine – Naomi Woyengu*, Papua New Guinea – Elisha Rhodes, USA.

Acceptance of 2011 World Council Zurich Minutes
The World YWCA circulated minutes of the 2011 World Council to members in 2012. They did not receive any corrections or matters for further discussion.

Motion: “To accept the minutes of the 2011 World Council as circulated”
Moved by YWCA The Netherlands
Seconded by YWCA Jordan
Carried
Affiliation of New Member Associations: Armenia and Burkina Faso
Tricia Gideon, Rebecca Phwitiko and Susan Brennan, World YWCA Board and Member Association Support and Affiliation Committee (MASAC) Members, presented information about the two proposed member associations.
Since the requirements for affiliation were approved, the World Board moved:

Motion: “The World YWCA recommends the YWCA of Armenia for affiliation at this 28th World Council as a fully affiliated Member Association in accordance with the Constitution and the Affiliation Principles and Processes”
Moved by the World YWCA Board
Carried

Motion: “The World YWCA recommends the YWCA of Burkina Faso for affiliation at this 28th World YWCA Council as an associate affiliated Member Association in accordance with the Constitution and the Affiliation Principles and Processes”
Moved by the World YWCA Board
Carried

Representatives of the two newly affiliated YWCAs officially accepted the privileges and responsibilities of their status as requested by the Chair of MASAC. World Council participants then stood to show their support.

Disaffiliation of the Dormant YWCA of Tonga
In accordance with the World YWCA Disaffiliation of Dormant Member Associations Policy, the World Board sought to contact the YWCA of Tonga (established in 1988) in numerous ways. This included searching the World YWCA files for any contact person for the YWCA of Tonga, inquiring within the YWCA movement if there had been contact with any members of the YWCA of Tonga, inquiring within women’s NGOs and ecumenical organisations in the Pacific as whether there had been any contact with the YWCA of Tonga or members of the YWCA of Tonga, and placing a notice in the Tongan Daily Star newspaper.
The YWCA of Tonga has not paid affiliation fees to the World YWCA, nor has there been correspondence from the YWCA of Tonga since 1990. The World YWCA also notified the YWCA of Tonga of the proposed disaffiliation, giving them three months to appeal, but there was no answer. The disaffiliation of Tonga was in accordance with World YWCA Constitution. While the World YWCA acknowledged the YWCA of Tonga’s work over the period that the organisation was active, and it was with sadness that the organisation concluded that they are no longer active.

Motion: “To approve the disaffiliation of the dormant YWCA of Tonga”
Moved by the World YWCA Board
Carried

Susan Brennan called for a minute of silence to celebrate and remember the contribution of YWCA Tonga.

Further Notice for Future Affiliation Status Changes
Being part of the World YWCA provides both privileges and responsibilities. The World YWCA communicated that there will be a process over the next quadrennium to review Member Association’s compliance. In addition, the organisation expects to make further recommendations for change of status at the 2019 World Council. Susan Brenan, MASAC Chair, asked Member Associations for information about the YWCAs of Congo, Brazzaville, Mauritius, Antigua, Montserrat, Bulgaria, Russia, and American Samoa.
President’s Address Report  (Condensed, full report appendix 5)
Four years ago at the 27th World Council held in Zurich, Switzerland, the movement bestowed on me the singular honour and privilege to serve as your President and to lead this prestigious organisation. Together with the Board, we represented 19 countries from among our 108 member associations. In addition, 45% of the Board and 50% of Officers are young women under the age of 30. At our first meeting, we pledged to be good stewards and custodians of our movement and set four (4) objectives for the quadrennium:

Fund Development
To adequately resource our work and deliver a financially healthy organisation in 2015. We made significant improvements in our financial position, attracting new donors even while some of our traditional partners succumbed to the vagaries of the world economic and financial situation, cleaning up outstanding issues on our annual audit, complying with international reporting standards and improving our presentation of financial information. Our specific achievements included:

- A financial management strategy to facilitate long-term financial sustainability, including a revenue generation plan, expense management, investment management, financial reporting, budgeting and forecasting, financial information for decision-making, policies and controls, and accountability to donors and the movement;
- A fundraising strategy with a focus on attracting multi-year grants;
- Improved internal controls to provide accountability and more efficient use of resources;
- A better understanding of the relationship between revenue and expenditure and programmes and payroll to improve clarity on the budgets;
- Affiliation fee formula review for presentation to World Council;
- Resolution of eight outstanding audit issues;
- Improvements in the presentation and timeliness of critical financial information to facilitate decision-making

We acknowledge and appreciate our Investment Advisory Group, which continues to provide valuable advice and provides positive feedback in our investment strategy. However, as we aim for financial sustainability, we continue to face challenges to generate adequate unrestricted income to cover our operational expenses, even while we have attracted new sources of project funds. This is a structural issue that must be addressed.

Good Governance and Accountability
To instil and nurture principles of good governance and accountability, during the past four years, the Board met six (6) times for face-to-face meetings - twice in Geneva and, thanks to the generosity of Member Associations who hosted us, we also met here in Bangkok, Thailand, in Bogota, Colombia and Princeton, New Jersey, USA. This created an opportunity for the leadership to connect with Member Associations, to understand the context in which they operate, and their issues and challenges, and to visit and experience their programmes and activities that provide much needed services to communities.

The Officers met throughout each year during Board meetings and at other times, usually by teleconference, to receive and approve financials and oversee human resources matters. In 2014, the Officers met face-to-face in Helsinki alongside the Envisioning Roundtable hosted by the YWCA of Finland. Our five Board Committees also met regularly by teleconference.

We created opportunities for Board training during our meetings and in other fora to share and practice good governance and accountability principles that enable the Board to understand its role and fulfil its obligations and to provide appropriate oversight and support to the management team. The Board evaluated its performance annually.

Through our work in Committees, led by our Vice Presidents, we provided oversight for policy and strategy development to guide our operations, including but not limited to the following:

- Developing policies on VAW; Child Protection; Young Women’s Leadership; Development of Global Policies; Human Rights Based Approach, Social Media, and SRHR and HIV
- Supporting Member Associations in crisis, including YWCAs of Fiji and Great Britain
• Assessing requirements for affiliation and disaffiliation of Member associations and measuring compliance with the conditions of affiliation and Standards of Good Management and Accountability (SGMA)
• The Board was closely involved in and led the Envisioning 2035 process, and we will hear much more about that during the World Council.

Deepen our understanding about leadership through conversations
During the quadrennium, several Board members represented us at various regional and international fora and visited with Member Associations, including meetings of the YWCA USA World Service Council in New York, the Commission on the Status of Women, Vision Works, the African Union and the International Aids Conferences in Washington (2012) and in Melbourne, Australia (2014), the UN 1325 Conference and Witness Visit to Palestine, the World Council of Churches Assembly in Busan, Korea, and Annual Member Meetings all around the world.
Additionally we attended YWCA training institutes in Korea, Tanzania, and Bogota and provided governance support in Fiji and Grenada. We also participated in 2019 World Council venue visits, YWCA meetings in Canada and USA, the first ever North America and Caribbean Young Women’s Leadership Conference in Barbados (2013), the opening of the YWCA Centre in Belmopan, Belize and Envisioning Roundtables in Taiwan, Helsinki and Bogota.
We also sent messages of support to Members Associations and celebrated anniversaries with them – YWCA Grenada (125 years); Kuala Lumpur (100 years); Korea (90 years); and YWCA Haiti’s Immersion weekend and first recognition and award function.

Implementing World Council 2011 Decisions
We will bring before you two critical pieces of work for your consideration or approval – our Affiliation Fee Formula Review, and the culmination of a tremendous amount of collaborative work that produced our Envisioning 2035 Goal and strategy. On behalf of the Board, I extend my deep appreciation to both Bonnie Fatio and Ping Lee. Thank you for your leadership and for accepting our invitation to serve as Global Ambassadors for Women’s Leadership and Envisioning 2035 during the quadrennium.

Conclusion
I acknowledge those who are unable to be here with us this week due to travel restrictions and other logistical or private circumstances. I remember those stalwarts of our movement who we lost during the quadrennium and whom we memorialized during our opening worship.
During the quadrennium, we witnessed several changes in the World YWCA Office. The Board, with a deep sense of loss and sadness recognised and thanked long-standing members of our family for their years of dedicated and committed service and welcomed others who we look forward to building relationships with over the coming years, as we embrace their new skills, insights and perspectives.
We also recognised the impact of these transitions on the World Office and on the movement and implemented appropriate measures to fully understand their causes, to cultivate a positive harmonious workplace culture and to rebuild the management and staff teams and their morale.
I have enjoyed the many opportunities that this position has afforded me over the past four years, just as much as I have learned and grown through the challenges. I extend my gratitude to all members of the Board who represented us well in various spaces with a special debt of gratitude to Carolyn Flowers, our Treasurer. You have all challenged me in ways that have made me grow and expanded my leadership experiences.

While we have dealt with differences of opinion, I have sought to create a space were we can express our views and where we respect diversity and rights to different perspectives. Through it all, I trust we always shared a common vision of a better, stronger, more effective, sustainable and inclusive YWCA.

Thank you also for your financial and in-kind contributions to resourcing our work and augmenting our fund-raising efforts in creative ways. I know the demands on your time, especially the time away from family and work, can be challenging and I appreciated your willingness to step forward when requested to do so. Some of you may recall my definition of YWCA to you in Zurich. YWCA is also
an acronym for ‘Your Wife Constantly Away’. So, my husband also thanks you for taking on some of the travel duties, as I thank you for allowing me time to meet my obligations to my family and my job, and I thank him for his tolerance and acceptance!

I personally want to thank the fourteen (14) Member Associations who hosted me during this quadrennium (Barbados; Belize; Canada; China; Colombia; Ethiopia/Addis Ababa; Finland; Grenada; Jamaica; Japan; South Korea; Taiwan; Thailand; USA). My apologies are given to other Member Associations for being unable to accept your invitations during the quadrennium. We did agree that travel would only be undertaken where the funds were available to fully cover the costs. To all those who have offered themselves to serve this movement; I thank you and wish you the best. Whatever the outcome of the elections, the World YWCA anticipates your continued support. I close with deep humility and gratitude for the honour and opportunity to serve.
General Secretary’s Report

Nyaradzayi Gumbonzvanda invited World YWCA staff to introduce themselves to the Council. The General Secretary thanked staff and acknowledged other members not present and those that have served during this quadrennium. The World YWCA strives to be a diverse intergenerational movement, and staff ensures this.

In her report, the General Secretary highlighted the internal and external factors that have influenced and impacted the work of the World YWCA as it transited from the theme of the Zurich Council “Women Creating a Safe World” to the Thai Council’s theme taking us forward with “Bold and Transformative Leadership – towards 2035.”

The World Office invested deeply in the Strategic Framework and the Envisioning 2035 process, which engaged many World YWCA staff and 90% of the Member Associations. It is the bedrock of the 2015 World Council programme and will help the movement work towards a transformative change.

External crises and the world economy caused a reduction and shift in public sector funding for development, women’s rights work and social actions during the quadrennium. Economic trends and the election of conservative governments have resulted in new economic models of funding and the rise of public/private sector partnerships.

Although more recognition is now given to the role of faith communities in delivering development goals, the reduction in funding to ecumenical development organisations has impacted heavily on the World YWCA. Persistent conflict, war and the migration crisis has undermined women’s human rights and had huge implications on funding and communities struggling to respond.

The UN and international agencies have negotiated new sustainability goals following progress reviews, and these have shaped and informed the approach taken by the World YWCA in advocacy, fundraising and strategic partnerships.

The impact of the external environment has meant that the YWCA had to step up its advocacy and policy work. The capacity for advocacy and rights-based work varies within our movement. Some YWCAs view this work as challenging government and not necessarily demanding accountability for women’s human rights. In addition, some associations directly indicated that their political environment limits their ability to engage in advocacy work.

The Secretary General also outlined achievements and lessons learned in advocacy, leadership, sexual and reproductive health, violence against women, peace with justice, and communications. Internationally the YWCA reaches more than 4.5 million women (all ages) and 91,190 women in 66 countries, a fifth (20%) of whom were under 30 years of age when they participated in national level training or leadership development through their YWCAs.

Advocacy: Through engagement and leadership, the World YWCA has contributed to and mobilized a critical voice, especially of young women, from community to global levels. The result is that the World YWCA is recognised as a strategic convener and has been invited to the highest level policy dialogues on health, violence against women, and peace and security. It has mobilised a team of more than 500 young women champions and seasoned advocates at regional and global levels, and a much more significant number at national levels.

Leadership: The World YWCA advanced women’s leadership, especially young women’s leadership, and engaged them in advocacy training events held in Bangkok, Bogota and at many different UN venues. YWCA Member Associations also received support through Power to Change Grants, and 20 young women interns were placed with the World YWCA.

Sexual and Reproductive Health Rights (SRHR): Young women benefitted from leadership training through an International Training Institute in Tanzania, participation in the International Conference on Population and Development (ICPD) Review processes, the UN Commission on Population and Development and international conferences on AIDS in Washington and Australia. In addition, 16 YWCAs received grants through the Power to Change Fund, and materials were produced on advocacy and a Safe Spaces Model. A global strategy has been adopted on Women, Children and Adolescent Health and the World YWCA has established recognised and solid partnerships in the sector. This includes, for example, multi-year grants from the Packard Foundation, the Government of Norway, the Robert Carr Foundation, and United Methodist Women. Through strong consortium partnerships with ecumenical networks on SRHR, the World YWCA has become a key partner in a CORDAID-led consortium that just won a US $25million grant with the
Government of the Netherland. The World YWCA will lead on young women and advocacy work at the global level and in three countries (2016 to 2019).

The World YWCA also strategically positioned itself to engage with faith communities and the ecumenical movement including World Council of Churches (WCC), INERELA and with initiatives such as Thursdays in Black and the We Will Speak Out Coalition. World YWCA General Secretary, Nyaradzayi Gumbonzvanda, has also been appointed as African Union Goodwill Ambassador for the African Continental Campaign to End Child Marriage.

**Violence Against Women:** Through an International Training Institute on Violence Against Women (VAW) in Korea, the World YWCA developed a VAW position and advocacy paper. Key awareness activities included the World YWCA Week without Violence and the 16 Days of Activism. Other activities have included negotiation and lobbying for three resolutions on VAW at the Human Rights Council, as well as convening annual dialogues with the Committee on Elimination Against Women (CEDAW) in Geneva, conducting a three-country research project on community models on the issues of child, early and forced marriage and launching of the hashtag #NoXcuses Campaign.

**Peace with Justice:** Activities included participating in the International Conference on Peace with Justice held in Palestine, and providing support to YWCAs of Sri Lanka, South Sudan and Palestine through the Power to Change fund. In collaboration with Y Global and the Norwegian Government, the World YWCA has also worked with women on peace building in South Sudan. In addition, the World YWCA has arranged side events on UN Resolution 1325 in various forums and in partnership with other organisations including the Women’s International League for Peace and Freedom (WILPF), provided solidarity and advocacy support to YWCA initiatives, for example, in Korea on reunification, Japan on Article 9, and in the Ukrainian and Zimbabwean elections.

**Communication:** The World YWCA has increased its use of social media resulting in a 10% growth of its Facebook friends (8,400) and twitter followers (5,800 increasing by three per day in the past three months) use of YouTube and the women leading change weekly blog. The World YWCA used the fresh message: *I am a Woman I have the right, We are women, We have the power* on t-shirts for various events. Achievements in communications have included the first ever “green” World Council which followed similar paperless Board meetings where we have used technology for efficiency and cost savings. Publications have included the three-language Common Concern, various reports including a SRHR Study in Africa (jointly produced by ARROW), World YWCA Day materials and the media support of various campaigns including YWCA advocacy postcards on economic empowerment, peace & justice, faith, and ending child marriage and supporting married girls.

The General Secretary indicated that the World YWCA has been exploring the legal protection of the names YWCA, World YWCA and the logo, an issue linked to the long term sustainability of the movement and the mutual accountability of the members.

**Monitoring and Evaluation:** Evidence and data are necessary to inform programme design, monitor impact and provide feedback to donors and partners. World YWCA studies have included a Multi-Country 2014 Baseline Study on ICTs and Economic Empowerment for Young Women in post-conflict countries (Nepal, Myanmar, Tanzania, Mozambique and South Sudan), Mobilization of Young Women’s Leadership in SRHR, A Baseline Study for Community Models for Health and Well-Being for Married Young Women and Girls at Risk for India, Democratic Republic of Congo and Ethiopia, as well as an evaluation of the multi-country Young Women’s Leadership programme in Asia and Pacific. The World YWCA also conducted evaluations on the World YWCA Strategic Framework, (global) and included the Four Year Questionnaire on the YWCA Movement.

The General Secretary pointed out that although the World YWCA has a self-assessment process, a more robust system is needed to build on good practices and implement necessary remedial action. The World YWCA directly intervened and monitored more than 10 YWCA members with governance issues, some of which included litigation. The range of issues that the movement is facing includes relationships between local and national associations, the boundaries between Board management relations, leadership succession issues, and general application of the YWCA’s core values.
The General Secretary pointed out that the financial health of the YWCA MAs has a direct impact on the overall health of the YWCA movement. However the World YWCA knowledge base remains fragmented, YWCA services remain localised and transaction costs remain high. Many in the YWCA identify themselves as individual entities rather than a collective unit and continue to apply social welfare approaches and skills in running business enterprises. Affiliation fees have not reached budgeted amounts, yet the World YWCA still has to serve the movement, provide the necessary services and support the governance of the world movement in addition to running programmes and activities. The General Secretary challenged the movement to take a deeper internal look into the models of our movement to ensure that the resource base demonstrates long-range sustainability. Some members have requested information on the benefits of membership. The big question is: How do we build on what we have to make the big bold transformative leap forward in sustainability, especially financially.

Some Key Learning and Lessons from the Evaluations:

- The YWCA movement is the world’s best-kept secret. It is an organisation of scale directly impacting the lives of millions women, young women and girls in communities in an extensive and deep way, and yet the story is told in almost anecdotal ways.
- The federation of YWCAs must invest in BIG data, evaluations and knowledge management, which is part of the core business of resourcing its programmes, advocacy, fundraising, movement building and sustainability plans.
- The YWCA must sharpen its niche on young women and girls within an intergenerational movement and leverage the power of numbers and the voice of young women in making the case for women’s rights, equality and empowerment.
- Context is critical; therefore the work of the World YWCA must always adapt to the very specific contexts of the countries, communities and the specific girls, young women, and women who are the primary focus of the organisation’s work.
- The organisational values must align with internal practice and behaviours. We have experience with members where the disconnect of values and practice impact on people, work and relationships.
- The YWCA must have the courage and invest in capacity to lead and deliver programmes which affirm the true diversity of humanity using tools, resources and its internal capacity on race, class, data, indigenous communities, communities differently abled, gender identify and sexual orientation.

Recommendations:

- MAs and the World YWCA must harness the power of our numbers, the power of our human resource asset base, our social enterprises, our history and its goodwill to step forward with courage, with confidence and with clarity towards 2035.
- Council needs to approve the Strategic Framework and Budget for the next four years, 2016 – 2019.
- The World YWCA must establish a clear resourcing approach for delivering on the new vision. We need new tools and ways of work so we can hold true to the single imperative of the new vision.
Four-Year Report 2012-2015

Tricia Gideon and Rebecca Phwitiko from the World YWCA Board presented the Key Finding from the Four Year Report

The Four Year Report (Appendix 6) is based on a questionnaire to which 89 Member Associations (MAs) submitted responses, but only 16 associations fully submitted the core documents requested. Out of 108 MAs, 77 have full membership (FM) status and 31 have associate membership (AM) status based on fulfilling seven of the eight conditions of affiliation as outlined in the Constitution. The YWCA’s main aim is to achieve a fully inclusive world, grounded in justice, peace, health, human dignity, and environmental sustainability for all, as identified in the Strategic Framework. During the past four years, MAs invested in and fostered women’s and girls’ leadership globally. In total more than 4.5 million women participated in YWCA programmes during this time period.

The YWCA movement is spread across eight regions with three main focus areas:

1. Developing the leadership potential of women and girls,
2. Promoting the social, economic, cultural, religious and political rights of women and girls,
3. Ensuring good governance and accountability of the YWCA movement worldwide with three main goals:
   - Women’s intergenerational leadership,
   - Women’s rights
   - Movement building and good governance.

As a global movement, the YWCA also made significant progress in meeting its strategic objectives, with MAs prioritising young women’s leadership, sexual and reproductive health and rights and HIV, and violence against women and girls. For example, according to the four-year survey of MAs, 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 aimed 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.

Top Internal and External Challenges and Opportunities

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

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

Key Findings about Membership

- While MAs 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 mobilize 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.
Member Association Needs

- While the majority of MAs (92.5%) maintained regular communication with donors, they said they need to forge partnerships with new donors.
- MAs also identified skills development through training opportunities or workshop platforms as a critical area in need of support.
- MAs mentioned gaps in partnerships and networking opportunities, as well as technical support in programme design, planning and development.
- MAs would like more effective communication mechanisms to enhance knowledge sharing between the associations and the World YWCA.

Key Highlights, Achievements & Challenges in MA’s Leadership

- More than 4.5 million women (all ages) participated in YWCA programmes.
- MAs ran more than 6'900 training activities.
- Around 91,190 women in 66 countries participated in national level training or leadership development through their YWCAs. Approximately one-fifth (20%) of these participants were young women under 30 years of age.
- Of 243,226 women in 36 countries who participated in training or leadership development at the local level, 9% of 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 MAs 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 MAs, 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.
- Young women’s commitment and motivation in taking on leadership roles was a challenge. Therefore MAs 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 MAs 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 MAs (86%) also created training opportunities for young women in leadership roles.
- Although more than half of MAs (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, associations reported that retaining existing members, particularly young women under the age of 30, was a challenge.
- 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.

Key Highlights and Achievements on Women’s Rights

- MAs’ advocacy activities reached more than 1.67 million participants in 2011.
- Top priorities for MAs globally included Intergenerational and Young Women’s Leadership and Violence Against Women (91% of MAs), followed by Sexual Reproductive Health and Rights (SRHR) and HIV (80% of MAs).
- The least prioritized programme area across the associations was peace with justice, with 46% of associations working in this area.

Key Highlights and Achievements on Sexual and Reproductive Health and Rights and HIV

- The majority of MAs’ (83%) top priorities related to eliminating violence against women and enhancing health issues focused on raising awareness, as well as prevention, education, treatment and care.
- More than half (62%) of MAs 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 MAs conducted advocacy activities around family planning as well as maternal health, contraception, HIV and AIDS awareness raising, and breast cancer.
- 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 who may change their mind and support the implementation of programmes.

- There is a need to understand the extent to which MAs implement projects intended to benefit girls and whether the movement needs to amplify work in this area.
- There is a need to discern how we can increase advocacy efforts and broaden them to include a wider range of stakeholders.

**Key Highlights and Achievements on Violence Against Women, UNSCR 1325 and Peace with Justice**

- During the four-year period, MAs 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 MAs (77%) provided VAW counselling support and legal support, while more than half (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 MAs focused on CEFM, while 30% supported advocacy activities related to ending harmful practices such as female genital mutilation.
- Almost a third (32%) of MAs implemented programmes on racial justice, and 27% of associations provided shelter for survivors of violence.
- 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 MAs can provide shelters for survivors of VAW.
- There is a need to understand how the most popular priority area in Violence against Women focuses on prevention, counselling and legal support. This should be more frequently accompanied with increasing the provision of shelter 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.

**Key Findings on Member Associations’ Governance**

- The majority of MAs (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 MAs have written financial policies and procedures with adequate controls to ensure proper use of resources. In addition, the majority of MAs (83%) had an annual audit performed by an independent auditing party.
- With regard to financing, membership fees were the major source of income for MAs, 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 MAs (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.
- MAs identified inadequate financial resources as a cross-cutting challenge, highlighting the gap in funding needs for the associations’ economic survival.
- With 38% of MAs 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 MAs have identified the need for more support. (MAs reported that 55 own property and 10 do not own property)
- There is a need to ensure that MAs secure reliable financing from diverse sources.
- We need to explore how Power to Change grants can create a basis for leveraging additional funding for MAs.
Report on Member Association’s Compliance with Conditions of Affiliation, including SGMA

Key Findings

- Around 76% of MAs have met most of the CoA requirements (4 or more Conditions of Affiliation in the Constitution).
- 99% of YWCAs are legally registered according to the laws of their country.
- 94% of YWCAs have a concise written statement of purpose, which 92.5% communicate to members and the public.
- Three-quarters (75%) of MAs have amended their associations’ constitution to conform to the revised World YWCA Constitution adopted at the World Council in 2007.
- The majority of MAs (83%) submitted regular reports in order to maintain registrations as a Non-Governmental Organisation (NGO) in their respective countries.
- More than half (59%) of MAs have at least 25% young women aged 30 years or under participating in their governing bodies.
- 72.8% of YWCAs have a strategy in place for raising public awareness of YWCA work (open houses, expositions, activities at guest houses and hostels, advertising programmes, community outreach programmes, and social media platforms).
- 85.1% use a variety of media to communicate their purpose and work.
- 86.6% use the blue triangle logo, and 96.6% use the YWCA name but only 6.94% of YWCAs rate themselves as having excellent organisational capacity levels in media, ICT communications and brand management.
- 80.2% exchange information and resources with sister organisations
- 92.5% have regular methods of communication with members, communities and donors.
- The majority of MAs (88%) have indicated that their governing bodies made meaningful contributions, with time, access to partners and networks, financial resources and social capital.

Challenges and Lessons Learned

- Only a few MAs meet the full conditions of compliance with the eight constitutional requirements (23 out of 108 MAs as of 16 Oct. 2015).
- The rate and level of provision of complete and timely data, as well as the provision of documents from MAs regarding their fulfilment of the Conditions of Affiliation, remains a challenge.
- There is a need for the World YWCA Office to increase its capacity for monitoring and evaluation, as well as its approaches for collecting, analysing and reviewing important data from MAs 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.

Motion: “To accept the General Secretary’s Report including the Four Year Report”
Moved by YWCA The Philippines
Seconded by YWCA The Ghana
Carried

At World Council, the World Board announced a new World YWCA Membership Policy on Privileges and Responsibilities of Membership (Appendix 7). This policy was approved by the World YWCA Board in March 2015.
Treasurer’s Report

Carolyn Flowers, World YWCA Treasurer, in collaboration with Sara Llort (Head of Finance and Operations) presented the Treasurer’s Report (Appendix 8).

In 2011 (Zurich), the World YWCA established goals to improve the financial health of the organisation in the short-term and prepare for a mid- and long-term strategy to create financial growth and a sustainable organisation. The following were therefore the specific objectives set to achieve the above goals:

- To review the financial business model of the World YWCA;
- To strengthen internal controls and approaches for expenditure management;
- To review and monitor a new approach to investment management;
- To support an IT audit to increase efficiencies within the organisation;
- To facilitate the review of the Affiliation Fee Formula; and
- To increase organisational management and provide advisory support to the General Secretary and the Finance Team on Human Resources

Changes in presentation and accounting policies changed both revenue recognition and employment benefits. The organisation also instituted new financial processes and controls and appointed a Fund Development Committee of the Board to give advice on new campaigns, trends and strategies. At the same time, the organisation put in place more careful monitoring systems for Human Resources and strengthened IT accounting systems to help with direct monitoring of contracts and program financials.

Other changes include seeking fundraising for areas not considered for fundraising in the past. This includes advocacy, movement building/organisational development and communications. The World YWCA has also tightened budgeting processes and moved into larger programme approaches with breakdowns into personnel, monitoring, evaluation, audit, communications and operating costs

Structural changes

The Treasurer explained the general concern about using reserves to manage the structural deficit. Our structure is currently facing a gap between organisational fixed costs and the level and nature of the grants, which are more and more restricted and do not include sufficient coverage of administrative and core costs. It is thought that this will progressively decrease with higher grants and higher unrestricted revenue in the next quadrennium. The big challenge is finding unrestricted income. Some grants are focused and do not compensate adequately for administrative costs, although the organisation has found creative ways to charge some costs within budgeted items. In addition, the World Office has improved its efficiency by using timesheets (from July 2015) and ensuring stricter adherence to policies and procedures. Improved IT should also help reduce costs and improve efficiency, although costs for the improved IT have increased IT costs for the present budget. There is also a realisation that multi-year big grants provide more benefit than small grants, which demand the same administrative effort with more limited outcomes. The World YWCA has also conducted market analysis on funding sources for women and girls over the past 20 years, including the types of donors that have increased their funding, how different constituencies obtain funding and how similar agencies are funded.

Reserves and Funds Balance: There are still uncertainties about budgeted fundraising and incomes, but we have a good plan in place to maintain our reserves.

Revenue: There is a fragile revenue base. Most of the time, grants have restrictions on which activities can be funded and in which countries. Most grants allow a 10-25% operational cost. However, this is not enough to cover the full cost of the programme, so it’s very important to have unrestricted funds to cover this imbalance.
Over the past quadrennium, the organisation was able to allocate an average of 22% of restricted grants to cover its core/ fixed costs. Restricted grants represented 70% of the organisation’s revenue over the quadrennium. For example, with reduced unrestricted funding from ICCO, (the Dutch partnership scheme) we lost the flexible funding which helped fill some gaps. The organisation’s unrestricted income remains fragile. However, in the area of unrestricted income, 20% of Member Associations contributed 88% of revenue in the last quadrennium.

In this model, the approach is to grow unrestricted income through increased member contributions, including contributions from those paying over and above affiliation fees. At the same time, the organization tried to build up and increase donations from those YWCAs, which are among the 27% who have not paid affiliation fees.

The fixed operating costs amount to 2.8 CHF million per/year, i.e. fixed costs are 2.8 CHF million, which need to be covered by unrestricted funds.

**Investments:** The investment policy covers investment guidelines with an ethical overlay in line with our mission. Use of portfolio managers has seen good results. The Investment Advisory Committee recommended a certain percent of investment gains be used annually to offset some operational costs.

### Summary of Priority Measures for 2016-2019
- Strengthening internal controls for managing programme budgets, cash flow planning, controlling expenditures, timesheets that follow up on staff time and perform correct allocations to programmes (set up from July 1st, 2015)
- Following up currency exchange impact on the revenue and deferred revenue;
- Reviewing the business plan for the next quadrennium on the approach to core costs to mitigate risk to the organisation;
- Validating our Human Resources processes and contracts;
- Investing more in technology;
- Increasing resources to support fundraising; and
- Launching a bid for change of auditors.

**Motion:** “To accept the Treasurer’s Report”
Moved by YWCA The US Virgin Islands
Seconded by YWCA Kenya
Carried
Strategic Framework 2016-2019
Plans for the Next Quadrennium: Envisioning and Strategic Directions

Envisioning 2035 aimed to establish a clear vision for the movement's future with the goal of creating positive change for women and their communities. By consulting with Member Associations, convening three global roundtables, and holding sessions in conjunction with other international meetings, the World YWCA developed an Envisioning 2035 proposal to present to World Council.

During World Council, participants then had an opportunity to hear different viewpoints via plenary panel discussions with speakers from both within and outside the movement. They also participated in workshops designed to create a better understanding of the issues, actions and plans, and how they could incorporate Envisioning into their local work. Based on Envisioning 2035 there are three strategic priorities for the movement:

- Strengthening young women and girls’ transformative leadership,
- Realising human rights, and
- Sustaining the movement

The Envisioning Plan, Plenaries and Workgroups list are available in the Appendices 9, 10 and 11, to this document.

Voting on 2035 Goal

After four years of deep consultation within the movement, and a long week of deliberations within Council and considering the recommendations of young women and their call to action, on behalf of the World YWCA Board, the President moved the motion for the adoption of the Envisioning 2035 Goal as follows:

Motion Text: The YWCA World Council 2015: affirms the decision of the 27th World YWCA Council requesting the World YWCA to lead a movement wide consultation on the Envisioning 2035 impact and the YWCA of the future; recognises the deep history, values and extensive work and collective impact of the YWCA Member Associations; is conscious of the need for an invigorating and strategic positioning of the movement with respect to sustainability, identity and impact; is cognizant of the extensive and disruptive trends and factors impacting our sector and in development generally; and notes that the World YWCA led four years of extensive and in-depth consultations and strategy development with members supported by Global Ambassador for Envisioning 2035 and Envisioning Working Group members, consultants and facilitated by General Secretary and World YWCA staff.

Adopts the YWCA movement's bold and transformative 2035 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”

Endorses the Envisioning 2035 proposal as setting an ambitious agenda for transformation of the global YWCA movement by 2035.

Agrees to three strategic actions for the global YWCA movement to 2035:
1. Strategic Action 1: Mobilizing and investing in young women’s and girl’s empowerment, rights and leadership.
2. Strategic Action 2: Innovating within an intergenerational movement
3. Strategic Action 3: Building sustainability for the YWCA movement
Directs the World YWCA Board in the first four years, to take the following initial steps:

**To achieve Strategic Action 1:**
- Establish and pilot a YWCA Leadership Academy
- Establish and appoint a well-resourced Young Women Leadership Council with requisite expertise and representative of the diversity of the movement, with accountability to the World YWCA Council through the Board
- Appoint a Young Women’s Coordinator at the World YWCA to provide strategic advice, direction and tools to individual Member Associations

**To achieve Strategic Action 2:**
- Build mentorship models across the movement which enable all women across the moment to mutually advise, lead and resource our work toward the 2035 Goal.
- Review the constitutional quota of 25% young women under 30 on boards and explore increasing this to 50%, while respecting the shared leadership of women of all ages.

**To achieve Strategic Action 3:**
- Strengthen the World YWCA Power to Change Fund and ensure that it prioritises strategic programmes that advance the 2035 Goal
- Establish an International Experts Advisory Panel on Financial Sustainability, as well as an Affiliation Fee and Sustainability Task Force, with representation from within the YWCA movement
- Adopt a resource model and detailed implementation plan for the key pillars of the 2035 Goal with support of an Expert Panel on Sustainability
- Review the World Office structure, location and related factors and take appropriate actions, as well as report on progress.

**To achieve accountability for the implementation of the Envisioning 2035 Goal and Strategic Actions, directs the World YWCA Board to:**
- Ensure that each World YWCA Strategic Framework and Operational Plan focuses on key actions to achieve the 2035 Goal
- Develop and guide the implementation of a monitoring and evaluation framework for determining progress and impact of the Envisioning Goal and strategic framework together with Member Associations, and ensure reporting to YWCA members at least once every two years.

**Motion:** “To adopt the Bold and Transformative 2035 Goal for the movement with the accompanying delegated responsibilities to the Board and Member Associations to facilitate its implementation”.

With no further comments or discussion
Moved by the World YWCA Board
Carried

**Words from Ping Lee, World YWCA Global Ambassador for Envisioning 2035**

“This is a special moment for all of us. We have made our BOLD and TRANSFORMATIVE decision together as World YWCA family. I want to thank you all for the trust and confidence in me, as I led this process.”

Nyaradzayi then congratulated the movement, along with the newly elected board and with World YWCA Global Ambassadors, Ping Lee and Bonnie Fatio, and special friends, Phumzile Mlambo-Ngcuka and Kim Simplis Barrow, signed the Envisioning 2035 banner and invited delegates could to witness the moment.
2016-2019 Strategic Framework Programme

Rita Muyambo, Head of Programme for the World YWCA presented the Strategic Framework. The new framework built on the results of the last Strategic Framework, and incorporated feedback from the active participation and engagement during consultations with members. It also shifted focus of the World YWCA in line with the new bold and transformative goal.

There are five quadrenniums to reach the goal. The current framework sets out year-by-year outcomes, priorities and actions for the 2016-2019 period. (See the appendix 12 for the full Strategic Framework). Expected outcomes for the three areas are:

1. Young Women and Girls’ Transformative Leadership
   - Launch a YWCA International Leadership Academy;
   - Fully equip and support young women and girls to claim and enjoy their human rights both internally and outside the YWCA movement;
   - Increase 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; and
   - Ensure all YWCAs uphold the constitutional commitment of having young women holding at least 25% of leadership positions.

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

3. Sustainability of the YWCA Movement
   - The number of YWCAs in compliance with the conditions of affiliation is increased by 50%;
   - 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;
   - A well-developed sustainability plan supports engagement and growth of the movement through new membership, governance, operations, and revenue models (Note: the phrase produced by the sustainability and affiliation fee task force was added when the motion to accept the programme was presented);
   - The Power to Change funding mechanism is improved and strengthened.

Voting on 2016-2019 Strategic Framework Programme

**Motion:** “To change the wording of Item 3.3 of the Strategic Framework as follows: A well-developed sustainability plan, produced by the Sustainability and Affiliation Fee Task Force, supports engagement and growth of the movement through new membership, governance, operating, and revenue models”
Moved by YWCA Australia
Seconded by YWCA Nigeria
Carried

**Motion:** “To change the wording of Key Action 3.3 of the Strategic Framework as follows: Bring together and operationalize a Young Women’s Task Force and Sustainability and Affiliation Fee Task Force”
Moved by YWCA Australia
Seconded by YWCA/YMCA Denmark
Carried

**Motion:** “To adopt the Strategic Framework 2016 – 2019, including the two (2) amendments”
Moved by the World YWCA Board
Carried
2016-2019 Strategic Framework Budget (Appendix 13)
Presented by Sara Llort, Head of Finance and Operations, World YWCA.

In the framework of the World YWCA budget and financial management procedure, we have established an assumptions and risk management plan. The Board has reviewed this plan, which was presented along with the financial report. This Assumptions & Risk Management Plan (ARMP) provides a shared leadership and responsibility between governance and management in line with the World YWCA Standards of Good Management and Accountability (SGMA) and the internal financial controls of the organisation.

Overall Assumptions:

- The World YWCA movement and Member Associations will uphold the Constitution and the Standards of Good Management and Accountability, maintaining the organisation’s positive public identity.
- The organisation will deliver at the highest level of integrity, quality of results and partnership management, thereby encouraging donors and individuals to associate with the organisation.
- The organisation will sustain its positive, high-quality approach to audit and internal financial control management, thus providing confidence in accountability and transparency to both Member Associations and donors.
- The World YWCA Board will continue to effectively provide its oversight and policy role, thus enabling the organisation to have strong organisational systems for financial management.
- The World YWCA will continue to effectively implement its personnel policies to ensure a motivated, skilled and enabled staff team to deliver on the mandate of the organisation.

Basis of the Strategic Framework Budget:

<table>
<thead>
<tr>
<th>Basis of the budget</th>
<th>Starting point of comparison: 2015 budget</th>
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<tbody>
<tr>
<td><strong>Affiliation fees</strong></td>
<td>- Member Associations should pay affiliation fees regularly</td>
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<tr>
<td></td>
<td>- Amount of affiliation fees in budget considered maximum risk of adjustments and was limited by prudence to 650,000 CHF</td>
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<td></td>
<td>- We will strengthen the affiliation fees management policy and procedures</td>
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<tr>
<td><strong>Unrestricted grants</strong></td>
<td>- We will take specific fundraising actions to raise more unrestricted revenue</td>
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<tr>
<td></td>
<td>- Strong fundraising strategy including a professional resource</td>
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<tr>
<td></td>
<td>- World Office will take specific fundraising actions targeting individuals, focusing on legacies and organising new fundraising events</td>
</tr>
<tr>
<td><strong>Restricted revenue</strong></td>
<td>- Current ecumenical and other donors supporting the World YWCA Strategic Framework will continue to donate</td>
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<tr>
<td></td>
<td>- We will increase revenue with bilaterals, institutions and foundations. We will observe a shift around private foundations (i.e. Novo)</td>
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<td></td>
<td>- World YWCA to ensure quality partnership management and accountability through reports, audits and stronger programmatic engagement with donors</td>
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<td></td>
<td>- Strong monitoring of the quality of restricted income so the organisation can manage internal equity issues related to regional outreach or funding for the three Strategic Framework goals</td>
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<td></td>
<td>- Maintain a stable level of revenue from ecumenical partners</td>
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<tr>
<td><strong>Power to Change grants</strong></td>
<td>- Estimation that the current level of grants will be maintained</td>
</tr>
<tr>
<td><strong>Estimation of grant budgets</strong></td>
<td>- As far as specific grant rules allow, we will allocate 25% of the grant to cover fixed costs (technical support, coordination, administrative costs)</td>
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<tr>
<td><strong>Management of programme costs</strong></td>
<td>- On programmes, a strict respect for the grant amount budgeted without expensing more</td>
</tr>
<tr>
<td><strong>Analysis of how fixed costs are covered by grants</strong></td>
<td>- How do grants cover admin costs? Globally a maximum of 25% of unrestricted grants cover administrative costs (including labour costs)</td>
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<tr>
<td></td>
<td>- What is the level of fixed cost of the organisation? The World YWCA has recurring fixed costs of 2.8 million CHF</td>
</tr>
<tr>
<td><strong>Costs follow up</strong></td>
<td>- Reduction of fixed costs with effective technology</td>
</tr>
<tr>
<td><strong>Organisational structure</strong></td>
<td>- A full-time fundraiser (currently part-time)</td>
</tr>
<tr>
<td></td>
<td>- 2 new positions: Monitoring &amp; Evaluation Officer and Young Women Coordinator</td>
</tr>
<tr>
<td></td>
<td>- All other structural costs, including office costs are stable except governance activities (Board meeting costs) and audit fees to be challenged</td>
</tr>
</tbody>
</table>
|                     | - Improvement of processes and sustainability of the movement are included in Objective 3, as well as core expenses not covered by programmes. This will be
### Adjusted Following the Final Decision on Envisioning

#### Specific Projects: Sustainability of the Movement and Organisation
- IT improvements
- Continuing strengthening of internal controls
- Ensuring quality Human Resources support
- Budget for affiliation or association with other organisations such as Act Alliance

#### World Financial and Economic Environment
- The current sluggish world economy also affects the ability of Member Associations, individuals and donors to support the work of the World YWCA

#### Donors’ Grants
- Donors' approaches to development assistance and financing continue to shift funding directly at regional and national levels, thereby requiring the World YWCA to review its own approaches to fundraising internally with Member Associations
- Grants are more and more restricted to very specific activities and events

#### Other Earmarking Funds Leading to Lack of Equity in Regions and Issues
- This is an internal programmatic and equity risk within the organisation, with impacts on movement-building and coherence of the Strategic Framework
- We will develop resource allocation guidelines that address the regional and thematic equity issues throughout the programme cycle

#### Decentralisation of Donor Budgets and Decisions
- While this is a positive for Member Associations in terms of accessibility to funding, it’s a potential risk to the World YWCA
- We will reposition the Power to Change (P2C) Fund as a global tool and mechanism for management of quality donor grants. Member Associations will implement the P2C grants with the World YWCA providing additional value
- We will integrate actions to mitigate this risk in the fundraising strategy, provide coherence of messages in the movement and establish a stronger collaborative programmatic relationship with donors

#### Regulations and Environment
- Donors are very demanding and requiring new, ever-growing reports on financials and the organisation’s internal processes. Requests to have auditors report on the internal control environment and financials are also increasing

#### Investment Results
- Although the World YWCA realises satisfactory gains on dividends and interest from investments, there is a risk of loss from the financial market on investment values
- The World YWCA will maintain a review as appropriate of its investment policy and retain support from the Investment Advisory Group

#### Exchange Rate
- Many big contracts have been budgeted in foreign currencies. Exchange rate impacts are unpredictable, and fluctuations in exchange rates may cause a significant impact.

#### Reputation Risk
- We have limited direct control of reputation risks associated with the quality of Member Associations' governance or accountability
- We need to increase our focus on monitoring Member Association compliance with the Standards of Good Management and Accountability and ensure appropriate actions for restoring integrity for the associations that fall below a certain threshold of accountability

### Summary of Results
- The budget aims to serve the high ambitions of the Strategic Framework for both the organisation and the movement. This explains the increasing evolution of the expected grants and expenses over the quadrennium.
- This target anticipates a significant shift of our fundraising strategy, by focusing on our name and network as well as strengthening World YWCA internal controls and processes.
- Note that the budget structure is currently facing a gap between our organisational fixed costs and the level and nature of the grants that do not include sufficient coverage of administrative and core costs. This situation explains a structural deficit that progressively decreases with higher grants and higher unrestricted revenue in the next quadrenniums.
Split of Budgeted Revenue between Restricted and Unrestricted Funds
For the period 2016-2019, this structural loss should partially be compensated by positive profit from our investments and then covered by internal reserves and funds. To address the concern on the structural deficit there are two options:

1. To consider reserves to be generally preserved, but that they also exist to enable investments for the future. For specific circumstances, reserves should empower the organisational capacity to develop projects and strengthen the movement. Otherwise the level of affiliation fees should be at a minimum to end with a balanced result for the Strategic Framework
2. Generate additional unrestricted revenue.

Expenses

<table>
<thead>
<tr>
<th>in CHF</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1 - YW and Girl transformative leadership</td>
<td>1,004,593</td>
<td>1,097,423</td>
<td>812,183</td>
<td>1,384,380</td>
<td>4,298,580</td>
</tr>
<tr>
<td>Objective 2 realizing Human rights</td>
<td>2,632,060</td>
<td>2,610,820</td>
<td>2,571,220</td>
<td>2,570,820</td>
<td>10,384,920</td>
</tr>
<tr>
<td>Objective 3 Sustainability of the World YWCA</td>
<td>970,539</td>
<td>928,739</td>
<td>983,875</td>
<td>1,530,375</td>
<td>4,413,528</td>
</tr>
<tr>
<td>Administrative costs</td>
<td>310,000</td>
<td>310,000</td>
<td>310,000</td>
<td>310,000</td>
<td>1,240,000</td>
</tr>
<tr>
<td>TOTAL BUDGET EXPENSES</td>
<td>5,366,200</td>
<td>5,395,990</td>
<td>5,126,286</td>
<td>6,244,583</td>
<td>22,133,060</td>
</tr>
</tbody>
</table>

Our expenses are split among the three objectives of the Strategic Framework as follows:

<table>
<thead>
<tr>
<th>in CHF</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Total</th>
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<td>2,570,820</td>
<td>10,384,920</td>
</tr>
<tr>
<td>Objective 3 Sustainability of the World YWCA</td>
<td>1,729,547</td>
<td>1,687,747</td>
<td>1,742,883</td>
<td>2,289,383</td>
<td>7,449,560</td>
</tr>
<tr>
<td>TOTAL BUDGET EXPENSES</td>
<td>5,366,200</td>
<td>5,395,990</td>
<td>5,126,286</td>
<td>6,244,583</td>
<td>22,133,060</td>
</tr>
</tbody>
</table>

Expenses presented with separate overall administration and general costs: governance, fundraising, audit fees, finance and operations

Objective 1: The quadrennium of 2016-2019 is the phase to design/develop the curricula of the Young Women’s Leadership Academy with its first pilot before the full implementation.

Objective 2: All the programmes are incorporated. Events and conferences (5,6 MChf) and Power to Change (3,7 MChf)

⇒ Funds for advocacy draw from this
⇒ The multiyear grants are covering our programs of the Objective 2

Proposed Strategic Framework Budget: Additional Information

- We have prepared this budget considering the Strategic Framework’s high ambitions for both the organisation and the movement. This explains the increasing evolution of the expected grants and expenses over the quadrennium. As mentioned in the assumptions, we could reach this target with a significant shift of our fundraising strategy, by focusing on our name and network as well as strengthening our internal controls and processes.
We already have included in our budget a high level of fundraising and revenue. Over the next four years, we are building the pillars of the Strategic Framework, and we will be investing some of our reserves in this development, in a managed way. The level of expenses is detailed differently. We have split core costs across each objective. In future quadrenniums, you will see a more balanced level of expenses across each objective.

Strategic Framework Budget: Summary of results of affiliation fee income: 650,000 CHF

- Please note our structure is currently facing a gap between our organisational fixed costs and the level and nature of the grants that do not include sufficient coverage of administrative and core costs. This situation explains a structural deficit that progressively decreases with higher grants and higher unrestricted revenue in the next quadrenniums.
- Reserves are generally to be preserved, but they also exist to enable investments for the future. For specific circumstances, reserves should also empower the organisation’s capacity to develop projects and strengthen the movement.

<table>
<thead>
<tr>
<th>Final Result '000 CHF</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted revenue</td>
<td>1 130</td>
<td>1 130</td>
<td>1 330</td>
<td>1 130</td>
<td>4 720</td>
</tr>
<tr>
<td>affiliation fees</td>
<td>650</td>
<td>650</td>
<td>650</td>
<td>650</td>
<td>2 600</td>
</tr>
<tr>
<td>other unrestricted</td>
<td>480</td>
<td>480</td>
<td>680</td>
<td>480</td>
<td>2 120</td>
</tr>
<tr>
<td>Restricted grant</td>
<td>3 472</td>
<td>3 654</td>
<td>3 234</td>
<td>4 134</td>
<td>14 494</td>
</tr>
<tr>
<td>total revenue</td>
<td>4 602</td>
<td>4 784</td>
<td>4 564</td>
<td>5 264</td>
<td>19 214</td>
</tr>
<tr>
<td>fixed costs</td>
<td>2 829</td>
<td>2 770</td>
<td>2 764</td>
<td>2 815</td>
<td>11 177</td>
</tr>
<tr>
<td>direct program costs</td>
<td>2 538</td>
<td>2 626</td>
<td>2 363</td>
<td>3 430</td>
<td>10 956</td>
</tr>
<tr>
<td>total expenses</td>
<td>5 366</td>
<td>5 396</td>
<td>5 126</td>
<td>6 245</td>
<td>22 133</td>
</tr>
<tr>
<td>Operational result</td>
<td>(764)</td>
<td>(612)</td>
<td>(562)</td>
<td>(981)</td>
<td>(2 919)</td>
</tr>
<tr>
<td>Financial Result</td>
<td>260</td>
<td>260</td>
<td>260</td>
<td>260</td>
<td>1 040</td>
</tr>
<tr>
<td>Final result before allocation from/ to reserves</td>
<td>(504)</td>
<td>(352)</td>
<td>(302)</td>
<td>(721)</td>
<td>(1 879)</td>
</tr>
<tr>
<td>Allocation to/from Funds and reserves</td>
<td>504</td>
<td>352</td>
<td>302</td>
<td>721</td>
<td>1 879</td>
</tr>
<tr>
<td>Final Result</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Strategic Budget (2016-2019) revenue
Objective one includes designing and developing curricula for the Leadership Academy. The second objective comprises advocacy and conferences, such as CSW and regional summits. It includes attending these events and the power to change work. The multi-year grants cover programmes in Objective 2.

**Voting on 2016-2019 Strategic Framework Budget**

The World Council acknowledges the difficult economic conditions affecting both international and domestic civil society organisations.

- World Council notes that the adoption of deficit budgets is not ideal.
- World Council welcomes the commitment of the World YWCA movement to address the concerns around deficit and the sustainability of the YWCA movement, in particular our business model, through the establishment of the Sustainability and Affiliation Fee Task Force.

YWCA Australia – We acknowledge the hard work in developing of the Strategic Framework. We also wanted to recognize that we are concerned that the budget proposed has a deficit. Reserves are there for our rainy day funds, but it’s not desirable or sustainable to use these yet it is important to continue to be proactive. It is very difficult to gain fund for the development of our business model.

We are delighted that the World YWCA has responded to feedback from the movement, that affiliation fees requires a more considered period of engagement and reiterate our support that as a movement we fund our world YWCA in an equitable manner. We welcome the proposal for the sustainability and affiliation fee taskforce and seek recognition of this work in goal 3. In putting increased attention into the task force the board may need to reconsider key actions and defer delivery of current deliverables to a later date.

**Motion:** “To approve Strategic Framework Budget 2016-2019”
Moved by the World YWCA Board
Carried
Affiliation Fee Formula Review Report

The 2011 World Council recommended a review of affiliation fee formula, as it had not been reviewed in 20 years. The assessment has been calculated on numbers of individual members, unrestricted income and a country’s Gross National Income (GNI) with a minimum payment of CHF 500.

The World YWCA conducted an online questionnaire and survey with responses from 59 associations. The main points included:

- Unrestricted income is the only viable and true indicator for assessing affiliation fees;
- Unrestricted income needs to be clearly defined and correctly used by everyone;
- Some associations rely on restricted programme grants, and there has been a shift in the approach to membership which impacts on revenue;
- The notion of volunteering is changing; some associations have aging members who have reduced their volunteer hours and have less sustainable asset-building activities;
- Most national associations are moving away from membership fees and voting rights for individual members.
- The proposed formula was to use only unrestricted income with an affiliation fee equal to 3% of unrestricted income and a minimum payment of CHF500.

The Constitution requires the World YWCA to set affiliation fees, and the organisation provided a draft affiliation fee formula and presented a motion. After the plenary discussion, the World YWCA withdrew the motion with the idea of establishing a Task Force to conduct a bilateral consultation on the World YWCA’s affiliation fees and sustainability of the movement. As such, the World Board put forward the following motion:

**Motion:** “The World YWCA Board will constitute a Task Force comprised of a diversity of regions, size of organisation and young women, with the purpose of establishing a policy for affiliation fees to be in effect from the time of the approval of the policy until 2019 and to address the concern of the sustainability of the YWCA movement. Such a policy will be approved at an extraordinary meeting of the membership with the appropriate notice given as required by the Constitution. The Task Force will develop a resource plan”

Moved by the World YWCA Board

Carried

Affiliation Fee Formula for 2016-2019 (Appendix 14)

**Motion:** “We move the extension of the affiliation fee formula that has been in existence from 2011 to 2015 until such time as an extraordinary meeting can be called to adopt a new formula or the next World Council meeting, whichever comes first”

Moved by the World YWCA Board

Carried

**Comments:**

YWCA of Nigeria asked for a provision for members not able to meet affiliation fees. The World YWCA: Clarified that the current formula allows for discretion in the event members cannot afford to pay affiliation fees.
Constitutional Amendments

Ida Ituze, Chair of the Constitution and Governance Committee, introduced the Constitutional amendments.

Constitutional amendment №1
Existing Article 55 States: In the event of a vacancy on the World Board, the World Board, on the recommendation of the Nominations Committee, shall appoint from the same region a woman from a Member Association who is an active member with relevant experience at the national or local level to fill the vacancy. The Nominations Committee may recommend more than one (1) candidate to fill a vacancy.

Proposed constitutional amendment:
In the event of a vacancy on the World Board, the World Board, on the recommendation of the Nominations Committee, shall appoint from the same region a woman from a Member Association who is an active member with relevant experience at the national or local level to fill the vacancy. The Nominations Committee may recommend more than one (1) candidate to fill a vacancy. In the event of a vacancy on the Nominations Committee, the Nominations Committee will appoint a woman from an unrepresented region.

The YWCA of US Virgin Islands asked for confirmation of the quorum required. The President said the quorum established the first day was 46, based on 69 countries present at that time.

An amendment tabled by the World Board was discussed but was withdrawn due to calls for clarification by Benin, Sierra Leone, and South Africa.

The YWCAs of Malawi, Nigeria, Malaysia, Togo, and Sweden suggested a revised amendment.

Motion: “Due to confusion about the parliamentary procedures for amendments to the amendment we request that all business be suspended until a parliamentarian was established”
Moved by YWCA USA
Seconded by YWCA/YMCA Denmark
Carried

Subsequently a lawyer from Canada, Michelle Bullas, was established as the parliamentarian. The USA/Denmark then removed their motion and the World Board presented a revised amendment.

The President clarified that the Constitution is silent on filling vacancies on the Nominations Committee. The World Board moved a revised constitutional amendment that stated:

Constitutional Amendment 1: “In the event of a vacancy on the Nominations Committee, the World Board, on the recommendation of the Nominations Committee, shall appoint from the same region a woman to fill the vacancy. In the event there is no other candidate in the same region, the World Board, on the recommendations of the Nominations Committee, will consider candidates from another unrepresented region. In either case, preference shall be given to a former Nominations Committee candidate in the previous World Council election. The Nominations Committee may recommend more than one (1) candidate to fill a vacancy”
Moved by the World YWCA Board

Amendment 1 to the Amendment: “Removal of the word ‘may’ to be replaced by ‘shall’ in the last sentence”
Moved by YWCA India
Seconded by YWCA The Philippines
Carried

The YWCA – YMCA of Sweden withdrew its amendment.
Amendment 2 to the Amendment: “Requested removing the sentence indicating that, if there are no other candidates from the same region, a replacement candidate could be selected from another unrepresented region”
Moved by YWCA Nigeria
Seconded by The Ghana
Motion not carried

Final proposed Constitutional amendment 1
“In the event of a vacancy on the Nominations Committee, the World Board, on the recommendation of the Nominations Committee, shall appoint from the same region a woman to fill the vacancy. In the event there is no other candidate in the same region, the World Board, on the recommendation of the nominations committee, will consider candidates from another unrepresented region. In either case, preference shall be given to a former Nominations Committee candidate in the previous World Council election. The Nominations Committee shall recommend more than one (1) candidate to fill a vacancy”
Moved by the World YWCA Board
Motion Carried

 Constitutional amendment 2
Proposed Amendment 2: “The Nominations Committee shall be comprised of five (5) members, each from a different region, at least two (2) of whom shall be aged thirty (30) years or under at the time of election. Two Nominations Committee members shall be World Board members.”
Moved by the World YWCA Board
Seconded by YWCA of Aotearoa/New Zealand
Motion Carried
Resolutions and Calls to Action

Jessica Notwell, Chair of the Policy and Strategy Committee, outlined the procedures for Resolutions and Calls to Action and presented the following:

Resolution 1: Development of a World YWCA Advocacy and Training Plan

Presented by YWCA Australia, seconded by YWCA Canada

Presentation: Caroline Lambert, YWCA Australia, requested a show of hands for all who come from YWCAs who advocate actions for their government; for those who had attended government meetings; those who have been part of YWCA delegation to a UN meeting. A large number of people indicated involvement. Paulette Senior, YWCA Canada, said: we want to ensure our presence remains strong and the YWCA is known as a player with a key role. So the objective of this resolution is to strengthen the local advocacy voice and assist YWCAs around the world to advocate locally, regionally, and internationally.

Resolution: Whereas YWCAs everywhere achieve community change through their advocacy work;
And whereas the World YWCA, based on approved policy statements, grounds its work in international forums in the work of YWCAs around the world, and brings the voices of women to the UN and other bodies;
And whereas a four-year advocacy plan would strengthen this work by:
• Identifying key advocacy outcomes for each quadrennium;
• Identifying the key global forums and building our expertise in these mechanisms;
• Building a formal network of World YWCA Member Associations (MAs) working on the global advocacy agenda;
• Deepening the expertise and participation of MAs in global advocacy work and; incorporating global priorities into local advocacy plans;
• Enabling MAs to budget and fundraise for their participation in this work;

Be it resolved that the World YWCA develop a four-year advocacy and training plan as an implementation tool for the advocacy work in each Strategic Framework, which identifies the key advocacy outcomes for the quadrennium, through targeted international and regional meetings, and the training activities that will support the outcomes. Further, that YWCAs adopt this approach as an ongoing way of working across the movement.

Motion: “To adopt the Resolution on the Development of a World YWCA Advocacy and Training Plan”

Moved by YWCA Australia
Seconded by YWCA Canada
Carried
Resolution 2: Equal Denial of Nuclear Energy/Weapons
Presented by YWCA of Japan and YWCA of Korea, seconded by the YWCA of Aotearoa/New Zealand

Presentation: 435 nuclear power plants exist in our world and how many are being built right now? 65. How many nuclear power accidents have happened? 2000. The result is death of humans, water, plants, air, everything, and it lasts for generations. It takes 2,000 years for the effects to pass. Women have twice as high of sensitivity to radiation as men and children 20 times as high, as identified by Dr. Helen Caldicott in the 1970s. Because it affects women in greater proportions, (directly through radiation and indirectly through accidents where families are affected), nuclear energy equals violence against women and the health and safety of women. This resolution is supported by previous and current the World YWCA priorities, the World Council of Churches 10th Assembly, and the UN Security Council Resolution on Peace and Security (UNSCR 1325). This is why we have made this resolution. Switch off and shut down. We need your support, and let us do this together.

Resolution: Whereas nuclear power/weapons are violent in their nature, firstly because of their harm to human health, especially women and children, who are more vulnerable to radiation exposure. In Fukushima, the number of children with thyroid cancer has significantly risen since 2011; even during normal operations, nuclear plants cause radioactive pollution;
And whereas nuclear power/weapons affect all creatures and nature as a whole, which is against environmental justice;
And whereas nuclear power/weapons stem from a male-centered system, which prioritises economy while victimizing the remote and vulnerable. Even after the severe accident in Fukushima, nuclear power plants are still strongly promoted especially in East Asia, which has 92 operating reactors. The area also suffers from threats of nuclear weapons being developed by North Korea.
And whereas given all above, there is an urgent need for global advocacy against nuclear power/weapons, and for ensuring more women in decision-making positions:

The World YWCA, recognising that nuclear energy and nuclear weapons are inextricably linked in their nature as a form or violence against women, undermining rights to safety, health, dignity and freedom from violence of women, young women and girls, and should be both denied, resolves to: Advocate against the usage of nuclear weapons or energy, work to create alternative, nuclear-free communities with increased roles for women, in line with the UN Security Council Resolution 1325 which calls for women’s leadership on sustainable peace.

Motion: “The World YWCA, recognising that nuclear energy (excluding medical purposes) and nuclear weapons are inextricably linked in their nature as forms of violence against women, undermining rights to safety, health, dignity and freedom from violence of women, young women and girls, and should be both denied, resolves to: Advocate against the usage of nuclear weapons or energy (excluding medical purposes), work to create alternative, nuclear-free communities with increased roles for women, in line with the UN Security Council Resolution 1325 which calls for women’s leadership on sustainable peace”
Moved by YWCA Netherlands
Seconded by YWCA Jordan
Motion Carried

Motion: “To adopt the resolution on Equal Denial of Nuclear Weapons/Energy with amendments”
Moved by YWCA Japan
Seconded by YWCA Korea
Carried
Resolution 3: Non-Discrimination
Presented by YWCA Great Britain, seconded by YWCA Haiti


Resolution: Whereas the pages of history have shown us, minority women, including: women living with disabilities, women living with HIV, women from racial and ethnic and religious groups, lesbian, bi-sexual, transgender and queer (LBTQ) women, all continue to suffer discrimination and are at higher risk of experiencing human rights violations. Around the world minority groups such as the Dalit women in India, LBTQ women in Russia and Uganda, indigenous women in rural Rwanda and Costa Rica and many more are denied their basic human rights;

And whereas we know that some young women face greater marginalisation and exclusion. Sexual orientation and gender identities, race, ethnicity and HIV status are too frequently causes of discrimination and prejudice. Young women migrants and those living in rural and remote communities, with disabilities or literacy difficulties, all tend to experience deeper levels of marginalisation and discrimination;

And whereas we must promote inclusive societies and reach the most vulnerable if we are to achieve sustainable human development;

Be it resolved that the World YWCA and its Member Associations work to eliminate all discrimination, including but not limited to that based on race, ethnicity, religion or belief, health, status, age, class, caste, nationality, (dis)ability, sexual orientation, and gender identity or expression, condition of servitude, and against Indigenous peoples including practices, attitudes, policies and laws in their communities and counties. This work must include solidarity with and support for all women, young women and girls; lobbying and advocacy for the full realization of all human rights; and a rights-based approach to mobilizing and engaging communities.

Many comments and questions from the floor followed this presentation.

Motion: “To close the discussion”
Moved by YWCA/YMCA Switzerland
Seconded by YWCA of Finland
Carried

Motion: “To adopt the Non Discrimination Resolution”
Moved by YWCA Great Britain
Seconded by YWCA Haiti
Carried
Calls to Action
Chair Jessica Notwell announced the Calls to Action.

Call to Action 1: Young Women’s Leadership Policy

**Presentation:** Young women at World Council were called to the stage to demonstrate the numbers of young women participating, yet there was a lack visibility throughout much of the business meeting.

**Call to Action:** Whereas young women’s leadership and shared, intergenerational, transformative leadership are critical priorities of the global YWCA movement, the 2015 World Council calls upon the World YWCA and all Member Associations to adopt and fully implement the World YWCA Young Women’s Leadership Policy with amendments.

Recognising that leadership is a collective practice of both leading and following, not just the practice of individual leaders, and that women of all ages play a role in strengthening young women’s leadership in the YWCA as young women leaders, as champions of young women’s leadership, and as followers of young women leaders;

**Strategies and concrete actions:** The World YWCA and its Member Associations commit to support, promote, respect and realise young women’s leadership within the movement by:

a. Implementing a rights-based approach to young women’s leadership that sees the YWCA as a safe space for young women where their skills and expertise are recognised and their voices are respected in decision making;

b. Ensuring full participation of young women in all their diversity and intersectionality at all levels and in all aspects of the YWCA, including by implementing existing policies on young women’s leadership;

c. Building capacity for young women’s leadership through activities including but not limited to: budgets, policies, programmes, partnerships, networks, structured orientation for young women new to the organisation, goal-setting by young women, and ongoing support for training and professional development;

d. Sharing power with young women in all their diversity and intersectionality so that young and older women are able to participate in the organisation as equals;

e. Ensuring and resourcing regular monitoring and evaluation of young women’s leadership within the YWCA (through a global standardized framework);

f. Holding each other accountable to ensure that 10c of the World YWCA Constitution is met, with an emphasis on regional-level collaboration and Member Association-to- Member Association support to implement this condition.

**Expected outcomes and results of the motion:**
The World YWCA will establish, appoint and resource a Council of Young Women Leaders. This will be a group of young women and girls, representative of all regions, to advise and drive the programme with direct connections with the World YWCA Board and the World Council.

The World YWCA’s Strategic Framework and Operational Plan will be focused on key actions to achieve the 2035 goal such as bringing together and creating a young women’s taskforce and a sustainability experts group. There will also be a Young Women’s Coordinator appointed at the staff level.

**Motion:** “To adopt Call to Action on Young Women’s Leadership Policy”
Moved by YWCA Aotearoa/New Zealand
Seconded by YWCA Malawi
Carried
Call to Action 2: Taking Action on Instituting Human Rights Standards and Implementation of UNSCR 1325 in the Middle East Region

Presentation: The World YWCA’s vision is of a fully inclusive world with justice, peace and human dignity. The World YWCA’s 2016-2019 Strategic Framework prioritises YWCA Member Associations effectively influencing the implementation of UN Security Council Resolution 1325 and implementing a campaign on peace and justice. The Envisioning 2035 Proposal recognises the importance of ending all wars and foreign aggressions and illegal occupations. The World YWCA human rights-based approach is grounded in the principles of participation, equality and non-discrimination and accountability, including the human rights of all women, young women and girls in the Middle East region.

Call to Action: Whereas we, the largest global women’s ecumenical movement in the world, having consultative status with the UN, reaffirm Envision 2035 which commits to achieving human rights and reaffirm the World YWCA’s commitment to UNSCR 1325, which emphasises women’s rights to protection, safety and leadership on sustainable peace building based on justice; And whereas the external and escalating military aggression and expanding foreign occupation of the different countries in the Middle East of Egypt, Iraq, Jordan, Lebanon, Palestine and Syria, continues to threaten world peace and produces growing numbers of refugees, war crimes, murders, confiscation and loss of lands, demolition of houses, loss of national identities, and forced displacements, which threaten the safety and security of millions of families, women, young women and girls in the Middle East;

We affirm the need to take responsibility to exercise our collective power as 25 million women in 120 countries to actively support women’s right to resist and end all military occupation and the right of return for all refugees for, and our commitment to advocate for the adherence of international human rights laws and the right of women, young women and girls to live in dignity, and freedom from violence and aggression.

The World YWCA and its Member Associations have a responsibility to:

- Pressure our respective governments to continue to work for ending the Israeli Occupation of Palestine as well as all the wars and conflicts in the Middle East with the objective of realising a just peace that will guarantee the right of return for all refugees in the region, including the UN Resolution 194;
- Ensure that the governments around the world who are receiving refugees from the Middle East are complying with human rights standards and ensuring safety, security and dignity of these refugees, especially women and girls;
- Demand that governments and the UN make violators of human rights accountable and end impunity;
- Support Member Associations in the Middle East to support the development of women’s leadership so women can be engaged in peace building and creating partnerships in this respect, as well as programmes that ensure dignified livelihoods for the women refugees and other most affected women;
- Implement the formation of the Global Task Force on Peace and Justice as part of realising human rights in the 2016-2019 Strategic Framework;

Expected outcomes and results of the motion

If adopted, this action statement will encourage global partnerships around peace and justice and the implementation of UNSCR 1325, and will engage and support women in the Middle East Region in bringing about peace with justice. This action calls on the World YWCA to advocate for peace and justice, and for instituting the Global Peace and Justice Task Force to promote peace and justice globally.

Jessica Notwell mentioned that it is the first time that YWCAs of Jordan, Lebanon and Palestine have brought forward a joint resolution.

Motion: “To adopt Call to Action on Taking Action on Instituting Human Rights Standards and Implementation of UNSCR 1324 in the Middle East Region”
Moved by YWCAs of Palestine, Jordan, Lebanon
Seconded by YWCA of Korea
Carried
Call to Action 3: Clarifying the World YWCA position on prostitution, trafficking, sexual exploitation and “sex work”

“That the World YWCA and its Member Associations adopt a policy aligned with our Vision, Purpose, and Guiding Values at World Council 2019 that clarifies the World YWCA position on prostitution, trafficking, sexual exploitation, and “sex work”; That the World YWCA and its Member Associations base this policy on a deep understanding of YWCA advocacy, programmes and work; the participation of women and young women with lived experience as well as organisations that respect, protect and promote their rights.”

Several comments from the floor followed this presentation.

Amendment to call to action: “To remove the quotation marks around ‘sex work’”
Moved by YWCA Canada
Seconded by YWCA of Australia
Not carried

Motion: “To adopt Call to Action on Clarifying the World YWCA position on prostitution, trafficking, sexual exploitation and ‘sex work’”
Moved by YWCA/YMCA Denmark
Seconded by YWCA Jordan
Carried

President Deborah Thomas – Austin thanked Jessica Notwell for chairing the session and thanked Michelle Bullas, YWCA Canada, for stepping in on the final day as Parliamentarian.
Nominations Committee Reports: Procedures, Leadership and Election Results

Nominations Committee Report and Composition
The Chair, Geeske Zanen, (World Board, Netherlands) introduced the other members of the Nominations Committee: Andrea Nuñez – (World Board, Mexico), Caroline Maneno (Kenya), Khadija James (Trinidad and Tobago), Roslyn Dundas, (Australia - Unable to attend Council). The following World YWCA staff supported the Nominations Committee: Hendrica Okondo, Alena Staliarchuk and Nyaradzayi Gumbonzvanda.

The Nominations Committee met throughout the quadrennium with no vacancies arising. In addition, the Committee developed and presented a Constitutional amendment to World Council to provide guidance for filling Executive and Nominations Committee vacancies that arise between World Councils. The Chair of the Nominations Committee noted the need for increased numbers of candidates. She encouraged all to consider nominations for elections in 2019 and thanked all the volunteers, who ensured a fair and smooth election.

Election Procedures
The Nominations Committee Chair outlined election procedures and presented visual examples of ballot papers prior to elections. Five elections took place by secret written ballot over three days. The Nominations Committee and Election Monitors input data into a computer database that the Committee used to count the votes.

The movement provided sufficient nominations, with the exception of young women for Caribbean positions. In advance of World Council, the World YWCA distributed a Who’s Who list of candidates to Member Associations and posted a final list of Executive Board candidates at Council and circulated this list electronically. In addition, the Committee informed both delegates and nominated candidates that they need not be present at the World Council meeting to run for election. Therefore, although the following Board and Nominations Committee candidates were not present at Council, they were still eligible for election:

Valerie Ho (Taiwan); Kuena Diaho (Lesotho); Sarah Arumugam (Sri Lanka); Jolien Roetman (Netherlands); Karla Chévez Cáceres (Honduras); Roslyn Dundas (Australia)

The Nominations Committee also encouraged voting delegates to get to know the candidates, who wore blue scarves so they were easily recognizable.

Comments and Discussion on Election Procedures as Recommended by the Nominations Committee

Motion: “The Nominations Committee recommends that World Council determine Africa, Asia, Europe and North America to be the four largest regions”
Moved by Nominations Committee
Carried

Delegates discussed the requirement to vote yes or no for the single World Presidential candidate. The Council also noted that other positions such as the Treasurer have been claimed without a vote.

The Nominations Committee indicated that since this was the first time that there were no other Presidential candidates, the movement should have an opportunity to show agreement with the candidate. In addition, the Nominations Committee chair clarified that the President could come
from any region without jeopardizing representation for other nominations for the World YWCA Board. - Article 37 of the constitution states that the officers of the World Board should be:
   a. The President
   b. The Treasurer; who shall be from a different country than the President
   c. Six Vice-Presidents from World Board members, each from a different region

**Proposed Amendment to Election Procedures recommended by the Nominations Committee:**

**Motion:** “Where there is a single candidate, she is elected unopposed so the election procedures were amended with the following”
Moved by YWCA of Nigeria
Seconded by YWCA of Uganda
Carried

**Motion:** “The Nominations Committee recommends that World Council approve the election procedure for use during World Council 2015, as amended”
Moved by Nominations Committee
Carried

**Election Results: President and Treasurer**
Treasurer candidates Emma Bird (Australia/Pacific) and Carolyn Flowers (USA/North America) each had the opportunity to address the Council for five minutes. Of the 278 voting delegates at World Council, 97% of delegates voted. Of the 269 votes cast, there were three invalid votes with the following results:

- Dr. Deborah Thomas-Austin, **YWCA of Trinidad and Tobago**, elected as President (unopposed)
- Emma Bird, **YWCA of Australia**, elected Treasurer

The newly confirmed President, Dr. Deborah Thomas-Austin, thanked Carolyn Flowers for her service to the World YWCA and thanked WC delegates for their trust in re-electing her. She confirmed her honour in continuing to serve in this movement.

**Election Results: World Board Members**
Nominations were requested from the floor for young women candidates from the Caribbean to fulfil the Constitutional requirement of having one young woman elected from each region. Donnalie Edwards-Cabey and Tricia Gideon withdrew their nominations, and Marissa Chester, from the YWCA of Trinidad and Tobago and Verissa Smith, from the YWCA of the US Virgin Islands were nominated. Elizabeth Dibbs, from the YWCA of Australia withdrew her candidacy for the Board representative from the Pacific Region after the Treasurer (from the YWCA of Australia) was elected.

**Election Results: The participation rate for voting was 95% (263 of 278 votes) with 28 invalid votes.** Most invalid votes were due to mistakes where the voter did not select and vote for a young woman. **Seven Board members were elected unopposed. In addition, 60% or 12 young women under 30 years of age were elected to the Board.**
Elected World Vice-Presidents and Board Members for the 2016-2019 Period

Africa
Angele Kolouche Biao* – Board Member – Benin
Kuena Diaho* – Board Member – Lesotho
Lucy Masiye - Board Member – Zambia

Asia
Mimi Han – Vice President – Korea
Valerie Felicia Ho* – Vice President – Taiwan
Rajine Sureka Wijerupa* - Board Member – Sri Lanka

Caribbean
Marissa Chester* – Vice President – Trinidad and Tobago

Europe
Melanie Christine Gentner – Board Member – Germany
Johanna (Jolene) Roetman* - Board Member – Netherlands
Caroline Midtthun Rostrup* - Board Member – Norway

Latin America
Silvina Mariel Gerbaldo – Board Member – Argentina
Andrea Michelle Gradiz Diaz* – Vice President – Honduras

Middle East
Haifa Baramki – Vice President – YWCA Palestine
Nagham Nassar* – Board Member – YWCA Lebanon

North America
Jenna Foster* – Board Member – YWCA USA
Kathryn (Katie) Ungard* – Vice President – YWCA Canada

Pacific
Niveditha (Nive) Sharat Chandran* – Vice President – YWCA Aotearoa/New Zealand

Nominations Committee for the 2016-2019 Period

Article 62 of the World YWCA Constitution states that the Nominations Committee shall be comprised of five members, each from a different region, at least one of whom shall be age 30 years or under at the time of election.

Two Nominations Committee members shall be World Board members. Changes to the Constitution voted in at World Council 2015 do not affect this election. There were additional changes in the Who’s Who for the Nomination Committee elections. In addition, the Nominations Committee received an official withdrawal for the position of Nomination Committee from Marissa Chester.

- **Board Member**
  - **Africa** - Angele Kolouche Biao* - Elected Unopposed - Benin
  - N/A - A second candidate from the World Board was not presented, so this position is vacant - Unfilled seat for Board Member - to be appointed by World YWCA Board

- **Non Board Members**
  - **Asia** - Young Hee Won - Elected Unopposed – Korea
  - **North America** – Lynne Kent – Canada
  - **Pacific** – Roslyn Dundas – Elected Unopposed - Australia

*Young woman of 30 years of age or under
III. Other World Council Activities

Bold and Transformative Leadership - Towards 2035
Dr. Phumzile Mlambo-Ngcuka, Under S of the UN and Executive Director of UN Women, presented a keynote address. Following is a summary of her presentation.

I’m really really emotional…100 million girls. 100 million girls. How exciting. How bold. And possible.
I have learned that you have just elected 60% young women to the board of YWCA. This is truly revolutionary. I know that this is going to be a case study for many organisations. Thank you so much for this pioneering spirit of YWCA.
For me it’s good to be back. Being with YWCA brings back many fond memories. YWCA is the place where my journey to UN Women actually began. I will always be grateful for years with YWCA and what it taught me about sisterhood and ordinary women who do extraordinary things every day in every corner of the world.
I am struck by the YWCA’s work and the resilience of young women. I continue to see those young women every day in every corner of the world in my work with UN Women. I attended my first World Council in Singapore in 1983. And I met wonderful young women. That was where the decision was taken to have a young women’s programme – just before 1985, the UN International Year of Youth….it was likely to be an international year of young women.
The YWCA and other organisations said they have to get into the spaces and profile for young women. I had the privilege of being the first coordinator of the YWCA Young Women’s Programme. This was one of the most meaningful engagements I have ever had in my life. I was helped by colleagues around the world to find young women who have continued to inspire us. The lesson is when you are given an opportunity, seize it with both hands and lean on women who are there and make sure they become part of your support system.
Are there any women in the room who were part of the 1985-1990 cohort? I would never have thought I would come into a YWCA conference of this nature and see 60% young women. I have watched the YWCA become a formidable organisation; one of the most go-to organisations on matters of young women…at the next CSW in 2016, I hope we can also make the YWCA proud of the niche we carve for young women in UN Women.
Dr. Mlambo-Ngcuka went on to outline the role of UN Women and the need to support the Sustainable Development Goals (SDGs) which call to leave no one behind.
“In every situation, women and girls top the list of those ‘left behind.’ Yet without them, progress for humanity cannot happen…. We are now at a historic moment. The full implementation of all 17 Sustainable Development Goals, combined with the full, effective and accelerated implementation of the Beijing Platform for Action, has the potential to change the lives of women and girls forever….We are the last generation with a strong possibility to reduce and reverse the negative impact of climate change and save the next generations from the negative impact of years of the unsustainable lifestyles of a few nations and peoples.”
On 27 September 2015, more than 70 Heads of State and Government spoke in New York at our Global Leaders’ Meeting. For the first time ever, these leaders had come together specifically to commit to taking action on gender equality and women’s empowerment. We saw commitments to ending or supporting the elimination of child marriage or female genital mutilation from the leaders of Bangladesh, Georgia, Ireland, Italy, Kenya, Liberia, Malawi, Mozambique, Spain and South Sudan. The participation of 140 Member States made this the largest and most influential gathering of world leaders dedicated to achieving gender equality and the empowerment of women and girls.
In 2030/2035 we must have put in place the correct measures to protect the planet. When it comes to the planet, there is no Plan B.
Young Women’s Forum Report

During a two-day Young Women’s Forum before World Council, the young women discussed Envisioning 2035 and made a formal report to Council. Yeuk Ting (Lapis) Chan, YWCA of Hong Kong, and Valeria Rojas Borda, YWCA of Bolivia, presented the Young Women’s Forum Report, which read as follows:

“We, the young women leaders of today, express thanks to the World YWCA staff for finding room in the agenda to make this report possible. This was something that was done at the 2011 World Council in Zurich, and was an important element in young women’s participation. On the occasion of the 28th World YWCA Council, we would like to express our disappointment at the collective oversight that this was not already on the agenda.

The young women of the YWCA had two days of discussion together at the Young Women’s Forum on the 9th and 10th of October, convening over 120 young women from 20 countries. We would like to thank YWCA Thailand for hosting us, and we thank all the staff and volunteers who looked after us so well. For the next Young Women’s Forum, we hope it is resourced properly to ensure that all young women delegates have the opportunity to attend and participate fully.

Reporting back our experiences at the Young Women’s Forum to the entire movement is critical. World YWCA Council must be a platform for young women to actively, effectively, and meaningfully participate.

We are excited by the Envisioning 2035 goal of 100 million young women and girls transforming power structures. We, the young women, are crucial implementers and agents of this goal. A key element of this proposal is the establishment of the global advisory council of young women and girls to advise and drive future activities of the World YWCA. We hope this Council will be instrumental in the creation of future World Council agendas. We look forward to the endorsement of this bold and transformative goal and the supporting strategic framework.

At the Young Women’s Forum, we discussed issues such as the following:

- The Sustainable Development Goals, and how they link with the work of the YWCA;
- The Envisioning Goal for 2035, the Envisioning proposal and Strategic Framework, and our thoughts as young women on how this may be achieved. As the young women of this movement, we hope our feedback drives the necessary changes needed to actualize this goal – both internally and externally.
- The new Young Women’s Leadership Policy, (see Appendix 15) which was initiated at the Young Women’s Forum in 2011. It is a fantastic policy and we wholeheartedly support its adoption through the Call to Action you heard yesterday. It clarifies what intergenerational leadership looks like in a movement that is led by women of all ages. It also makes a strong statement on our belief that the future of our movement is one in which we share all power as equals.

We found the Forum useful for the following reasons:

- It was for young women and by young women.
- We were properly introduced to the regional and global context of the YWCA movement and the key conversations and activities that would take place at this World Council.
- It was a safe space to speak openly about the unique experiences of young women in our movement, including being a minority voice on a board.
- We were inspired by connecting with our sisters from all around the world, and forming friendships that have carried on through World Council.
- We were able to recognise the many formal and non-formal ways in which we are all leaders.

Inspired by our collaboration at the Young Women’s Forum, we have developed five recommendations for the movement to achieve in the next four years:

1. Adopt the Envisioning 2035 Goal.
2. Implement the Young Women’s Leadership Policy and fully resource it to achieve its important goals.
3. Establish a global structure that connects all young women on YWCA boards, to facilitate governance and collaboration on common issues. In line with the Envisioning proposal, the global advisory council of young women should lead this project.
4. Ensure the World YWCA reports transparently on its funding allocation for young women’s leadership. If young women’s leadership is the core mission for YWCAs all over the world, we would like to see this reflected properly in future budgets and resourcing.

5. Design, prepare, resource and run future World Councils in a way that treats the engagement and active participation of young women as the priority. This can be done through changes in funding, selection of speakers and discussion topics, time allocation, language representation in plenaries and panels, and reconsidering formats of delivery.

We would like to invite all young women who participated in the young women’s forum to stand and be recognised. We’d also like to invite all women to stand who are proud of young women’s leadership. Look how powerful we are when we stand together. A banner with the words **CHANGE** was held up on stage.

**Daily Worship Sessions**

Daily worship sessions involved a cross-section of Council delegates and local churches. Services followed the printed booklet in three languages titled “Celebrating Our Faith” and featured a small token gift for participants.

Each service included conversations and discussions on what it means to be a faith-based organisation.

Bible readings, songs, prayers, storytelling, meditations, liturgical dances and drama from different traditions are some of the key elements that enriched the reflections at World Council. Delegates, from all over the world reflected on how their faith inspires them to carry out their responsibilities and respond to individual and collective needs.

The printed worship booklet was much appreciated and will be a useful daily faith resource for Member Associations between World Councils. Making space for interfaith celebration, in particular representing the faiths of the host country, needs to be taken into consideration in the early planning for future Councils. Feedback in the World Council evaluation mentioned ensuring that all faiths and spiritualities are included in the programme.

**The Asia Journey**

The Asia journey enabled Council participants to take a closer look at the critical human rights issues pertinent in Asia. It aimed to spark, provoke, stimulate and inform the audience, while challenging participants’ thinking and drawing attention to certain issues.

Throughout the Journey, YWCAs in Asia shared their distinctive stories in the diverse Asian context, which provided a glimpse of the experience and women’s status in a country context and involved women and young women from various Asian YWCAs.

To set the Asian context, participants had the opportunity to view an excerpt from the film ‘Duhaktar’. Duhaktar is a compelling story of a girl escaping from her potential fate as a child bride in Pakistan. Pakistani film maker, Afia Nathaniel, a former World YWCA intern produced the film.

The Asian Journey also included 13 performances from 10 YWCAs from Asia, so delegates could share a common understanding of the challenges women and young women face within a very human and daily context. It incorporated stories, poems, skits, songs, dances, art, rap, and a chant. Key themes included sexual and reproductive health and rights, violence against women, child marriage, young woman living with HIV, human trafficking, women and young women participating in peace processes, domestic workers, bought brides, and military bases and their impact on violence against women.

The approach in presenting these issues was creative, thought provoking and interactive as opposed to the regular workshop style and panel discussions. Enthusiastic participants shared in the experience and danced together making observations such as:

*“The idea and concept of the program 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.”*
According to the evaluation survey, 86% of participants rated the experience as their key highlight of World Council 2015. Participants also recommended that an African Journey take place in South Africa during World Council 2019.

**Workshops: Peer support and learning and roundtable discussions**

During World Council, 36 peer learning workshops from 51 YWCAs covered numerous diverse topics for groups of 15 to 100 people. These workshops took place at a separate time from other small group meetings held to discuss the Envisioning 2035 goals. Many delegates and facilitators gained skills from their participation in the peer learning workshops, although some felt there were too many workshops held simultaneously. In addition, peer exchange and networking provided opportunities for sharing knowledge, building skills and fostering collaborative learning focused on World YWCA thematic areas of Women’s Rights, Leadership and Identity, and Membership and Sustainability.

Workshops included partnerships between YWCAs and other organisations including the World Council of Churches (WCC), Ecumenical HIV and AIDS Initiatives and Advocacy (EHAIA) and International Pregnancy and Support (IPAS).

Prior to World Council, the World YWCA invited Member Associations to contribute to workshops, and a Selection Committee decided on the final workshops, which were designed to be as interactive and engaging as possible. The World office received around 70 proposals for workshops, and rather than reject proposals, the office asked Member Associations who had proposed similar topics to co-host the workshops. In the end there were 24 co-hosted workshops and 12 roundtable discussions.

Although time-consuming to organise, this facilitated diversity and collaboration among the membership. The workshops provided a range of hands-on, practical experiences to address best practices and discuss challenges and opportunities in areas such as organisational development, advocacy, and programming.

The full list of workshops is available in the Appendix 16.
Regional Meetings Report
Regional interactions provided an opportunity for Member Associations to share, discuss and strategize around important issues in regional groupings and meet candidates standing for election. The meetings promoted greater global solidarity and greater understanding of both the diverse and the common issues that Member Associations face at the local, national and regional level. Regional interactions were well attended, and feedback indicated that meeting together on day one of World Council provided an important opportunity to network early in the World Council meeting. For World Council 2019, participants recommended allocating even more time for regional interactions outside the formal sessions. Hosting the meetings onsite at the general World Council venue and in dedicated rooms was critical to ensuring maximum attendance.

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
- Mobilising 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 are available for the region and small islands. Donors categorize the US Virgin Islands under ‘USA’ and hence there are fewer funds available to them;
- Lack of a good IT infrastructure in the region, which makes it difficult to interact via the Internet and Skype as a region;
- The need for more support from the World Office, particularly in terms of connecting across the region using a more sophisticated tools such as GoToMeeting rather than Skype;
- In the future, to eliminate having to nominate a candidate from the floor at World Council, priority should be given to planning and proposing regional candidates for the World Board;
- YWCA of Haiti was identified as being a good YWCA to learn from about projects, best practices and developing programme opportunities.

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 have at least one separate meeting. Discussion topics included:
- Building stronger partnerships across Europe and working together to build capacity;
- Developing closer links and support from the World YWCA;
Using the next European Representatives Meeting in Ireland in October 2016 to discuss partnerships and develop strategic plans to work together;

Currently, the migration crisis in Europe is getting bigger, and a focused discussion and more collaboration is needed to find solutions;

The YWCA of Belgium discussed its 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, election of candidates and collective ways of work
- Frustration and disappointment with the lack of recognition during plenaries to enable better participation of their delegates;
- 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 documents for the business meeting are printed and provided in English, French and Spanish to contribute to meaningful, active participation for all.

**Middle East:** The YWCAs of Lebanon, Jordan and Palestine participated in the Middle East regional meeting. Egypt did not attend the World Council. The three YWCAs developed and implemented 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 assisting the YWCA of Egypt to become 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;
- Fundraising, especially with European countries, for advocacy initiatives.

**North America:** Member associations from North America met during World Council to discuss the Envisioning proposal and the challenges associated with implementing the Envisioning 2035 Goal. They also reviewed the Strategic Framework and discussed the proposed YWCA Leadership Academy.

**Pacific:** Representatives from the Pacific Region and Timor Leste 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:

- Supporting exchanges and study tours;
- Creating a regional network and exploring ways to connect with other organisations;
- Hosting regular teleconferences, developing a newsletter, and sharing website and Facebook links;
- Exploring the possibility of a closed platform or email group where the group can connect;
- Discussing opportunities for NZAid to become involved and strengthen the DFAT leadership project; and
- Asking regional board members to consult and provide feedback on Board meetings and outcomes and possibly consider hosting a World Board meeting.
Mary Robinson Award Recognising Human Rights Leadership
During a celebratory opening night, World Council presented the second Mary Robinson Award for Leadership in Human Rights to CZ from YWCA of India for her work in Sexual and Reproductive Health Rights (SRHR) and HIV in marginalized remote communities in north-east India. Her work has touched more than 5,000 children, 10,000 adults and 500 religious leaders and institutions, as well as more than 100 teachers and health workers.
At the same time, World Council presented the Mary Robinson Award for an Exemplary Member Association promoting the rights of young women to the YWCA of Honduras. Over eight years with a part time staff and an annual budget of $7,000 USD, the YWCA of Honduras has reached more than 3,100 youth, built a reputation for human rights, and challenged cultural norms by addressing taboo topics in SRHR.

Networking and the Marketplace
Throughout the week, the Marketplace gave Member Associations more than 50 opportunities to explore, exchange, and promote their work as well to share and offer goods and insights from their countries. Networking lunches and zones for young women, presidents and general secretaries at World Council also gave delegates with similar functions (fundraisers, communications and advocacy officers etc.) the opportunity to share ideas informally.
The World Office displayed the photos submitted as part of the World Council photo contest on the theme of bold, transformative leadership, so delegates could vote for the ones they preferred.

Thai Social Events
The YWCA of Thailand coordinated and facilitated high-level social events throughout Council. The week started with the Opening Dinner in the presence of Her Royal Highness, Princess Soamsawali, and Thai dignitaries. Performances from well-known artists and cultural leaders were also part of the programme. In addition, participants enjoyed dances from all regions of Thailand and had an opportunity to taste fusion Thai gastronomy.
During the middle of the week, the YWCA of Thailand and one of its sponsors invited all participants to dine offsite and enjoy Thailand’s must-see show “Siam Niramit”, a large production with over 100 performers and 500 costumes. The show introduced participants to Thailand’s history and cultural landscape.
The week closed with a dinner hosted by the YWCA of Thailand. All participants celebrated the successes of World Council 2015 with music, laughter and dance.
Communications and Media

Integrating new technology to create a "green" Council
World Council 2015 marked the start of a new effort to bring the World YWCA branding to life more visually, through more colourful branded materials. For the first time, the World YWCA also made an effort to minimise the number of printed documents available at the event to create a "green" World Council. Documents were available electronically via the World YWCA website and via an event app, and there was an electronic voting system in place. While there were a few technology glitches, the result was generally favourable resulting in a more efficient meeting, along with savings for the environment and costs savings for the World YWCA. The event was also widely covered on social media, and a photography contest encouraged YWCA members to provide their visions of bold and transformative leadership.

Sharing perspectives with leading media
On the last day of World Council, Friday 16 Oct, after adopting the new transformative goal, the World YWCA hosted a media briefing on women’s equality and empowerment with key regional and local media.
Panelists included:
• Mrs. Kim Simplis Barrow, First Lady of Belize, Belize’s Special Envoy for Women and Children, and Global Ambassador for the Special Olympics
• Ms. Phumzile Mlambo-Ngcuka, UN Under-Secretary General and UN Women Executive Director
• Asst. Prof. Dr. Janjira Wongkhomthong, President, YWCA of Thailand
• Mrs. Nyaradzai Gumbonzvanda, General Secretary, World YWCA
Participating media included: The Bangkok Post, The Nation, Thai PBS and Live tweeters, bloggers, photographers and videographers.

Using social media to amplify women’s voices
The World YWCA and the YWCA USA partnered during World Council to deliver a workshop on how to use social media to amplify women’s voices online. The focus of this session was on how to shape policy by using social media to advocate for gender equality and the empowerment of women and girls. However, the session also incorporated information on using social media to build a larger and stronger network of supporters and show off YWCA work to current and potential donors.
The YWCA USA showed an example of its own Hashtag activism in an online campaign, and the workshop outlined social media tools, platforms which are useful for online advocacy. This included:
• Publication tools (Wikipedia, Blogger, Twitter - microblogging)
• Sharing tools for videos (YouTube), pictures (FlickR, Instagram), music (Last.fm, Spotify), slideshows (Slideshare)
• Discussions tools and instant messaging (Skype, Google Talk)
• Social networks (Facebook, MySpace), niche social networks (LinkedIn)
 Recognition of outgoing Board and the challenge for the new Board
The outgoing World Board members came to the platform and President Deborah Thomas-Austin asked the Council to acknowledge their contribution. She went on to say:

“We have taken some bold decisions today and this week. You, our movement, you have spoken clearly this week, and I have heard you. You want to be an organisation of young women for all women; you want to belong and resource our work; you want us to engage with and support you more; you want us to be more efficient in our work, our systems and our processes - to streamline our operations; you want us to have more impact and reach, and to measure that impact and reach; you want us to rethink our business model and be better resourced; you want us to be fit for purpose to achieve our 2035 Goal; you want us to reflect, respect and represent the full diversity of our movement – in all its forms and to demand justice, human rights and true equality for all women.

I have heard you. My task is to lead us in implementing those decisions that we have taken together and to begin the transformation that we have committed to.

To my new Board, I ask for your support and cooperation. You have come from your national associations and your regions. They nominated and supported you. But you have come to the world for the benefit of our entire movement and the world. Not just to pursue local, national, regional or self interests.

Our task is challenging, but it is so much more achievable if we work together as a team supporting each other, united in one common vision and goal.”

Installation of the World YWCA Officers and Board
The newly elected Officers and Board were then installed with a pledge to lead the World YWCA in its work for peace, justice, freedom, human dignity, health and care for the environment. Each member received a small gift as a token of the commitment accompanying her role within the World YWCA movement.

Host association tributes and thanks
President Deborah Thomas-Austin expressed deep gratitude to the YWCA of Thailand for its hospitality and support. “Since 2011, we have worked tirelessly to arrange this event and a Board meeting was held here in 2013. You have spared no effort to ensure we are comfortable. You have paid attention to every detail, and for that we are extremely grateful.”

She made special mention of the dinner hosted by Her Royal Highness, Princess Soamsawali of Thailand. The President also thanked the 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.

The World YWCA staff provided small gifts of thanks to recognize the efforts of all the staff, volunteers and members who contributed to the success of this Council. This included the host association and volunteers led by the President, Dr. Janjira Wongkhomthong and the General Secretary of the YWCA of Thailand, Chantanee Molee, and then President, Khun Lantip and General Secretary of the Bangkok YWCA, Khun Usana Sukonthasup.

The Thailand Steering Committee chair thanked volunteers and staff and invited the audience to say ‘thank you’ in Thai. “kob khun ka”.

The YWCA Thailand President, Dr. Janjira, provided closing remarks: “On behalf of the board, staff, volunteers, we are happy to have you all, thank you to all of you who decided to attend the 26th World YWCA Council. My team is very happy and pleased to welcome you any time you want to come back to Thailand. To our next hosts, our team can support you…
wholeheartedly. Along with our host association there have also been wonderful helpers here including an enthusiastic group of young women who came from Switzerland.”

Appreciation of speakers, resource people and volunteers

World YWCA staff, Aida Rehouma and Juli Dugdale, thanked the wonderful members of the World YWCA Worship Task Team chaired by Rev. Poonsook Setsoponkul, with Donnalie Cabey, Nora Bandixen, Rev. Pirjo-Liisa Pentinelli, Chantanee Molee and Young Hee and the wonderful pianist from Korea. Pirjo-Liisa also thanked Kirsty Kelly from the World YWCA Board and everyone who attended the worship. “I hope the baby that was born, ‘the worship book,’ will travel with you to be used at a national level.”
The World YWCA also thanked the many international volunteers and resource people who made World Council a success. This included: Jan Campbell, Diane Goodwillie, Krista Seddon, Kara Brown, Yadanar, Ilcida Humes, Leila Passah, Alyssa Shaw, and others who are still volunteering. The World Office also thanked the Swiss volunteers and commended them for their imaginative YouTube video reminding delegates to hand in their voting devices. The interpreters for the event also came to the stage for a special round of applause.
In thanking the Envisioning working group, Mitsunge Kachingwe, YWCA of Malawi, said: “It was challenging, but it was good to work together, and we all did a good job.”

Others who received special thanks and recognition included plenary speakers and workshop coordinators, our Global Ambassadors – Bonnie Fatio and Ping Lee - and friends of the World YWCA.

Bonnie Fatio asked the young women in the audience to stand: “You allowed me to walk before you. All of you have allowed me to walk beside you. I’m ready to follow.”

Ping Lee said: “We have a common goal, a collective power, so let’s work together to make a new difference.”

Invitation to the 2019 World Council in Johannesburg, South Africa

Youth delegate, Reabetsoe Matobako, led a flag-waving team to the stage. The President of the YWCA of South Africa said:

“Welcome from South Africa – This train is moving from Thailand to South Africa. We are here to invite you to the 29th World Council. The biggest focus of our YWCA programs is education and early childhood centres but we have specialized institutions for children with learning difficulties and work in SHRH, VAW and HIV/AIDS.”

As a preview, Sello Ditsoabara, a representative from City of Johannesburg’s Tourism Bureau presented a movie about the host destination. Then Reabetsoe Matobako shared a poem and the President of the YWCA of South Africa said:

“We are looking forward to receiving you. Come one, come all and witness the hospitality from the YWCA of South Africa in collaboration with Gauteng Provincial Government and the City of Johannesburg.”

The South African delegation presented gifts to Deborah Thomas-Austin and to the YWCA Thailand. The YWCA of Thailand congratulated the YWCA of South Africa and offered support and help, and then presented a gift. The Vice President of YWCA South Africa thanked YWCA of Thailand.

The World Council closed.
### In Memoriam-2011-2015

<table>
<thead>
<tr>
<th>FIRST NAME</th>
<th>SURNAME</th>
<th>DATE OF DEATH</th>
<th>COUNTRY</th>
</tr>
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<tr>
<td>Patricia</td>
<td>Morrison</td>
<td>01/08/2011</td>
<td>Aotearoa/New Zealand</td>
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<tr>
<td>Margaret</td>
<td>Dunn</td>
<td>01/08/2011</td>
<td>Australia</td>
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<td>Claudia</td>
<td>Diaz Gaudino</td>
<td>01/12/2011</td>
<td>Argentina</td>
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<td>Winifred</td>
<td>Hessinger</td>
<td>01/02/2012</td>
<td>USA</td>
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<tr>
<td>Sarah</td>
<td>Sogi</td>
<td>01/08/2012</td>
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<td>Mary</td>
<td>Talen Williams</td>
<td>01/08/2012</td>
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<tr>
<td>Ruth</td>
<td>Lechte</td>
<td>19/09/2012</td>
<td>Fiji and Australia</td>
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<td>Christiane</td>
<td>Davies</td>
<td>01/12/2012</td>
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<td>Bartlett Vanderpuye</td>
<td>01/10/2013</td>
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<td>Bess</td>
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<td>Mariela</td>
<td>Villaraga</td>
<td>01/01/2013</td>
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<tr>
<td>Maria Lucy</td>
<td>Ferreira</td>
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<td>Dorrith</td>
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<td>01/02/2014</td>
<td>Jamaica</td>
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<td>Hedy</td>
<td>Berthoud Schott</td>
<td>01/02/2014</td>
<td>Switzerland</td>
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<tr>
<td>Sheila</td>
<td>Barnett</td>
<td>01/03/2014</td>
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<td>Maj Britt</td>
<td>Gustafsson</td>
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<td>01/08/2013</td>
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<td>Iglesias de Presti</td>
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<td>Ilisapeci</td>
<td>Juta</td>
<td>01/11/2013</td>
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<td>Margaret</td>
<td>Ryrie Smith</td>
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<td>Martins Wolff</td>
<td>01/07/2014</td>
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<tr>
<td>Ruud</td>
<td>van Hoogevest</td>
<td>01/09/2014</td>
<td>Netherlands</td>
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<tr>
<td>Arne</td>
<td>Sovik</td>
<td>01/09/2014</td>
<td>USA</td>
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<tr>
<td>Guillermo</td>
<td>Zetzche</td>
<td>27/10/2014</td>
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<td>Ivanne</td>
<td>Farr</td>
<td>03/12/2014</td>
<td>The US Virgin Islands</td>
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<tr>
<td>Mary</td>
<td>Wolfe</td>
<td>30/03/2015</td>
<td>USA</td>
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<td>Mildred</td>
<td>Florence Adhiambo Achoch</td>
<td>19/08/2015</td>
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<td>James</td>
<td>Bage</td>
<td>24/08/2015</td>
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<td>Joyce</td>
<td>Mungerera</td>
<td>26/09/2015</td>
<td>Uganda</td>
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<td>Oshadi</td>
<td>Mangena</td>
<td>01/09/2015</td>
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<tr>
<td>Elizabeth</td>
<td>Palmer</td>
<td>04/10/2015</td>
<td>USA</td>
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</tbody>
</table>
Attendance List

*Young Woman aged 30 or under

**Recognised as voting delegates following approval of Affiliation of New Member Associations – 11 October, 2015

Voting Delegates (278 of 584)

World YWCA Voting Member Associations (73 of 109) & Voting Delegates (263 of 564)

Angola (3 of 3)
- Lisbethe Merete Trinsjøaer
- Lea Vad Braendgaard* (5 of 6)
- Gritt Rhiinstrøm Kristensen

Austria (6 of 6)
- Margrethe Svenstrup Thomassen*
- Stephanie Fink

Bangladesh (6 of 6)
- Chitra Roy* (2 of 6)
- Helen Monisha Sarker

Belgium (5 of 6)
- Priscilla Magamba Busabonod* (6 of 6)
- Priscilla Magamba Busabonod* (6 of 6)

Bolivia (1 of 6)
- Valeria Roxana Rojas Borda* (6 of 6)

Burkina Faso* (2 of 3)
- Mariana Bandi Coulidati Yoni (2 of 3)
- Yasmina Pagdamba Coulidati* (2 of 3)

Canada (6 of 6)
- Susan Kendal

Chile (1 of 6)
- Dalia Gonzalez Medel

Colombia (1 of 6)
- Magdalena Beatriz Lopez Cárdenas

Democratic Republic of Congo (2 of 2)
- Bibiche Kankolongo Mbuyi

Denmark YWCA-YMCA (6 of 6)
- Henriette Lynderup Kirkeskov

Estonia (2 of 6)
- Neli Saha

Germany (2 of 6)
- Demis Skoutras* (6 of 6)
- Marlene Gentner* (6 of 6)

Ghana (3 of 6)
- Annie Maria Fitsemamu

Greece (6 of 6)
- Ioanna Kallergi (6 of 6)

Guatemala (6 of 6)
- Claudia Maria Izaguirre Mejia

Guinea (3 of 6)
- Solange Marie Lantier

Hong Kong (6 of 6)
- Eva Lee

India (6 of 6)
- Gavriella Staas* (6 of 6)
- Celia May Thelma" (6 of 6)

Indonesia (6 of 6)
- Siti Fidzi

Ireland (3 of 6)
- Kavitha Sadasivam

Ivory Coast (2 of 6)
- Yumiko Yokoyama

Izmir (1 of 6)
- Nita Laura Quiah

Jordan (5 of 6)
- Sheree Smiling Craig

Kenya (6 of 6)
- Jamie Medicine Crane

Korea (6 of 6)
- Priscilla Magamba Busabonod* (6 of 6)
- Priscilla Magamba Busabonod* (6 of 6)

Kosovo (6 of 6)
- Vlatka Ilic

Laos (6 of 6)
- Nellie Saha

Lebanon (6 of 6)
- Jamila El Haddad Eps.Amassi

Lebanon (6 of 6)
- Nellie Saha

Mali (6 of 6)
- Francine Dierung* (6 of 6)

Malaysia (5 of 6)
- Priscilla Magamba Busabonod* (6 of 6)

Moldova (6 of 6)
- Puri Puri Logue

Montenegro (6 of 6)
- Laura Pound

Myanmar (6 of 6)
- Susan Kennard

Nepal (6 of 6)
- Bir Devi Singh

Netherlands, The (5 of 6)
- Sushila Shrestha* (2 of 6)

Nigeria (6 of 6)
- Joy Yakubu

Norway (6 of 6)
- Stephen Fink

Palau (6 of 6)
- Sadiqah Abu

Peru (6 of 6)
- Nathalie Giroignant

Philippines (6 of 6)
- Yuki Shiraishi

Poland (6 of 6)
- Yuki Shiraishi

Portugal (6 of 6)
- Yuki Shiraishi

Romania (6 of 6)
- Yuki Shiraishi

Russia (6 of 6)
- Yuki Shiraishi

Senegal (6 of 6)
- Yuki Shiraishi

South Africa (6 of 6)
- Yuki Shiraishi

Spain (6 of 6)
- Yuki Shiraishi

Sri Lanka (6 of 6)
- Yuki Shiraishi

Sweden (6 of 6)
- Yuki Shiraishi

Switzerland (6 of 6)
- Yuki Shiraishi

Taiwan (6 of 6)
- Yuki Shiraishi

Thailand (6 of 6)
- Yuki Shiraishi

Ukraine (6 of 6)
- Yuki Shiraishi

USA (6 of 6)
- Yuki Shiraishi

Uruguay (6 of 6)
- Yuki Shiraishi

Vietnam (6 of 6)
- Yuki Shiraishi

Wales (6 of 6)
- Yuki Shiraishi

World YWCA Voting Member Associations (73 of 109) & Voting Delegates (263 of 564)

Angola (3 of 3)
- Flavia Levo Dikezoe* (3 of 3)
- Isabel Antonio Marcel (3 of 3)

Austria (6 of 6)
- Anna Maria Fitsemamu (6 of 6)

Bangladesh (6 of 6)
- Marleen Braet (6 of 6)
- Rocío Jeannette Forero (6 of 6)

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- Rocio Jeanette Forero (5 of 6)

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- Bibiche Kankolongo Mbuyi

Denmark YWCA-YMCA (6 of 6)
- Henriette Lynderup Kirkeskov

Margrethe Svenstrup Thomassen*
Appendix 2 - Minutes World YWCA Council Bangkok 2015

Chikwu Uche Ochiagha
Linda Agbo*
Hilda Nw aneku
Sarah Samson Choji*
Moronkeji Olufunke Osibelu o
Norway YWCA-YMCA (6 of 6)
Gunvor Meling*
Anne-Line Everstad Dahlen*
Caroline Middtun Rostrup*
Karoline Arnesen*
Nina Sora*
Nina Solberg Nygaard
Palestine (5 of 6)
Queen Masoud*
Haneen Khalil*
Christeen Darwish*
Fadwa Khader
Mira Rizeq
Papua New Guinea (3 of 6)
Sylvia John
Antonia Manau
Naomi Woyengu*
Gabrieline, The (5 of 6)
Karen Pira*
Rwanda (3 of 6)
Nadege Munyaburanga Uw ase*
Ernestine Kaligirwa
Samoa (2 of 3)
Ramona Tugaga
Faau Lia*
Sierra Leone (1 of 6)
Cheryl Barbara Jalloh
Singapore (5 of 6)
Yee Ping Leung
Nicole Chua Yoke Teng*
Kee Leng Tan
Gladys Foo
Samantha Yau Ting Mark
Solomon Islands (3 of 3)
Diana Ma'akoroh
Joycelyn Lai
Clarine Toki*
South Africa (5 of 6)
Nonthuzelo Mavis Manzana
Ellen Bleke
Nomfanelo Queen-Sheba Porkol
Mangongoa Morongwa*
Reabetsoe Matobako*
Sri Lanka (5 of 6)
Modera MDP Subhashinie Perera
Banu Jeyasooriya*
Randika Gunasinghe*
Rajini Sureka Wijerupa*
Vasantha Yohini Perera
South Sudan (4 of 6)
Modi Enosa Moaraza Baburu
Naumra Alice Gordon Hassen
Namisio Joy James Bage*
Fatiya Mary Joseph Bringi*
Suriname (1 of 3)
Merlien Nelson
Sweden YWCA-YMCA (6 of 6)
Andreas Axelsson*
Emma Eklund*
Karin Olsson
Asa Vennberg*
Tolla Stuart Dahlgren*
Anna Magnusson
Switzerland YWCA-YMCA (6 of 6)
Anna Katharina Kupferschmied*
Yvonne Schüpbach*
Aline Schär*
Marlies Petrig
Claudia Zaugg
Ursina Schenck-Stricker*
Taiwan (6 of 6)
Jui-Yin Chang Jao
Kao Pei-chen*
Tseng-Ching (Sylvia) F. Ting Fei
Ping Lee
Linda Chang Deng
Wan Ju Lee*
Tanzania (5 of 6)
Grace Soko
Vanessa Anyot*
Jescia Mmani*
Jesca Mueni Samw el Ndana*
Rosemary Mbabagala
Thailand (6 of 6)
Janjira Wongkhonthong
Valaiporn Virayakvint
Natikana Kunasaw at*
Nimtra Pradabchananurat*
Sudaw an Khornthram
Chattanee Molee
Togo (3 of 3)
Massanvi Danlimba Koffi
Adjo Emmanuella Edem Lavon*
Abra Dgbogbo Arraglo
Trinidad and Tobago (2 of 6)
Marissa Chester*
Alisa Callender*
Uganda (2 of 6)
Jennifer Akenary Ochwo*
Flavia Caroline Mpande
Kenya (1 of 3)
Julia Torchynska*
US Virgin Islands, The (6 of 6)
Carol Callwood
Anita Davis-DeFoe
Donna Lee Edw ards Cabeby
Lena Steele Williams
Renee Bridges*
Verissa Smith*
United States of America (6 of 6)
Eileen Qui*
Andrea Thaxton*
Devan Drabik*
Marsha Henderson
Casey Harden
Dara Richardson-Heron
Zambia (2 of 6)
Melody Jongwe*
Lucy Maslye
Zimbabwe (1 of 6)
Florence Farai Maruza

World YWCA Board Voting Delegates (15 of 20)
President Deborah Thomas-Austin
Trinidad and Tobago
Treasurer Carolyn Flow ers
United States of America
Vice President Susan Brennan
Australia
Vice President Ida Ituze
Rwanda
Vice President Kirsty Kelly
Great Britain
Vice President Tricia Gideon
Belize
Vice President Jessica Notwel
Canada
Member Silvarina Ayaipoma de Mattos
Peru
Member Halfa Baraniki
Palestine
Member Belinda Bennet
India
Member Anna-Kaisa Ikonen
Finland
Member Hong-Kee (Luna) Lee
United States of America
Member Rebecca Phitiko
Malawi
Member Monika Simeon
Namibia
Member Young-Hee Won
Korea
World YWCA Member Associations Observers (196)

Angola (3)
- Lunguella Antonica Miguel
- Lucam Miguel Pedro
- Esperança Domingos Hossi

Australia (39)
- Kirsty Lee Rourke
- Heidi Zajac
- Zoya Patel
- Kate Chipperfield
- Yen Eriksen
- Laura Fitzhenry
- Louise Billman
- Gordana Morphett
- Melissa Joy Volp
- Kylie Elisaia
- Jennifer Baldwin
- Ali Kroger
- Frances Louise Crimmins
- Skye Gunning
- Kathryn Tully
- Elizabeth Forsyth
- Hannah Scott
- Janet Berriman
- Stephanie Amir
- Abiramy Thevarajah
- Muyesser Ommez Durur
- Samantha Betts
- Sobahn Graham
- Tristan Landers
- Suzanne Davies
- Lynda Hope
- Roger Kennedy
- Elizabeth Johnsen
- Sandra Bell
- Neesha Jayaw ardena Eckersley
- Elizabeth Jane Dibbs
- Beverley Dobie
- Fiona Macead
- Janice Bow en
- Caitlin Elizabeth Sandercock
- Rebecca Leigh Vassarotti
- Lina Tchung
- Lisa Mary Warner
- Brianna Lee

Bangladesh (3)
- Jacinta Alimpia Gomes
- Clame D’Costa
- Katharine Schell Arrowsmith
- Maureen Frances Bell
- Karen Peto
- Suny Jacob
- Mari Ramsay
- Marilyn Kent
- Maharun Neesa
- Medora Uppal
- Ann Decter
- Lorraine Lillefeldt
- Michelle Bullas
- Diane Marie Doley
- Delphine Berger

Democratic Republic of Congo (1)
- Thérence Baku Bundu

Denmark YWCA YMCA (3)
- Sleine Stina Adelskov
- Helle Jarlmos
- Gitte Marlene Berle

Finland (5)
- Oona Hytönen
- Arja Irmeli Behm-Hmanka
- Katri Johanna Jussila
- Riitta Rauhala
- Ilona Yrjola

Hong Kong (1)
- Ka Ling Chan

India (6)
- Santhi Elizabeth Liju
- Prabha Joshua
- Betty Ipe
- Nisha Sharma
- Lalchhuanzual "CZ"
- Deepa Jayadev

Japan (9)
- Chie Yoshimura
- Yoko Kobayashi
- Sumie Ogawara
- Seiko Okubo
- Miho Fujw ara
- Mak Sunagawa
- Chikai Ibara
- Akiyo Alzu
- Aki Yoshida

Kenya (2)
- Karen Wangari Kiago
- Beatrice Aw uo Ahere

Korea (14)
- Seong-Hee Shin
- Haeri Park
- Duk-Soon Lyu
- Ji-Sung Lee
- Young-Hee Lee
- Jung-Sook Choi
- Eun-Sil Park
- Sunim Kang
- Miki Kim
- Mi Ran Chang
- Hee Kyung Ham
- Young M Choi
- Young Ja Kim
- Jong Nam Joh

Madagascar (2)
- Fanja Mina Ramahatalaandry
- Odile Rambatosin eps.
- Ravalomanda

Myanmar (2)
- Naw Gloria Maung Maung
- Lorna Po

Nigeria (7)
- Ayodele Olusomidoton Akideinde
- Georgina Hollist
- Ayodele Olusomidoton Akideinde
- Georgina Hollist
- Esther Omaka
- Toyin Dora Akinyemi
- Ralavomanda

Norway (1)
- Lina Tchung

Pakistan (1)
- Lina Tchung

Peru (1)
- Silvia Poblete

Portugal (2)
- Prudência Exposto Tilman
- Developing Group Timor Leste

Romania (1)
- Zulmira Fonseca Carvalho Amaral

Russia (1)
- Zulmira Fonseca Carvalho Amaral

Switzerland (1)
- Natalie Wilson

United States of America (1)
- Natalie Wilson

United States of America (2)
- Natalia Wilson

United States of America (3)
- Natalie Wilson

Zimbabwe (1)
- Lauren Sheridan

Zimbabwe (2)
- Lauren Sheridan

Zimbabwe (3)
- Lauren Sheridan

Zimbabwe (4)
- Lauren Sheridan

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Katarina Granander
- Niklas Borjesson
- Karolina Lagerquist
- Rebecka Ramberg
- Viktor Steen
- Lina Grell
- Jonatan Ryden
- Tove Larsson
- Eva Alexandersson
- Lina Dimming
- Zandra Zbinden
- Ellen Stiberg
- Danielle Zepeda Lillo
- Anna Rosenholmer
- Johanna Svanelind
- Monica Benitez Caris
- Anne-Christine Ericson
- Switzerland (1)
- Constance Moser

Taiwan (13)
- Grace Shih
- Lin Ling-Fang
- Ching-Mei Chan
- Kuan-Chen Jen
- Pei Shan Chang
- Ching-Wen Hsu
- Liu Huoy-In
- Tzu-Ping Chen
- Chi Wu
- Tun Lin Kuei Hsiang
- Ko Yen Mei
- Fang Ting Liu
- Chi-Chen Chien

Togo (1)
- Clotilde Esperance Amavi Tsgobe

United States of America (33)
- Rocío Villalobos
- Vanessa Jimenez
- Ruby Martin
- Joelle Logue Bronstein
- Jennifer DeRuntz
- Guadalupe Perez
- Jana Hraga
- Jenna Foster
- Gianna Caroline Flow ers
- Jennifer Carav ay
- Brenda Durham
- Diane Smith
- Diana Lee
- Araceli Ramirez
- Debra Stock
- Joyce Lin Yueh Yu
- Mary Stew art McCosker
- Martha Kamber
- Robyn Cousin
- Sharon Bettinelli
- Yolanda Sullivan
- Kimberly Dlop
- Elisha Rhodes
- Natalia Wilson
- Katie Corbit
- Samantha Polton Emery
- Cristina Morais
- Paige Smith
- Donna Duffy
- Paula Penebaker
- Lauren Sheridan
- Saba Mesfin
- Hjordys Perez Matos
- Karolina Lagerquist

Developing Group Timor Leste
- Prudencia Exposto Tilman
- Natalie Wilson
- Zulmira Fonseca Carvalho Amaral
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External Observers/Visitors (24)

**Government of Belize - First Lady of Belize and Belize’s Special Envoy for Children and Women and Global Ambassador for the Special Olympics**
Kim Simplis-Barrow

**Government of Belize - CEO of the Ministry of Human Development**
Judith Alpuche

**UN Women - Executive Director**
Phumzile Mlambo-Ngcuka

**Regional Director for Asia and the Pacific**
Roberta Clarke

**Christian Aid - CEO**
Loretta Minghella

**United Methodist Women (UMW) - CEO**
Harriett Olson

**Government of Belize - CEO of the Ministry of Human Development**
Judith Alpuche

**Kim Simplis-Barrow**

**Barrow**

**UN Women - Executive Director**
Phumzile Mlambo-Ngcuka

**Government of Belize - CEO of the Ministry of Human Development**
Judith Alpuche

**Regional Director for Asia and the Pacific**
Roberta Clarke

**Christian Aid - CEO**
Loretta Minghella

**United Methodist Women (UMW) - CEO**
Harriett Olson

**World Association of Girl Guides and Girl Scouts (WAGGGS) - CEO**
Kim Simples-Barrow

**Association for the Promotion of the Status of Women, Under the Royal Patronage of HRH Princess Soamsawali - ED**
Dr. Maytinee Chege

**Digital Inclusive Expert and former Rockefeller Foundation Program Associate**
Lilian Chege

**World Vision - End Trafficking in Persons (ETIP) Regional Program Manager, East Asia**
Whan Yoon

**IPAS**

**UN Mission in South Sudan**

**World Council of Churches - EHAIA**

**World Council of Churches**

**Tourism Bureau, City of Johannesburg - Officer**

**World YWCA Nominations Committee (4)**

**YWCA Kenya**
Caroline Maneno Oketch

**YWCA Trinidad and Tobago**
Khadija De Nobriga-James

**World YWCA Board**
Geeske Zanen

**World YWCA Board**
Andrea Nunez Argote

**World YWCA Office (21)**

**General Secretary**
Nyaradzayi Gumbonzvanda

**Executive Assistant GS (acting)**
Caroline von Kimakowitz Vieira

**Head of Programmes**
Rita Muyambo

**Programme Global Manager**
Julie Dugdale

**Programme Global Manager**
Hendrica Okondo

**Programme Global Manager**
Linnea Hakansson

**Programme Global Manager**
Caterina Lampitsacopoulos

**Programme Global Manager**
Gladys Yegon

**Programme Global Manager**
Kathleen Maksymec

**Communications Officer**
Marcia Banasko

**Communications Assistant**
Matthew Llort

**Head of Finance & Operations**
Sara Nogarede

**Finance Assistant**
Thao Huynh

**Events Coordinator**
Aida Rehouma

**Operations Officer**
Alena Stariarchuk

**Intern - YWCA Hong Kong**
Yeuk Ting (Lapis)

**Intern - YWCA YMCA Estonia**
Karolin Jügel

**Intern - YWCA YMCA Great Britain**
Pauline Mukanza

**Intern - YWCA Australia**
Alyssa Shaw

**Intern - YWCA YMCA Switzerland**
Nora Bundikien

**Consultants (8)**

**AVL Interpreters**

**Annette Jean-Jacques**

**Nyffenegger**

**Rafael Porlan Moreno Perello Santandreu**

**Elizabeth**

**StrategiSense**

**Jan Campbell**

**Carrie Diaz**

**Canada**

**Studio Dilitt**

**Manuel Husson**

**Diaz Fernandez**

**USA**

**Powervote**

**Manuel Husson**

**Diaz Fernandez**

**USA**
### World YWCA Global Ambassadors

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<th>Country</th>
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<td>Global Ambassador for Leadership</td>
<td>Bonnie Fatio</td>
<td>USA/Switzerland</td>
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<tr>
<td>Global Ambassador for Envisioning 2035</td>
<td>Pin Ng Lee</td>
<td>Taiwan</td>
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### World YWCA International Volunteers (9)

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<tr>
<td>Australia</td>
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<td>Krista Seddon</td>
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<tr>
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<td>Icilda Humes</td>
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<tr>
<td>India</td>
<td>Leila Passah</td>
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<tr>
<td>Myanmar</td>
<td>Yadanar</td>
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<td>Scotland</td>
<td>Kara Brown</td>
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<tr>
<td>YMCA Switzerland</td>
<td>Stephanie Huggel</td>
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<tr>
<td>USA</td>
<td>Doris Pagelkopf</td>
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<td>World Office</td>
<td>Elena Okondo</td>
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### Election Monitors Volunteers (21)

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<td>Maureen Bell</td>
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<td>Santhi Elizabeth Liju</td>
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<td>Joyce Yu</td>
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### World Council Worship Task Team (6)

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<td>Setsoponkul</td>
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<tr>
<td>Co-Chair - YWCA Thailand</td>
<td>Donna Lee</td>
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<td>Co-Chair - YWCA The US Virgin Islands</td>
<td>Edw ards Cabey</td>
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Host Member Association’s WC Bangkok 2015 Committees (98)

**Steering Committee (9)**

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<tr>
<td>Asst.Prof Dr. Janjira</td>
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**Fundraising Committee (8)**

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<td>Vilai</td>
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<td>Kisrichart</td>
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**Networking Committee (9)**

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<tr>
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**Logistics Committee (12)**

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**Worship Committee (10)**

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<tr>
<td>Rev. Poonsook</td>
<td>Valaiporn</td>
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<td>Dr. Voranuch</td>
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**Volunteer Committee (14)**

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**Public Relation Committee (12)**

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**Financial Committee (7)**

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**YW’s Leadership Dialogue Committee (12)**

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**YWCA Thailand Staff (5)**

<table>
<thead>
<tr>
<th>General Secretary</th>
<th>Administrative</th>
<th>Financial</th>
<th>Young Women’s Coordinator</th>
<th>Host 28th World YWCA Council’s Coordinator</th>
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<tbody>
<tr>
<td>Chantanee</td>
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WAYS OF WORK AND RULES OF PROCEDURE
UNDER 2011 WORLD YWCA CONSTITUTION

WAYS OF WORK
Participants of the World Council:
- Delegates of member associations
- World Board members
- Designated staff of the World YWCA and of the host member association
- Invited visitors, volunteers and observers

Committees at World Council:
- Steering Committee
- Nominations Committee
- Any other Committee as decided by the World Board

The Tasks of the World Council Business Meeting:
- Receive and accept
  - Minutes of the World Council meeting 2011
  - Four year report of the World Board
  - A report from the General Secretary
  - The Nominations Committee recommendations of election procedures to World Council
- Consider and approve
  - Ways of Work and Rules of Procedure
  - Financial Statements on the past period and Budget framework, including affiliation fees, for the coming period
  - World YWCA Strategic Framework for 2016-2020
  - Policies and guidelines until the next World Council meeting
  - Proposed amendments to the World YWCA Constitution
- Elect
  - The President
  - The Treasurer
  - 18 additional members of the World Board
  - Six Vice-Presidents, elected from among the members of the World Board
  - A Nominations Committee comprised of 5 members
- Exchange
  - Provide opportunities for mutual learning and exchange between member associations
- Announce
  - The place and date of the next World Council

The World Council Undertakes Its Tasks Through the Following:
- Plenary Sessions with all delegations present
- Small discussion groups
- Worship and reflection
- Business Meetings requiring voting by delegates
- Information
- Training/workshops
- Celebrations

RULES OF PROCEDURE
The purpose of these rules is to enable and facilitate the meeting to move ahead, and to provide as many opportunities as
possible for the delegates to be heard in an orderly and open fashion. They will be presented by the World Board for adoption
by the World Council.

Order of Business
The agenda and time schedule of the meeting shall be the printed programme. One of the first items of World Council business
will be presentation for adoption of the agenda and the time schedule. Both the agenda and the time schedule may be changed
by a majority vote of the World Council.

Any suggestions for amendments, or additions, to the agenda and time schedule during the course of the meeting may be made
through the Steering Committee.

Admission to meetings and seating arrangements
Voting delegates (from member associations and World Board members) sit together in their allocated places for all plenary and
business sessions.
Observers, visitors, volunteers and World YWCA staff cannot vote. They are seated separately from the delegates.

World Council Chairperson
The President is the World Council Chairperson. She will preside at meetings of the World Council. She may request the assistance of any of the Vice-presidents (World YWCA Constitution, articles 42 and 43). The President, or her designate, will preside at all plenary sessions.

Right to speak
Delegates and members of the World Board have the right to speak in plenary sessions. Other participants may be invited to speak at the discretion of the Chairperson.

Rules of Discussion and Debate
a) General plan for discussion
• A person who wishes to speak will stand up at her seat, and indicate to the usher if she wishes to raise a point of order, seek information or speak for, or against, the motion. The usher will indicate this to the Chairperson using a designated card. The person will be directed to, or handed, a microphone. She will wait to be recognized by the Chairperson, and will then state her name and that of her association before speaking.
• After the first speaker presenting the proposal is heard, speakers will be recognized in alternating order:
  o one against the motion
  o one in favour as far as possible
• Those wishing to seek clarification or information on the issue, or to raise a point of order will be recognized by the Chairperson at any time during the discussion period.
• In order that the opinion of as many delegations as possible may be heard only one person from each delegation will be recognized in the early part of the debate. Equally the World Board may speak only once on a given subject until speakers from national delegations have been given the opportunity to speak.
• The first speaker presenting the proposal will have the right to reply before the closure of the discussion or debate.
• Each speaker will limit her speech to three minutes. Time may be extended with the consent of the World Council.

b) Motions, Resolutions, and Amendments
A motion is a formal proposal made in an assembly, in this case the World Council, to enable it to move its business forward.

A motion may be proposed by a voting delegate, the World Board or a World Council Committee. All motions by voting delegates must be proposed, seconded, and handed to the Chairperson in writing, who will read it before it is presented to the World Council and a vote is taken. A motion from a committee does not need a second.

A resolution originates from a member association or the World Board, out of their concern on issues which may, or may not, be part of the World Council agenda. A World Council resolution is a long-term commitment that gives the YWCA movement direction about how to address policy priorities. A resolution becomes a major statement of policy, requires implementation by the whole YWCA movement, and may have financial implications. The World Board will submit to World Council a maximum of seven that are consistent with the World YWCA vision and purpose.

Making a resolution requires:
- Submission by a member association, signed by the President or General Secretary. Member Associations may submit only one proposed resolution.
- Every resolution submitted must be seconded by a Member Association from a different YWCA region and supported by at least 12 additional Member Associations (representing at least 3 additional YWCA regions).
- Presentation in writing: Resolutions must be sent to the World YWCA in advance. The deadline for World Council 2011 is June 30, 2010.

Every association proposing a resolution must also be prepared to host a workshop during Council which provides a briefing on the resolution and the opportunity for other member associations to ask questions and propose amendments to the text.

In recognition of the fact that issues critical to women, young women and girls may emerge between the Resolutions deadline of June 30, 2014 and World Council, the World YWCA will accept additional resolutions on newly emergent and critical issues only during World Council. These resolutions, called Calls to Action, must be submitted no later than the end of Day 2 of World Council to the World YWCA Policy & Strategy Committee. Calls to Action must be moved and seconded by YWCAs from two different regions, and must be supported by an additional 12 member associations from at least 3 additional regions. Guidelines and submission forms for Calls to Action will be provided to World YWCA member associations no later than 4 months prior to World Council. Once proposed Calls to Action have been submitted to the World YWCA Policy & Strategy Committee, they will be reviewed and the Committee will meet with YWCAs proposing Calls to Action on Day 3 of World Council to determine whether the proposed Calls to Action meet the submission criteria and are accepted. All resolutions and Calls to Action will be brought before World Council for a vote no later than the final day of World Council.

In recognition that the Young Women’s Summit in a unique space for young women to engage in policy discussion, resolutions that emerge from the Young Women’s Summit will be proposed directly to the World Council as part of the Report of the Young Women’s Summit. If the Young Women’s Summit proposes a Call to Action, it will be subject to the same process described above. The World YWCA Policy & Strategy Committee is available, upon request of the Young Women’s Summit, to support the development of resolutions or Calls to Action.

The World Council will enable space for member associations to discuss international advocacy and policy priorities at World Council as part of the Envisioning 2035 process in order to ensure that the programme and advocacy work of the World YWCA is reflective, of and relevant to, the realities of women, young women and girls in communities around the world.

An amendment is a proposal to change the wording but not the intent of a motion. An amendment must be seconded before it can be discussed. Only one amendment will be considered at a time.

An amendment to an amendment is a proposal by a delegate to change the wording but not the intent of the first amendment. It
shall be proposed and seconded before it can be discussed. It shall be voted on before the first amendment. An amendment to an amendment can not be amended.

c) Closing Debate
The Chairperson may open debate and may defer debate.

Debate may be closed by a majority vote on a motion from the floor to close the debate or by the recommendation of the Chairperson.

Observers can participate in discussions without voting rights.

d) Rulings by the Chairperson
The Chairperson shall rule on matters not covered by these Rules of Procedure. If challenged by a delegate, the ruling shall be voted on.

Rules for Nominations from the Floor of the World Council Meeting
In accordance with the constitution nominations shall not be allowed from the floor of the World Council meeting except where there are insufficient nominations in the list of candidates. In case the Nominations Committee determines that there are insufficient nominations, this committee will request nominations from the floor. The Nominations Committee will present the new candidates for election who have met all the requirements for being a candidate.

The Right to Vote
Voting is how the World Council makes its decisions. Only World Council delegates are entitled to vote. Each delegate has only one vote and has to be present to vote. Observers are not entitled to vote.

In some cases, as specified by the World YWCA Constitution, member association delegations have only one vote. Voting rights are determined by affiliation status, full or associate member as stated in the World YWCA Constitution articles 27 and 28.

Member Association Voting
In some cases, voting is by member association and each member association is entitled to one vote. These decisions relate to the following:

- Amendments to the Constitution (World YWCA Constitution, article 84)
- Affiliation, change of membership status, suspension or disaffiliation of a member association (World YWCA Constitution, article 11)
- Dissolution of the World YWCA (World YWCA Constitution, article 82).

The head of delegation votes by raising the name-card of her association.

Quorum
Voting delegates accepted that quorum for the 2015 World Council was 2/3 of the voting delegations “present” on the first day. Therefore the World Council established the quorum for member associations voting decisions as 46.

Individual Delegate Voting
All other World Council motions and resolutions are agreed to by a simple majority vote by individual delegates.

Ways of voting
Electronic Voting is done by using dedicated devices coordinated through a central system with the support of a qualified technician. Use of the official electronic voting device is required. No other devices or method may be used to vote.

When a vote is taken in a plenary session, delegates press the corresponding button to indicate whether they are in favour or against the proposed motion, pressing the number that corresponds to their desired answer. The possible answers with their numbers are shown on the screens.

The results of the voting are automatically counted by central system linked to all devices and the results are shown as is on the screens.

The head of each delegation collects the official individual electronic voting devices for her delegates each day. They are returned to volunteers by delegates at the end of the day.

Ballot
Elections for the World Board and the Nominations Committee are conducted by ballot. A ballot is a secret written vote.

Approved by the World YWCA Council, 11 October 2015.
## World Council 2015 – Agenda as of Oct 10th, 2015

<table>
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<th>WORLD COUNCIL 2015</th>
<th>Post Council</th>
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<td>Fri 16 Oct</td>
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### Country Parade
- **Business Meeting**
  - Welcome by the President and host Association
  - Orientation - Logistics details, Ways of Work and Rules of procedure including voting in plenary
  - Announce Steering Committee
  - Roll Call & Quorum
  - Adopt Agenda
  - Adopt Ways of Work and Rules of Procedure
  - Approval of WC 2011 Minutes
  - Affiliation of new Associations
  - Change of Status Report
  - Disaffiliation of Dormant Association
  - President's Address
  - Nominations Committee Report including orientation on voting in elections

### Morning Worship: Celebrating our Faiths
- **Envisioning 2035**
  - "Bold and Transformative Proposal for the Future"

### Lunch
- Networking
- Regional Interactions

### Learning, Sharing, Collaborating
- Members Networking Spaces & Regional Interactions
- Committing to the Future & Global Call to Action

### Keynote Address
- Voting: Envisioning 2035
- Budget & Strategic framework 2016 – 2019
- Affiliation Fee Formula
- Resolutions
## Appendix 4 - Minutes World YWCA Council Bangkok 2015

### AFTERNOON UNTIL 17:30

<table>
<thead>
<tr>
<th>Time</th>
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<tr>
<td>12:00 - 17:30</td>
<td>Young Women’s Forum (World Board Meeting)</td>
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<td>Opening Worship: Celebrating our Faiths</td>
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<td>Candidates’ Orientation</td>
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<td>Asian Journey – the critical issues Interactive Afternoon</td>
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<td>Envisioning 2035 “Women’s Human Rights &amp; Leadership” Workgroups</td>
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<td>Envisioning 2035 “Identity &amp; Membership” Workgroups</td>
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<td>Envisioning 2035 “Sustainability” Plenary &amp; Workgroups</td>
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<td>Business Meeting</td>
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<td>Appreciation of host Association &amp; volunteers</td>
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<td>Response and presentation from YWCA Thailand</td>
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<td>Invite for 2019 Council Nominations Committee report Appreciation outgoing Board</td>
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<td>Installation new Board</td>
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<td>New President Speech</td>
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<td>Closing Ceremony</td>
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### EVENING AS OF 17:30

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<tr>
<td>17:30 - 22:00</td>
<td>WC Registration at Centara</td>
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<td>Celebrating Women’s Rights Beijing to Envisioning 2035</td>
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<td>• Cocktail Reception</td>
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<td>• Mary Robinson Award</td>
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<td>Opening Dinner hosted by the YWCA of Thailand with Royal Family of Thailand</td>
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<td>Regional Interactions (optional)</td>
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<td>Special Dinner Hosted by YWCA of Thailand partner</td>
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<td>Open Spaces (optional) Incl. Human Rights Movie Projection</td>
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<td>Free Evening</td>
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<td>Closing Dinner Starts at 19.00 hosted by the YWCA of Thailand</td>
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President's Address to 28th World Council
Activities of the World YWCA Board 2012-2015

Introduction
Officers and members of the World YWCA Board; members and staff of the YWCA Thailand and YWCA Bangkok; World YWCA
General Secretary, member associations, delegates, observers; World YWCA staff, invited guests and friends.

It is a pleasure to be here in Bangkok Thailand for the 28th World Council of the World YWCA under the theme ‘Bold and
Transformative Leadership’. I can hardly believe that we have assembled again for another World Council. Four years ago at the
27th World Council held in Zurich, Switzerland, the movement bestowed on me the singular honour and privilege to serve as your
President and to lead this prestigious organization.

Nineteen other women were elected to serve as Officers and members of the Board. Together, we represented nineteen countries
from among our 108 member associations. 45% of the Board and 50% of Officers are young women under the age of 30 years.

At our first meeting we pledged to be good stewards and custodians of our movement. I set four (4) objectives for the quadrennium:
1. Fund Development – to adequately resource our work and deliver a financially healthy organization in 2015
2. To instill and nurture principles of Good governance
3. Deepen our understanding about leadership through conversations
4. To implement decisions taken at World Council 2011 and deliver on the Strategic Framework

Fund Development
To say that we focused on finance and fund development would be an understatement! We made significant improvements in our
financial position, attracting new donors even while some of our traditional partners succumbed to the vagaries of the world
economic and financial situation, cleaning up outstanding issues on our annual audit, complying with international reporting
standards and improving our presentation of financial information.

Our specific achievements included:
• a financial management strategy to facilitate long term financial sustainability, including revenue generation plan, expense
management, investment management, financial reporting, budgeting and forecasting, financial information for decision
making, policies and controls and accountability to donors and the movement
• a fundraising strategy with a focus on attracting multi-year grants
• improved internal controls to provide accountability and more efficient use of resources
• better understanding of the relationship between revenue and expenditure and programmes and payroll to improve clarity
on the budgets
• Affiliation Fee review for presentation to Council
• Resolution of 8 outstanding audit issues
• Improvements in the presentation and timeliness of critical financial information to facilitate decision making

We acknowledge and appreciate our Investment Advisory Group which continues to provide valuable advice and provides positive
feedback on our investment strategy. However, as we aim for financial sustainability, we continue to be challenged to generate
adequate unrestricted income to cover our operational expenses, even while we have attracted new sources of project funds. This
is a structural issue that must be addressed.

Governance
I believe that good governance is the hallmark of a sound, sustainable organisation and committed to instilling good governance
principles. Our Board is a wonderful mix that reflects the diversity of our movement. It has been my privilege to serve with them.
The Board experienced many challenges during the quadrennium, including organizational and financial sustainability issues.

During the past four years, the Board met six (6) times for face-to-face meetings - twice in Geneva and, thanks to the generosity of
member associations who hosted us, we also met here in Bangkok, in Bogota, Colombia and Princeton, New Jersey. This created
an opportunity for the leadership to connect with member associations, to understand the context in which they operate, their issues
and challenges, and to visit and experience their programmes and activities that provide much needed services to communities. The
Officers met during each year during Board meetings and at other times, usually by teleconference, to receive and approve financials
and oversee HR matters. In 2014, the Officers met face-to-face in Helsinki alongside the Envisioning Roundtable hosted by YWCA
Finland. Our 5 Board Committees met regularly by teleconference.

Opportunities for Board training were created during our meetings and other fora to share and practice good governance principles
that enable the Board to understand its role and fulfill its obligations and to provide appropriate oversight and support to the
management team.

The Board evaluated its performance annually.

Through our work in Committees, led by our Vice Presidents, we provided oversight for policy and strategy development to guide our
operations, including but not limited to the following:
• Policies on VAW; Child Protection; Young Women’s Leadership; Development of Global Policies; Human Rights Based
Approach, Social Media, and SRHR and HIV
During the quadrennium, several Board members represented us at various regional and international fora and visited with member associations. In particular we attended:

- Meetings of the World Service Council in New York (which hosted me for my first official visit in October 2011. Thank you for your continued support and generosity)
- the annual meetings of the Commission on the Status of Women in New York:
- Vision Works meeting of the International Civil Society Organisation for Chairmen and Presidents
- Meetings of the African Union
- International Aids Conferences in Washington (2012) and in Melbourne, Australia (2014)
- ITIs/ILIs in Korea, Tanzania, Bogota
- Support to governance in Fiji and Grenada
- Selection of World Council 2019 venue visits
- Annual Member Meetings in Canada and USA
- First ever North America and Caribbean Young Women’s Leadership Conference in Barbados (2013)
- Opening of YWCA Centre in Belmopan, Belize
- 1325 Conference and Witness Visit to Palestine
- Envisioning Roundtables in Taiwan, Helsinki and Bogota
- Meeting of the World Council of Churches in Busan

We also sent messages of support to members associations and celebrated anniversaries with them – YWCA Grenada (125 years); Kuala Lumpur (100 years); Korea (90 years); and YWCA Haiti’s Immersion weekend and first recognition and award function.

**Implementing World Council 2011 Decisions**

As directed by Council in 2011, we will bring before you during this week, two critical pieces of work for your consideration or approval – our Affiliation Fee Review and the culmination of a tremendous amount of collaborative work that produced our Envisioning 2035 Goal and strategy.

Later in the week, we will receive the Treasurer’s Report with details of the Affiliation Fee Review. Our programme this week is also packed with Envisioning Plenaries, workshops and other opportunities to expand on our Envisioning work under the astute leadership of our Global Ambassador for Envisioning Ping Lee, General Secretary of the YWCA of Taiwan. Our GS will also share the details of implementation of the Strategic Framework in her report.

Our discussions on leadership were facilitated through the Envisioning 2035 process and International leadership Institutes. Bonnie Fatio graciously served as our Global Ambassador for Leadership and expertly guided several initiatives on inter-generational leadership and mentoring.

On behalf of the Board, I extend my deep appreciation to both Bonnie and Ping Lee. Thank you for your leadership and for accepting our invitation to serve as Global Ambassadors during the quadrennium.

**Conclusion**

The world as we know it is changing rapidly, propelled by new economic realities and the on-going technology revolution. The world is experiencing a population explosion and will increase by almost 2 billion persons by 2035. New population centres are developing, new power blocks are being formed and new economic giants are emerging. These present opportunities, but also challenge us to re-evaluate ourselves, to rethink our approaches and strategies, to re-evaluate traditional but declining partners and identify and build relationships with new ones. Disruptive change is all around us. Our impact in this changing world requires us to anticipate changes and adapt, to be flexible and agile, to embrace change and to look to the future, honouring and respectful of, but free of the shackles of the past.

During the quadrennium, we witnessed several changes in the World YWCA Office. The Board, with a deep sense of loss and sadness recognized and thanked long standing members of our family for their years of dedicated and committed service and welcomed others who we look forward to building relationships with over the coming years and embrace their new skills, insights and perspectives. We recognized the impact of these transitions on the World Office and on the movement and implemented appropriate measures to fully understand their causes, to cultivate a positive harmonious workplace culture and to rebuild the management and staff teams and their morale.

This journey has challenged me to reflect on our movement and sometimes ask the question – Are we who we say we are? Can we promote women’s leadership yet deny our leaders the opportunity to explore leadership opportunities and to explore their fullest potential? Can we promote a rights based approach to our work but deny the rights of some in our midst?; can we envision an inclusive and diverse movement but fear rejection if we look too different ore behave differently, or speak with a different tone, nuance or accent, or make different choices?; Can we promote young women’s leadership but not be bold enough to become a movement of rather than for young women? Can we condemn domestic and sexual abuse when we practice verbal abuse and abuse our own systems and institutions? Are we ready to stand up to injustice in our midst? Are we as bold and transformative as we say we are? Are we truly ready to be bold and transformative leaders?
I am reminded of a quote from the Book of Esther. Just one of the many leadership lessons I am still learning from the women of the Bible!

_Esther 4:14 – “For who knows that you were put here for such a time as this”. (We should all consider for what end God has put us in the place where we are at this time and take care not to miss the opportunity)_

I have enjoyed the many opportunities which this position has afforded me over the past four years just as much as I have learned and grown through the challenges.

To my Board, thank you for your service and support. Please allow me to express a special debt of gratitude to Carolyn Flowers, our Treasurer. You have all challenged me in ways that have made me grow and expanded my leadership experiences. I have watched some of you grow from young, reserved women, somewhat overwhelmed by the task initially, to become confident while chairing committees, speaking in public, mastering English and expressing your points of view. Some have struggled with new roles, responsibilities and personal challenges. All have readily brought their wealth of professional and YWCA experience to the table. While we have dealt with differences of opinion, I have sought to create space for your views to be expressed and respected your diversity and your rights to different perspectives. Through it all I trust we always shared a common vision of a better, stronger, more effective, sustainable and inclusive YWCA.

I extend my gratitude to all members of the Board who represented us well in various spaces. This aspect of shared leadership definitely allows us to be in more places and to connect with our movement even while we fulfill other obligations. Thank you also for your financial and in-kind contributions to resourcing our work and augmenting our fund-raising efforts in creative ways. I know the demands on your time, especially the time away from family and work, can be challenging and I appreciated your willingness to step forward when requested to do so. Some of you may recall my definition of YWCA to you in Zurich. YWCA is also an acronym for ‘Your Wife Constantly Away’. So, my husband also thanks you for taking on some of the travel duties, as I thank you for allowing me time to meet my obligations to my family and my job and I thank him for his tolerance and acceptance!

I personally want to thank the fourteen (14) member associations who hosted me during this quadrennium (Barbados; Belize; Canada; China; Colombia; Ethiopia/Addis Ababa; Finland; Grenada; Jamaica; Japan; South Korea; Taiwan; Thailand; USA). My apologies to other member associations for being unable to accept your invitations during the quadrennium. We did agree that travel would only be undertaken where the funds were available to fully cover the costs. I am particularly excited that our most recent visit to YWCA China has resulted in their presence here with us at World Council for the first time in many years! That visit was somewhat of a pilgrimage as we were able to visit the site of the 1947 World Council held in Hangzhou,. A warm welcome to our sisters from YWCA China and thank you for taking the time to share with us the tremendous work you do and service you provide to the people of China that has earned you the respect of the people of China!

My gratitude and appreciation to our many ecumenical partners who continue to support our work, sometimes despite challenges of their own. We value your ongoing partnership and appreciate that some of you are able to join us here this week. Pirjo-Liisa, thank you for continued spiritual guidance and practical support.

I acknowledge those who are unable to be here with us this week due to travel restrictions and other logistical or private circumstances. I remember those stalwarts of our movement who we lost during the quadrennium and who we will memorialize later during our opening Worship.

To all those who have offered themselves to serve this movement, I thank you and wish you the best. Whatever the outcome of the elections, the World YWCA anticipates your continued support.

I close with deep humility and gratitude for the honour and opportunity to serve!

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YWCA MOVEMENT
YEAR REPORT
2012-2015 from
Switzerland to Thailand

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.
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.

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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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<tr>
<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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<tr>
<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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<tr>
<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)

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>
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<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>
<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)

Member associations in compliance 7 of 7 (By region) – Total: 23 MAs

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<th>Region</th>
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<th>Caribbean</th>
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<td>MAs</td>
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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 Criterion

Core Documents Submission

YWCA Movement 4 year Report: 2012 - 2015 – from Switzerland to Thailand
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.
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.

Contents

Objectives
1 Introduction and Context
3 Internal and External Challenges
5 Support Needs of Member Associations
7 Leadership Development and Capacity Building
11 Advocacy and Programmes
17 Good Governance and Accountability
23 Conclusion

Bibliography

From Switzerland to Thailand – Four Year Report on Member Associations 2012-2015
Internship programme and Power to Change Fund Evaluation Report for Bread for the World
General Secretary Report to the World Board 2012 and 2013
World YWCA Annual Report 2012 and 2013
2013 Status Report: Member Association’s compliance with Conditions of Affiliations – for Member Association Support and Affiliation Committee

Photographs

Cover: World YWCA
Page 4: World YWCA
Page 6: World YWCA
Page 8: Ivanatman, Ladies in Veils
Page 16: Department of Foreign Affairs and Trade, Dhaka Weaving Center, Nepal
Page 16: World YWCA
Page 21: World YWCA
Page 22: Martin Garrido, Encías en Laos
Policy on Privileges and Responsibilities of Membership of the World YWCA

Being a Member Association affiliated to the World YWCA brings privileges and obligations. Each affiliated association has a responsibility to the World YWCA, to other YWCAs around the world, to YWCA members and the local community within its country. The World YWCA also has duties to its Member Associations. The relationships between YWCAs at the global, national and local level are mutual and reciprocal. This summary lists the privileges and responsibilities of being part of the YWCA movement around the world.

Privileges

- Membership of a global women’s movement with established identity, status and partnerships
- Links between local communities and with global networks
- Solidarity with a wider community
- Capacity for collective impact
- Use of the YWCA name and brand in promoting identity, programmes and events and securing funds and resources to support work
- Rights to attend and vote at World YWCA Council
- Right to nominate for office and represent the world movement through the Board of the World YWCA
- Participation and representation in global, regional and bi-lateral events
- Peer support, exchange and sharing of best practices; for example successful programmes, concept papers, funding innovations, and expert reports.
- Skills and capacity building and training e.g. internships, International Training Institutes
- Communications and advocacy tools e.g. Common Concern, annual report, YWCA thematic publications
- Opportunity to apply for/access World YWCA resources, where available e.g. Power to Change Fund and training tools

Responsibilities and Constitutional Conditions of Affiliation

This includes the following:

- Have a purpose consistent with the World YWCA purpose
- Conduct programmes which are inclusive and rights-based, focused on women and girls
- Foster young women’s leadership
- Support a membership base
- Comply with standards of good management and accountability, including responsible financial management
- Pay affiliation fees
- Obtain approval of constitution by World YWCA
- Create safe spaces for women and girls
- Report to the World YWCA, including through the Four Year Survey
- Attend and vote at World YWCA Council
- Use the YWCA name
- Protect the integrity of the name, logo and brand of YWCA
- Provide mutual support and accountability to other YWCAs
- Advocate for and expand awareness of the YWCA
- Share leadership that is aligned with the vision and purpose of the World YWCA
WORLD YWCA TREASURER’S REPORT

1. Introduction & objectives

At the first meeting of the new Board after the 2011 Zurich Conference, the Finance Committee established the short-term and long-term goals, namely:

- To improve the financial health of the organisation in the short term; and
- To prepare for a mid- and long-term strategy that would result in financial growth and a sustainable organisation.

These objectives also offered the critical pillars following on the World Council Resolutions on the Affiliation Fee Formula Review and the Envisioning Process, with regard to issues related to financial and organisational sustainability.

The following were therefore the specific objectives set to achieve the above goals:

a) To review the financial business model of the World YWCA;
b) To strengthen internal controls and approaches for expenditure management;
c) To review and monitor a new approach to investment management;
d) To support an IT audit to increase efficiencies within the organisation;
e) To facilitate the review of the Affiliation Fee Formula; and
f) To increase organisational management and provide advisory support to the General Secretary and the Finance Team on Human Resources (HR).

2. The new financial business model and strategy review

As part of the new Business Model and Strategy review, and in line with IFRS requirements, the organisation implemented a new presentation of financial statements and more specifically of the Statement of Income, as well as a Budget Model.

This new model captures important aspects of the new strategy. This model/presentation has been discussed with our auditors; and has been used for internal reports to date.

2.1 Changes in presentation and accounting policies

The main changes of the new presentation and accounting policies applied from 2012 on financial statements are the following:

a) Change in accounting for revenue recognition

During 2013, the World YWCA changed the revenue recognition policy in order to provide a more accurate view of the funding activities of the Association as larger multi-year contracts were signed. This included:

- Recognition of the revenue on the basis of the contracts rules, i.e. mostly in line with the level of expenditures.
- Booking the committed revenues relating to multiyear contracts in the balance sheet only.

This revenue recognition restatement resulted in decreasing revenue for 2012 by CHF 354,790 and for 2011 by CHF 205,556. Additionally deferred revenue was recognised in 2012 for CHF 1,394,080. In line with this principle, we have recorded deferred revenue as at the end of 2013 and 2014, amounting respectively to CHF 2,456,426 and CHF 2,467,010.

From a strategy point of view, we have differentiated more the core categories compared to the previous model. Furthermore, we have reviewed the expectations on each of the revenue streams and adjusted the percentage in line with the strategy of increasing the targets to bilateral donors, foundations and corporations to fund operational budgets. This increase was to compensate for the reduction in revenue from individuals and ecumenical donors.

b) Change in accounting for employee benefits, in line with IAS 19 (R)

The total impact of the IAS 19 (R) implementation was the recognition of pension liability of CHF 465,406 in 2012, a re-statement and adjustment to unrestricted reserves (endowment fund) of CHF 240,450. Additionally adjustments were made to Other Comprehensive income of CHF 224,957 in 2012.

c) Change in presentation of expenditures

During 2013, World YWCA changed the presentation of expenditures within the Statement of Comprehensive Income from nature to function. This resulted in a reclassification of the expenditure amounts by financial caption line item. This new clarification provided greater clarity and transparency, as well as alignment with the Strategic Framework outcome areas.

1 International Financial Reporting Standards : definition and application presented in Appendix 1
2.2 Strengthening financial processes and controls

To strengthen internal controls and procedures for expenditure management, the World YWCA Board emphasised the need to understand the relationship between revenue sources and expenditures, as well to understand how the payroll was resourced.

In other words, clarity was needed on the numbers behind the budgets.

On the revenue side, it was also important to articulate and document a Fundraising Strategy. Under this strategy, there were quarterly Finance Committee meetings to assure fundraising targets were met.

In addition a Funds Development Committee was appointed to give advice on new campaigns, trends and strategies.

We also strengthened Financial Processes and Controls by progressively tackling each process and training the staff one process at a time in order to have good finance controls in place to provide better accountability of the financial and human resources.

**Actions**

As part of the new accounting rules, we have performed a specific case-by-case analysis of each contract to analyse the results of the contract, i.e. the level of revenue versus the expenses occurred.

From July 2015:

- We have performed a full review of fixed costs and structural financial functioning to improve the financial follow up and budgeting system.
- As part of monitoring of HR and our costs, all staff now fills in a weekly timesheet template, allocating their time to their actions (by programme and donor). This new system should improve our costs monitoring as well as ensure the correct allocation to donor’s budgets.
- We have established stronger linkages between revenue and expenditures, as well as the allocation of labour costs to projects, to create greater efficiencies in the use of resources and in the fundraising process.
- Stronger linkages between revenue and expenditures will be achieved by fundraising in areas that traditionally where we have traditionally not fundraised. This is increasing funding in advocacy, movement building /organisational development and communications.
- We are currently strengthening our accounting IT system to have automatic reports by contract. This will enable us to have direct monitoring of contracts and programme financials.

2.3 Budgeting

The budget approved by World Council was a framework with high-level estimates. The budget was already adjusted to consider increases in thematic or issues-based funding models.

The funding of the budget from unrestricted income sources has been shrinking, with an increased approach to multi-year institutional or foundation funding. At the same time, some budgets lines have been funded more at the activity level, seeking small grants, often times needing funding from many different sources to fund small activities.

The budgeting process is moving into a monitoring by projects / programmes approach, in an attempt to manage and complete larger projects and budgets in each of the priority areas. This requires complex skills in fundraising, negotiations and proposal writing.

We also had some key factors that enhanced our work that began with the development of contingency planning of a work plan for definite, likely and target budget options. We agreed that the General Secretary should review and approve the budget and work plan and consult with the treasurer before submitting it to the Officers to save time. Budget lines should be reported in the same order of presentation on all financial and budget related documents. Again this was for ease of reading and review.

Also accompanying all budgets, the board should receive a programme cost analysis broken down by personnel, monitoring and evaluation, audit, communications, operating costs and any other allocations. We will then be able to better exercise oversight and advisory roles.
2.4 Improve baseline information of the financial condition of national associations

During the review of many financial processes, including grant making and the affiliation fees, we noted that there is a need for baseline information to design a good risk-based framework for grant making. We undertook a survey for the affiliation review formula process, and requested the same data during the four-year review. This is an area where there were a couple of initiatives in 2013, including the National Association Vitality Report and the Standards of Good Management and Accountability projects. Both allow for a better understanding of the Member Associations’ true financial status.

In both cases, the observations and results were the same, especially the following:

Some Member Associations did not provide financial audited statements or financial statements and therefore it was difficult to have a complete picture on the financial health of the associations.

In some instances, members submitted only the annual operating budget and therefore there was no full disclosure on the assets of the organisation.

Some associations did not provide clear data on the levels of their restricted or unrestricted incomes.

While a number of associations have assets such as property and real estate, they have different states of capability to generate revenue for members, and many members have lost such properties.

Recommendation on BIG Data: Therefore it is recommended a robust baseline be commissioned that will provide big data on the financial health of the organisation. This will enable the YWCA movement to allocate better the financial resources among the movement, to improve revenue sharing plans, to create sound and focused organisational and financial capacity building plans, etc.

2.5 Create mechanisms for greater impact of the Power to Change Fund

The direction was to create the processes and mechanisms that allow for an efficient grant-making mechanism to reach more Member Associations, and enable more impactful work, while replicating best practices among the movement. The aim was to leverage multi-year and bigger grants from bilateral partners, foundations and corporations. This creates opportunities for generating unrestricted income while supporting delivery of the Strategic Framework.

3.1 Summary of Results

Our structure is currently facing a gap between our organisational fixed costs and the level and nature of the grants, which do not include sufficient coverage of administrative and core costs. This situation explains a structural deficit that will progressively decreases with higher grants and higher unrestricted revenue in the next quadrennium.

Only around 22% of restricted grants can be allocated to cover core/fixed costs of the organisation. This explains that the labour cost of the organisation is weakly financed by restricted grants (which represented 70% of our revenue over the quadrennium).

For the period 2012-2015, this structural loss was/will be partially compensated by positive profit from our investments and then covered by internal reserves and funds.

### Comments on 2014 results

The operating deficit of 1,376 M CHF was generated by:

- A lack of restricted grant planned revenue and a high level of restricted grants on the total revenue: we missed unrestricted revenue to cover fixed costs.

Indeed the internal control system of the organisation enables the management of expenditures to avoid significant cost overruns on programmes. Globally the net result of programmes, excluding the allocation of uncovered personnel costs, has slightly improved in 2014.

- This is an issue of the position on the strategy of the organisation:

There are significant actions and operations underway related to movement building and the increasing external requests for internal controls and systems that are mandatory for the organisation.

For these reasons, it is important to challenge the sources of unrestricted income, and more specifically,

- To review the affiliation fees calculation formula as soon as possible to guarantee a correct level of affiliation fees; and
- To review the allocation rule of revenue from investments to the Endowment fund, for core costs.

### Global Result

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>total</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted revenue</td>
<td>942</td>
<td>1'227</td>
<td>918</td>
<td>880</td>
<td>3'968</td>
<td>4'215</td>
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<tr>
<td>Restricted revenue</td>
<td>1'904</td>
<td>2'431</td>
<td>2'157</td>
<td>2'638</td>
<td>9'130</td>
<td>11'385</td>
</tr>
<tr>
<td>Total revenue</td>
<td>2'846</td>
<td>3'658</td>
<td>3'075</td>
<td>3'518</td>
<td>13'098</td>
<td>16'100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program costs</td>
<td>2'179</td>
<td>3'047</td>
<td>3'081</td>
<td>2'715</td>
<td>11'022</td>
<td>13'930</td>
</tr>
<tr>
<td>Supporting costs</td>
<td>793</td>
<td>853</td>
<td>1'371</td>
<td>2'100</td>
<td>5'117</td>
<td>3'070</td>
</tr>
<tr>
<td>Total operational expenses</td>
<td>2'972</td>
<td>3'900</td>
<td>4'452</td>
<td>4'815</td>
<td>16'139</td>
<td>17'000</td>
</tr>
</tbody>
</table>

| Operational result    | (125)| (242)| (1'377)| (1'297)| (3'042)| (900) |
| Financial result       |      |      |       |       |       |        |
| Interest and Dividend income (net) | 223 | 196 | 158 | 135 | 711 |
| Realised Gain (Loss) on investment | 44 | 93 | 705 | (200) | 642 |
| Total financial result | 267 | 289 | 862 | (65) | 1'353 | 1'500 |

| Total result          | 142  | 47   | (515) | (1'362) | (1'688) | 600 |
| Allocation to Endowment funds | 0  | 32   | (534) | (1'037) | (1'519) | 0  |
| Allocation to Other funds | 142 | 15   | 19   | 345    | 169    | 0  |
| Total after allocation| 0    | 0    | 0    | 0      | 0      | 0   |
The 2015 result on investments was based on the actual result as at the end of August 2015 when we added expectations of realising a gain in an improving financial market.

Actually, financial markets were significantly down in 2015 following different economic crises and specifically the declines in markets in China and Brazil in Summer 2015. This explains an expectedly difficult year in financial markets.

**Evolution of results**

![Graph showing Evolution of results](image)

**Comparison of total budget versus actuals figures**

![Graph showing Budget versus Actual](image)

**Revenue**

The level and split of revenue evolved as follow over the last quadrennium:

![Graph showing Revenue by type of donor](image)

*Amounts in '000 CHF*
Appendix 8 - Minutes World YWCA Council Bangkok 2015

Amounts in '000 CHF

Revenue Analysis

The restricted part of grants has increased from 2013. This trend stresses our structural loss on core and fixed costs since 2013.

Our most significant donors providing restricted grants include:

- Packard Foundation
- Norad
- Y Global – Norway
- Bread for the Word
- AusAid (DFAT)

Many of the donors’ contracts also have multi-criteria to be respected:

- Multi-year funding nature
- Distribution by theme
- Distribution by region

The analysis of the last quadrennium showed a fragile revenue base, although this had some measure of diversification. The organisation had a high dependency on ecumenical donors, and affiliation fees; however both sources of revenue continue to decline over time. At one time, ecumenical partners represented 33% of revenues, and currently they represent less than 21%.

We see 20% of revenue coming from a new source: foundations and corporations. One unique example of a successful long-term partnership is the Packard Foundation, which has been a partner since 2004.

To respond to trends and previous experiences, we conducted additional market analysis on:

- Sources of funding for women and girls in the past 20 years, including the types of donors that have increased their funding;
- How different constituencies fund; and
- How the competition is being funded.

We also discovered that it takes just as much effort to seek a small grant as it does a large one, and that the smaller grants often do not cover operational costs. In other words, there is a need to be more strategic in the grants we seek. We also worked on our response and turnaround time when reporting back to our donors.

These decisions increased confidence from our bilateral donors, as we received several multi-year grants that greatly enhance our ability to deliver our core programmes without interruptions. We also received several legacy donations, an area we will concentrate on more in the next four years. And we were able to attract funding for our 2035 Envisioning Project.

On the other hand, we lost the funding from long-time partner ICCO due to reduced funding available on their end. We also still struggled to fill unrestricted funding needs as some Member Associations were unable to meet full affiliation fee commitments.

Moving forward, we see increased opportunities for diversified funding, but at the same time, we face a more complex and competitive market. We see our structure and ways of work based on changing market conditions as a critical part of the strategy. We therefore recognise the need to adequately invest in this important area, which impacts the financial and operational sustainability of the organisation.

In terms of unrestricted income, our goal during the quadrennium was to increase the efficiencies and internal processes for the maximum collection of affiliation fees. Analysis of the data from the last quadrennium shows that this important source of unrestricted income remains fragile. For example, approximately 20% of Member Associations contributed 88% of revenue in the last quadrennium. In this mode, the approach is to increase unrestricted income through increased member contributions, including from those paying over and above affiliation fees; as while building on and increasing donations from individuals.

We have discovered that even though most grants allow a 10-25% operational cost, often this is not enough to cover the full cost of the programme so it is very important to have unrestricted funds to cover this imbalance. The Investment Advisory
Committee has recommended a certain percent of investment gains be used annually to offset some of this imbalance. This would only be done in years when there is more than 2% return after all expenses are paid.

3.2 Key points on costs

As explained before the structure has fixed costs mainly composed of labour costs and other administrative costs. As at the end of 2015, our fixed costs will amount to 2.8 M CHF

Evolution over the quadrennium:

- **HR costs**

While providing advisory support to the GS and Finance Team we looked at HR and IT. The senior staff and the board were encouraged to look at the makeup of individuals and positions to ascertain whether the right people and skillsets were in place to carry out our strategies.

This evolution led to an increase in general staff numbers and costs. In 2014, the organisation had a number of staff changes that impacted payroll in terms of termination benefits and recruitment costs.

![Staff number and costs graph]

Amounts in ‘000 CHF

We also undertook a comprehensive salary review, which revealed that in almost all job categories, we were paying lower salaries than our competitors which limited our ability to attract and retain qualified staff.

- **A strategy was put in place to address these income inequities over a period of time.**

- **IT costs**

We also reviewed our current IT services and designed a plan to modernise our equipment, which will complement our strategy for enhanced multi-media outreach.

3.3 Investments

As part of the Financial Management Strategy and to maximise returns on our investments, the Board appointed an Investment Advisory Committee made up of community volunteers, staff and Board Members to oversee the work of the three portfolio managers.

The committee meets quarterly and gets updates on changing trends, which allows the team to quickly respond to sudden market changes.

Under this new structure we have seen very good results. We also asked our investment team to monitor our investments and issue a "no buy" order for securities that do not align with our mission. We have asked them not to do direct buys on companies that harm families or the environment.

The investment evolution is the following:

![Investments graph]

Amounts in ‘000 CHF
3.4 Evolution of reserves and funds balances (Balance sheet):

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted Funds</td>
<td>4’118</td>
<td>4’822</td>
<td>4’472</td>
<td>3’455</td>
</tr>
<tr>
<td>Restricted Funds</td>
<td>10’328</td>
<td>10’269</td>
<td>10’288</td>
<td>9’943</td>
</tr>
<tr>
<td>Funds / Reserves</td>
<td>14’445</td>
<td>15’091</td>
<td>14’760</td>
<td>13’397</td>
</tr>
</tbody>
</table>

The World YWCA extends its appreciation to the wide range of partners, organisations and individuals who have contributed to our collective result in the last four years, and particularly those who have stepped forward for the Envisioning 2035, and those departed who have left legacies to advance the purpose of the World YWCA. We would like to specially mention Elizabeth Palmer, Irene Pictet, Bess Carr and Mary Wolfe.

4. Power to Change Fund

The Power to Change Fund was established to invest in the leadership development of women and girls and to advance social change around the world.

It is designed to strengthen and sustain women’s leadership from generation to generation, ensuring women are equipped to respond in all areas, with knowledge and skills learned through YWCA training and development opportunities.

It should continue to build capacity to respond to rapid social, political and economic changes that impact women and girls. The Power to Change Fund should be used 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.

The Fund supports implementation of the World YWCA Strategic Framework, adopted by the World YWCA Council each quadrennium.

We recognise that even though we cannot mandate certain actions for Member Associations, we can influence behaviour by example and by providing incentives. Financial incentives such as grant making can influence behaviour. For example, a higher level of grants that value and reward good management and financial performance can provide the right incentives to promote financially healthy organisations. We question whether the current grant-making strategy of providing the same level of grants to all associations provides the right incentives and promotes the right behaviour.

We also recognise the need to increase the awareness and to promote stronger business acumen and finance functions, among the national associations. We have explored a few approaches related to these matters.

5. Summary of priority measures of improvement for 2016-2019

- Strengthening internal controls for:
  - Managing Programmes’ budgets
  - Cash flow planning
  - Controlling expenditures
  - Timesheets that follow up on staff time and perform correct allocations to programmes (set up from July 1st, 2015)
- Following up currency exchange impact on the revenue and deferred revenue;
- Reviewing the business plan for the next quadrennium on the approach to core costs to mitigate risk to the organisation;
- Validating our Human Resources processes and contracts;
- Investing more in technology;
- Increasing resources to support fundraising; and
- Launching a bid for change of auditors.
6. Introduction and background on affiliation fees

1. Introduction

1.1 Current Status on Affiliation Fees

One of the conditions of affiliation for Member Associations to the World YWCA is the payment of an annual affiliation fee.

Article 10 of the World YWCA Constitution states, a condition for affiliation of Member Associations is: *The association shall pay an annual affiliation fee to the World YWCA.*

This was adopted at World YWCA Council Korea in 1995. *The formula has not been reviewed for 20 years.*

1.2 Current Affiliation Fees Formula

Until now, the affiliation fees have been calculated each quadrennium using a formula that was intended to ensure a fair allocation among Member Associations based on an agreed set of criteria.

As part of the budgeting process, the World YWCA determines the overall level of funding that is needed from the members, which forms the overall affiliation fee budget. The current annual affiliation fee budget is 600,000 CHF, which supports the core funding for the World YWCA Office to implement the World YWCA Strategic Framework. This amount has not increased since 1995, and was reduced by 50,000 CHF in the new budget of 2011.

The affiliation fee budget amount is allocated across Member Associations using a formula based on three components:

1. Number of individual members (based on the World YWCA definition)
2. Unrestricted income
3. Gross National Income (GNI) for the country.

The minimum payment was set at CHF 500.

1.3 Summary of affiliation fees amounts 2012-2015

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### Annual Affiliation fees

<table>
<thead>
<tr>
<th>Year</th>
<th>Paid</th>
<th>Unpaid</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>314</td>
<td>102</td>
<td>416</td>
</tr>
<tr>
<td>2013</td>
<td>485</td>
<td>62</td>
<td>547</td>
</tr>
<tr>
<td>2014</td>
<td>430</td>
<td>91</td>
<td>522</td>
</tr>
<tr>
<td>2015</td>
<td>244</td>
<td>287</td>
<td>531</td>
</tr>
</tbody>
</table>
APPENDIX 1 IFRS and Accounting Rules WHAT ARE IFRS

"International Financial Reporting Standards (IFRS)" is a single set of accounting standards, developed and maintained by the IASB with the intention of those standards being capable of being applied on a globally consistent basis—by developed, emerging and developing economies—thus providing investors and other users of financial statements with the ability to compare the financial performance of publicly listed companies on a like-for-like basis with their international peers.

IFRS are now mandated for use by more than 100 countries, including the European Union and by more than two-thirds of the G20. The G20 and other international organisations have consistently supported the work of the IASB and its mission of global accounting standards.

IFRS are developed by the International Accounting Standards Board (IASB), the standard-setting body of the IFRS Foundation—a public-interest organisation with award-winning levels of transparency and stakeholder participation. Its 150 London-based staff are from almost 30 different countries. The IASB’s 14-member Board is appointed and overseen by 22 Trustees from around the world, who are in turn accountable to a Monitoring Board of public authorities.*

*Source: http://www.ifrs.org
The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS).

Compliance of the Organisation with Accounting Principle:

Currently the IFRS do not contain specific guidelines for non-profit organisations and non-governmental organisations concerning the accounting treatment and the presentation of the financial statements. Where the IFRS are silent or do not give guidance on how to treat transactions specific to the non-profit sector, accounting policies have been based on the general IFRS principles.
APPENDIX 2 - Changes in Accounting Policies

(a) Change in accounting for employee benefits

World YWCA adopted International Accounting Standard 19 Employee Benefits (revised 2011) (hereafter IAS 19 (R)) with a date of initial application of 1 January 2013 and changed its basis for determining the income or expense related to defined benefit plans. This change in accounting policy was applied retrospectively in accordance with IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors. As the impact on the opening balance as of 1 January 2012 was immaterial, the impact on 2012 has been disclosed in the below notes, rather than disclosing on the Statement of Financial Position. IAS 19 (R) requires:

- Removing the option to defer recognition of actuarial gains and losses on defined benefit plans (the so-called "corridor approach") and instead immediately recognise them in Other Comprehensive Income (OCI);
- Revising the basis on which financial expenses or income related to the net pension obligation or asset is calculated; and
- Presenting additional disclosures for defined benefit plans (see note 13).

The total impact of the IAS 19 (R) implementation was the recognition of pension liability of CHF 465,406 in 2012, a restatement and adjustment to unrestricted reserves (endowment fund) of CHF 240,450. Additionally adjustments were made to Other Comprehensive income of CHF 224,957 in 2012.

(b) Summary of impacts of the new accounting rules

The table below discloses the impact of the change in policy for each financial statement line impacted. See note 4 (F) Revenue Recognition for details regarding the new recognition policy.

<table>
<thead>
<tr>
<th></th>
<th>Previously Reported 2012</th>
<th>Impact of IAS 19 (R)</th>
<th>Impact of Revenue Recognition</th>
<th>Impact of reclassifications</th>
<th>Restated 2012</th>
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<tbody>
<tr>
<td><strong>Statement of Financial Position</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalent</td>
<td>2'069'272</td>
<td>-</td>
<td>728'799</td>
<td>-</td>
<td>2'798'071</td>
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<tr>
<td>Available for sale</td>
<td>13'579'718</td>
<td>-</td>
<td>(728'799)</td>
<td>12'850'919</td>
<td></td>
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<tr>
<td>Accounts receivable &amp; donations receivable</td>
<td>362'465</td>
<td>-</td>
<td>833'734</td>
<td>-</td>
<td>1'196'199</td>
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<tr>
<td>Endowment Fund</td>
<td>4'288'689</td>
<td>(465'407)</td>
<td>-</td>
<td>3'823'282</td>
<td></td>
</tr>
<tr>
<td>Specific Programs Fund</td>
<td>1'018'729</td>
<td>-</td>
<td>(560'345)</td>
<td>458'384</td>
<td></td>
</tr>
<tr>
<td>Deferred income (current and non-current)</td>
<td>-</td>
<td>-</td>
<td>1'394'080</td>
<td>1'394'080</td>
<td></td>
</tr>
<tr>
<td>Pension liability</td>
<td>-</td>
<td>465'407</td>
<td>-</td>
<td>465'407</td>
<td></td>
</tr>
<tr>
<td><strong>Statement of Comprehensive Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>3'201'139</td>
<td>-</td>
<td>(354'803)</td>
<td>2'846'336</td>
<td></td>
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<tr>
<td>Surplus (Deficit for the year)</td>
<td>496'526</td>
<td>-</td>
<td>(354'789)</td>
<td>141'737</td>
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<tr>
<td><strong>Statement of Changes in Reserves</strong></td>
<td></td>
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<tr>
<td>Unrestricted Reserves</td>
<td>4'578'168</td>
<td>(460'345)</td>
<td>-</td>
<td>4'117'823</td>
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<tr>
<td>Restricted Reserves</td>
<td>10'892'912</td>
<td>(565'409)</td>
<td>-</td>
<td>10'327'503</td>
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<tr>
<td><strong>Statement of Cash Flow</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus (Deficit for the year)</td>
<td>496'526</td>
<td>-</td>
<td>(354'790)</td>
<td>141'736</td>
<td></td>
</tr>
<tr>
<td>(Increase)/decrease in accounts receivable</td>
<td>153,544</td>
<td>(833'734)</td>
<td>(680'190)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Increase) decrease deferred revenue</td>
<td>(12'868)</td>
<td>-</td>
<td>1'188'524</td>
<td>1,175,656</td>
<td></td>
</tr>
</tbody>
</table>
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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Appendix A: Glossary of Terms

Appendix B: Process & Methodology
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 womens’ 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. Women’s 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 viable.

- **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.

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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 restated 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, material, tools 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 an asset. 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 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

- Nyaradzai 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 than 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 to 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 Hakannson, 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:
   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.

Appendix 10 - Minutes World YWCA Council Bangkok 2015

Envisioning Plenaries

Presentation of Envisioning 2035 Proposal – Part I

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

Identity & Membership

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, Secretarial Assistant, YWCA of Kyoto
- Ms. Magda Lopez, Board Member of YWCA of Colombia
- Ms. Julya Torchynska, Board Member, European YWCA

Sustainability

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/YMCA of Sweden
- Dr. Dara Richardson-Heron, Chief Executive Officer, YWCA USA
Envisioning Workgroups

1. A resolution on the Equal Denial of Nuclear Energy/Weapons: This workgroup discussed the resolution proposed by YWCA Japan and YWCA Korea, seconded by YWCA Aotearoa/New Zealand. It explored how the movement can increase global commitment and actions toward a nuclear-free world and the role of women leaders in such efforts.

2. A resolution on Non-Discrimination: This workgroup discussed the resolution proposed by YWCA Great Britain seconded by YWCA/YMCA Sweden. It 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.

3. A resolution on a World YWCA Advocacy Plan: This workgroup addressed the resolution proposed by YWCA Canada seconded by YWCA Australia. It began the process of developing a four-year advocacy plan, which will deepen the strategy that guides YWCA advocacy in regional and international forums, identifying the key outcomes we want to achieve over the four-year cycle.

4. Designing a YWCA Leadership academy: What will it be?: This first workgroup on the topic of the Leadership Academy explored the following questions: what will the academy look like? How will our academy be different form all other human rights institution? How can this Academy cater for the young women and girls in the movement?

5. Developing a YWCA Leadership academy: Leadership for what and for whom?: On the second day of exploring the Leadership Academy, this workgroup allowed its participants to discuss the content and curricula of the Leadership Academy.

6. Delivering a YWCA Leadership academy: On the final day of exploring the Leadership Academy, this workgroup looked at how we can deliver our Academy to be a sustainable and a central component of the YWCA movement.

7. Monitoring & Evaluation for our Strategic Framework and the Envisioning 2035 Goal: This session addressed how we can monitor both the Strategic Framework 2016-2019 objectives and the Envisioning 2035 Goal.

8. Let girls be girls: Ending Child marriage within a single generation: This session explored how we, as a movement, can end CEFM within a single generation and contribute to SDG5. It asked what advocacy efforts we can engage in, how we work with girls that are already in marriages, as well as what partnerships we should engage in to amplify our work in this area.

9. No excuses to violence: Stand up, raise your voice and be heard: This workgroup explored ways of scaling up successful programmes in an attempt to contribute to our bold and transformative goal.

10. Limitless possibilities: Economic empowerment and ICT: This session asked how the World YWCA can position itself at the forefront of using ICT to empower women, young women and girls economically.

11. Transforming power structures within an intergenerational movement: This session asked how our intergenerational leadership model can help us in countering unbalanced power structures.

12. Recognize, Exercise and Thrive: Implications for women and girls Sexual Reproductive Health & Rights: This session explored how the World YWCA movement can contribute further to the newly adopted Sustainable Development Goals (SDGs), how we can engage in- and amplify our advocacy work, as well as how we can enhance and scale up our Safe Space Model within the movement.

13. Our contribution to a world without violence: This session explored how we will work with UNSCR 1325 to fulfill our 2035 Goal, which states that we will work to create “a world without violence”.

14. Educate a girl, empower a movement: This workgroup asked how the movement can enhance education as fundamental human right and a prerequisite for human development. It also addressed what we can learn from member associations running vocational programmes.

15. Faith and culture within a human rights framework: This workgroup addressed how our faith identity serves us right in our human rights work within the World YWCA movement. It also asked how we can amplify the fact that faith communities and their leaders are in a unique position playing a central role in enhancing human rights.

16. Big Data and Analytics: Monitoring & Evaluation: This workgroup explored what data tells us, and how we can use it to show impact, formulate policy and inform programmes.

17. Member Associations in crisis and conflict settings: The response of the movement: This workgroup explored what is needed in times of conflict and how we can best respond as a movement to support member associations affected.

18. Reaching 100 million young women and girls in 20 years: Let’s roll up our sleeves!: This workgroup asked how member associations and the movement as a whole, recruit and retain, as well as impact, 100 million young women and girls by 2035.

19. Innovating within an intergenerational movement: This workgroup asked how the World YWCA movement with its unique diversity and outreach to an unrivalled number of countries and contexts, can best organise around technology.

20. Strengthened and improved capacity for the movement: This workgroup addressed how we can work to improve our core functions and constantly challenge ourselves to develop as a movement.

21. How do we organise ourselves? Membership models and branding within the movement: YWCA is a trusted brand in many contexts. Branding and outreach remains key to creating a strong identity in today’s digital world. This workgroup explored 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.

22. Compliance with the conditions of affiliation: Monitoring & Evaluation: If we are to survive as a trusted brand we need good governance. Donors have become strict in their requirements around governance. As a federation, good governance starts from within. This workgroup explored how we can ensure compliance with the Conditions of Affiliation.
23. **Protect the environment, Ensure your future:** This workgroup asked what can be done within our movement to address climate change and how we can demonstrate the link between the environment, climate justice and the rights of women and girls.

24. **A strengthened Power to Change Mechanism:** This workgroup asked how we can measure the Power to Change Fund’s impact as well as how we can sustain the fund in a shrinking donor funding environment.

25. **Social Enterprise for Sustainability:** This workgroup explored how we can adopt commercial strategies in order to maximise improvements for the wellbeing of women, young women and girls. It also asked how we can learn from member associations that run enterprises for sustainability.

26. **Entrepreneurship and Digital Inclusion:** The richness of diverse member associations of the movement may mean that member associations need varying assistance from the World YWCA Office. This critical workshop discussed the role of the World YWCA office and how the office can scale up its membership support, communication and online work to fit the needs of member associations.
**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 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.

**OUR BOLD AND 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.
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, produced by the Sustainability and Affiliation Fee Task Force, 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;

By 2017:
• 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 and Affiliation Fee Task Force;
• 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 2018:
• Explore social enterprise as a means of securing economic sustainability through 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 2019:
• Develop and implement a branding strategy for the World YWCA to clarify the brand within and outside of the YWCA movement.

By 2020:
• Build a strengthened sustainable, innovative, relevant, accountable, transparent and effective YWCA movement with the proactive, bold and transformative leadership of the World Board.
# STRATEGIC FRAMEWORK BUDGET 2016-2019

## EXPENSES -- AFFILIATION FEES 650,000 CHF

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## REVENUE

### REVENUES

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Young Women’s Leadership Policy

Whereas young women’s leadership and shared, intergenerational, transformative leadership are critical priorities of the global YWCA movement,

The 2015 World Council calls upon the World YWCA and all Member Associations to adopt and fully implement the World YWCA Young Women’s Leadership Policy as follows:

Young Women’s Leadership Policy

Purpose

The Young Women’s Leadership policy outlines the of the World YWCA and its member associations’ commitment to full implementation of a human rights-based approach to young women’s leadership in the context of shared, transformative intergenerational leadership.

Scope

This policy applies to all board members, management, staff, volunteers, members, programme participants and contracted professional of the World YWCA and its Member Associations.

Policy Statement

Recognizing that leadership is a collective practice of both leading and following, not just the practice of individual leaders, and that women of all ages play a role in strengthening young women’s leadership in the YWCA as young women leaders, as champions of young women’s leadership, and as followers of young women leaders;

Recalling previous YWCA World Council resolutions on young women’s leadership, including statements and resolutions on Youth Work (St. Wolfgang, Austria 1922), Inclusion of Youth (Muskoka, Canada 1938), Youth Work (Hangchow, China 1947), Students Youth (London 1955), Youth Participation (Melbourne 1967), Youth Representation (Vancouver, Canada 1975), Youth Participation (Phoenix, Arizona USA 1987), Young Women (Stavanger, Norway 1991), Integration of Young Women into Decision-Making at all Levels (Stavanger, Norway 1991), Development of Young Women’s Leadership (Seoul, Korea 1995), Young Women’s Leadership (Cairo, Egypt 1999), Regional Representation and Young Women’s Representation (Cairo, Egypt 1999), Participation of Young Women in the World YWCA (Brisbane 2003), and Building Capacity in National Associations to Develop and Sustain Young Women’s Leadership (Nairobi 2007);

Recalling the World YWCA Standards of Good Management and Accountability, Standard 2.2 Governing Body, Standard 3.1 Representation, Standard 3.3 Participation, Standard 5.2 Volunteers, Standard 7 Responsibilities as a Member Association of the World YWCA, and Standard 12 Partnerships and Alliances;


Recalling the collective commitment by the World YWCA and its Member Associations in 2011 to adopt a rights-based approach across all areas of work, including a commitment to respect diversity and uphold the human rights principles of participation, equality and non-discrimination, and accountability;

Recalling the collective commitment by the World YWCA and its Member Associations to shared, transformative intergenerational leadership;

Recognizing that a number of World YWCA Member Associations are actively supporting young women’s leadership;

The World YWCA and Member Associations commit to support, promote, respect and realize young women’s leadership by:

a. Recognizing and repositioning young women’s leadership as including informal power and encompassing expertise, influence, and a role of young women as active change agents within the YWCA movement
b. Championing young women’s leadership at every opportunity;
c. Implementing a rights-based approach to young women’s leadership;
d. Ensuring full participation of young women in all their diversity and intersectionality at all levels and in all aspects of the YWCA, including by implementing existing policies on young women’s leadership;
e. Creating safe spaces1 for young women to articulate their priorities;
f. Ensuring that YWCAs respond to and reflect young women’s priorities;
g. Building capacity for young women’s leadership through activities including but not limited to: budgets, policies, programmes, partnerships, networks, structured orientation for young women new to the organization, goal-setting by young women, and ongoing support for training and professional development;

h. Ensuring that young women’s skills are recognized, respected and utilized by the YWCA and creating space for young women to identify and pursue their own training and mentoring priorities, goals and needs;

i. Cultivating a culture of mentorship that recognizes the benefits to all parties in mentorship relationships and intergenerational collaboration;

j. Supporting young women to work together on projects that reflect their priorities and goals;

k. Sharing power with young women in all their diversity and intersectionality so that young and older women are able to participate in the organization as equals;

l. Ensuring and resourcing regular monitoring and evaluation of young women’s leadership within the YWCA (through a global standardized framework), to take place at least once per quadrennium with a mid-term evaluation, led by young women;

m. Engaging with communities, governments and decision-makers to ensure that young women can participate in leadership and decision-making at all levels;

n. Building awareness of the policies affecting young women through training, workshops and communication strategies

o. Holding each other accountable to ensure that 10c of the World YWCA Constitution: Conditions of Affiliation: “World YWCA member associations must have at least 25% young women in leadership”, is met, with an emphasis on regional-level collaboration and Member Association-to-Member Association support to implement this condition.

Definitions

Young Women’s Leadership: Young women in all their diversity and intersectionality are and feel safe, included, connected, respected and their skills valued. Young women are recognized as equals and leaders at all levels and in all aspects of the World YWCA and its Member Associations. Young women define their priorities, goals and needs and YWCAs ensure that budgets, policies and programmes are responsive to young women.

Intergenerational Leadership (IGL): Leadership is shared and distributed between young women and older women in all their diversity and intersectionality. IGL is seen as a partnership: where older and younger women’s views, knowledge, experience and contribution and input are valued equally; where mentorship is multi-directional; where decision-making is collaborative and inclusive. IGL is adaptive, fluid and responsive to the priorities, goals and needs of young women leaders and the context. Young women are supported to develop, build and utilize their leadership capability and skills.

Transformative Leadership: YWCA leaders transform themselves, their communities, countries and the world into people and places that respect, protect and fulfill justice, peace, health, human dignity, freedom, care for the environment and all human rights of all women, young women and girls.

Commitment to Diversity² and its intersections³: Young women and girls representative of all groups in communities and countries served by YWCAs share power, leadership and decision-making at all levels in YWCAs. When decisions are made that impact particular groups, in particular marginalized groups, representatives of those groups are included as equal leaders and decision-makers.

Responsibilities

Board members of the World YWCA and Member Associations are responsible for acting in accordance with this policy within the scope of their respective roles, including:

(i) Implementing a rights-based approach to young women’s leadership;

(ii) Ensuring participation of young women as equals with older women on all board committees, at all board meetings, and in all board processes, mandates and responsibilities;

(iii) Creating safe spaces for young women to articulate their priorities and responding to young women’s priorities;

(iv) Building capacity for young women’s leadership through budgets, policies, structured orientation for all new board members, implementing formal goal-setting processes for board members, recognizing and utilizing the skills of all members, creating space for young women to identify and pursue their own training and mentoring priorities, and providing governance training and skills building;

(v) Cultivating a culture of mentorship that recognizes the benefits to all parties in mentorship relationships;

(vi) Sharing power with young women in all their diversity and intersectionality so that young and older women are able to participate in the organization as equals; and

(vii) Ensuring regular monitoring and evaluation of young women’s leadership within the board, management, staff, volunteers and contracted professional of the World YWCA and its Member Associations.

² The World YWCA recognizes that all human beings are equal in dignity and in rights, and that all human beings are entitled to their human rights without discrimination of any kind, such as race, ethnicity, disability, religion or belief, health, status, age, sex, class, caste, sexual orientation or gender identity. For more information, see the World YWCA Human Rights-Based Approach Policy.

³ Intersectionality is a basic concept for understanding the work of the World YWCA and its member associations. The discrimination of women based on sex and gender is inextricably linked with other factors that affect women which interact and can reinforce each other, such as race, ethnicity, religion or belief, health status, age, class, caste, and sexual orientation and gender identity (based on the CEDAW Committee General Recommendation No. 28 Non-Discrimination, 2010).
Accountability

- The World YWCA will establish, appoint and resource a Council of Young Women Leaders of young women and girls, representative of all regions, to advise and drive the programme with direct connections with the World YWCA Board and the World Council.
- The World YWCA's Strategic Framework and Operational Plan will be focused on key actions to achieve the 2035 goal such as bringing together and operationalizing a young women’s taskforce and a sustainability experts group, and a Young Women’s Coordinator will be appointed at the staff level.
- The World YWCA and Member Associations will allocate adequate financial and human resources to implement and ensure sustainability of this policy. This includes contingency lines in all budgets.

Management and staff of the World YWCA and Member Associations are responsible for acting in accordance with the policy, within the scope of their respective roles, including:

(i) Championing young women’s leadership at every opportunity;
(ii) Implementing a rights-based approach to young women’s leadership;
(iii) Ensuring full participation of young women in all their diversity and intersectionality at all levels and in all aspects of the YWCA, including by implementing existing policies on young women’s leadership;
(iv) Creating safe spaces for young women to articulate their priorities and goals;
(v) Supporting young women to work together on projects that reflect their priorities and goals;
(vi) Ensuring that YWCAs respond to and reflect young women’s priorities;
(vii) Building capacity for young women’s leadership through budgets, policies, programmes, partnerships, networks, ongoing support for training and professional development;
(viii) Ensuring that young women’s skills are recognized, respected and utilized by the YWCA;
(ix) Cultivating a culture of mentorship that recognizes the benefits to all parties in mentorship relationships;
(x) Ensuring regular monitoring and evaluation of young women’s leadership within the YWCA, to take place at least once per quadrennium with a mid-term evaluation;
(xi) Engaging with communities, governments and decision-makers to ensure that young women can participate in leadership and decision-making at all levels.

The Young Women’s Leadership Policy applies to World YWCA and Member Associations due to existing policy commitments from past World Councils (see below) as well as the World YWCA Standards of Good Management and Accountability.

Background and References

The Young Women’s Leadership Policy was developed in partnership with young women, and based on information gathered at the 2012 International Leadership Institute on Young Women’s Leadership held in Bangkok, Thailand; the Pacific Young Women’s Leadership Strategy; the World YWCA Safe Spaces Model; the World YWCA Theory of Change; The Young Women’s Forum 2015 and young women’s leadership work being done in all regional of the YWCA movement. The Young Women’s Leadership Policy is also built on a YWCA legacy of commitment to respecting, valuing, and practicing young women’s leadership. World Council Resolutions form the policy basis of our collective commitment to young women’s leadership. Some of these resolutions are:

1922, World’s Committee, St. Wolfgang, Austria – Youth Work
“...Furthermore we believe that the adolescent girl has an indispensable contribution to make to the Association through her vision, enthusiasm and youth, through her demand for a joyous and living Christianity and for an unyielding standard of sincerity, her open-mindedness, her readiness in applying principles, her potential leadership and her democratic spirit...”

“...That the World YWCA urge national associations to give greater recognition to the importance of student work...[and] to meet adequately the needs of students by such means as: ...fuller integration of students, including those from other countries, into the movement and provision for their representation on policy-making bodies in the Association; [and] interpreting the YWCA to women students and informing them about the needs and opportunities for professional service in the YWCA.”

1959, World Council, Cuernavaca, Mexico – Youth
“...There is need for further study on types of programs and leadership training. It is suggested that selected national associations be encouraged to organise meetings of youth leaders in the field, if possible inviting leaders from abroad.”

1967, World Council, Melbourne, Australia – Youth – Participation
“...That every effort be made to increase the participation of young people in the life of the local associations through new and dynamic programme, and as leaders in every part of the local associations’ work; That younger leaders at regional and national levels be trained and brought into policy making committees and boards as quickly as possible; That younger leaders be included in World Council delegations... Strongly urges that the YWCA launch a massive, dynamic youth programme and action with high priority in terms of time, finance and leadership.”

1975, World Council, Vancouver, Canada – Youth – Representation
“The World YWCA Council urges national associations to continue their efforts to include and involve youth in their local and national boards, and further, to ensure that their World Council delegates are representative of the membership.”

1987, World Council, Phoenix, Arizona – Youth – Participation
“The World YWCA Council Meeting in Phoenix, Arizona, 1987 resolves To reaffirm these statements and to explore ways to modify existing structures and attitudes, and when necessary, create new structures which will insure participation of young women.”

1991, World Council, Stavanger, Norway – Young Women
Whereas, the World Council meeting at Phoenix in 1987 called for consideration that at least 25 percent of the World YWCA Executive Committee members are young women;

Be it resolved that:
The majority of training events at associations and world level comprise an equal number of women aged 30 years and under and women over the age of 30 who will work together, learning from each other, on issues and tasks of vital importance to YWCA work at all levels;
All national associations give serious consideration to nominating, in advance of World Council, a young woman of 30 years and under for election to the World Executive Committee; [and]
The education of all members, including young women, as to the issues and priorities of the world movement, be included as a key objective in all national associations’ quadrennial programmes.”

1991, World Council, Seoul, Korea – Development of Young Women’s Leadership
Whereas the 1991 World Council meeting in Stavanger, Norway, strongly recommended at least 25% young women’s participation in all decision-making bodies of all national associations, and urged that young women comprise at least 25% of the World YWCA Executive Committee membership;
Whereas these recommendations have not yet been carried out by the YWCAs in many areas due to a lack of organised support;
Whereas the YWCA now faces its second century, in which we must realise our vision and tasks for the development of young women’s leadership for the future movement;
The World YWCA Council 1995 therefore recommends that:
...all national associations should provide resources to organise young women’s groups institutionally during the next quadrennium…
The World YWCA makes every effort to employ a Programme Secretary in the World YWCA Offices for leadership development including young women’s issues.”

“Whereas, everyone is entitled to all rights, freedoms, and protections set forth in various international declarations, including the United Nations Universal Declaration of Human Rights and the Convention on the Elimination Of All Forms of Discrimination Against Women (CEDAW), without distinction of any kind, such as race, colour, sex and gender, religious or political beliefs, culture or language, age, disability, sexual orientation, class or caste, or national or social origin;
Be it resolved, that the World YWCA Council assembled in Seoul, Korea in July 1995, affirm that all forms of human rights are indivisible and interdependent, and shall be embodied in all areas of YWCA work.”

1999, World Council, Cairo, Egypt – Young Women’s Leadership
“The World YWCA Council resolves: that all World Council committees shall be composed of at least 25% young women of the age of 30 years and under when appointed.”

1999, World Council, Egypt – Regional Representation and Young Women’s Representation
“That national associations in geographical areas shall, as far as practical, ensure that 25% of candidates for the World Executive Committee for each geographical area are young women of the age of 30 years or under at the time of nomination.”

2003, World Council, Brisbane, Australia – Participation of Young Women in the World YWCA
“...Therefore be it resolved that:
Young women of age 30 years and under at the time of nomination should comprise no less than 25% of participants of all decision making processes within the structural organisation of the World YWCA at the local, national, regional and world levels.”

2007, World Council, Nairobi, Kenya – Building Capacity in National Associations to Develop and Sustain Young Women’s Leadership

“The World Council recommends that:
1. the World YWCA facilitate the sharing of knowledge and resources about the recruitment of young women among all member associations to support all national associations to meet the requirement of a minimum of 25% young women in leadership roles, as one way of increasing equality in the YWCA.
2. the World Council recommends a review of the Standards of Good Management and Accountability to include more indicators on the effective engagement of young women. Reporting on the Standards of Good Management and Accountability should include a section, written by young women if possible, describing young women’s participation.
3. the World YWCA and member associations commit to investing and sharing resources for supporting and developing young women’s leadership.”
Member Associations Peer Learning and Sharing Workshops

1. Effective management of YWCA properties and real estate- cross-regional experience sharing: YWCA member associations have vast properties and real estate assets across the globe from which to provide service to communities and generate operational revenue. This session focused on responsible stewardship and management 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, Ghana and Trinidad and Tobago.

2. Governance and intergenerational leadership including the co-presidency model: A key guiding principle of the YWCA movement is to foster young women’s leadership. This interactive workshop focused on governance and intergenerational leadership in action, using the Emerging Directors programme developed by YWCA of A/NZ as a case study. – YWCA Aotearoa New Zealand.

3. Faith, culture and sexual reproductive health and rights: Implications for young women’s access to comprehensive SRH information and services: This session was designed to spark dialogue among young women and their mentors, along with female theologians, on faith and cultural barriers to accessing SRH information. The group also discussed strategies for overcoming those barriers using community responsive models. YWCAs 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).

4. ‘3 high’ single women’s issues: In Hong Kong, ‘3 high’ women are defined as single women aged over 30 with high educational records, high economic standards and high positions. However, single women are facing a lot of criticism about their egotism and individualism. This session was designed to delve into this issue and discuss ways to ensure the 3 high women’s voices are heard. YWCA Hong Kong.

5. Preventing violence against women through innovative youth programmes: This interactive panel discussion explored best-practice approaches to preventing violence against women and girls from across the YWCA movement. Australia, Myanmar, Aotearoa New Zealand, Canada and USA shared examples of effective programmes and strategies that engage youth in healthy relationship education and address cyber violence. YWCAs Australia, Canada and USA.

6. Women’s leadership in conflict resolution and peace building: This workshop offered space for YWCAs that are implementing UN Security Council Resolution (UNSCR1325) to share some of their tools, best practices, visual art and successes. It also offered a platform for discussing how women can be more instrumentally and strategically involved in conflict prevention, peace building and holding perpetrators of violence accountable. YWCAs South Sudan, Palestine, Sri Lanka and partner Y-Global.

7. Leveraging partnerships to build a stronger movement: In this workshop, three YMCAs/YWCAs shared their unique national programmes that link local to national to build partnerships, leadership and sustainability. YMCA/YWCA Denmark presented a school peer-learning-based programme that fosters global citizenship. YWCA of Korea shared a financial education programme – ‘Think Money’. And YMCA/YWCA/Switzerland presented their Action 72 hours youth programme. YWCA/YMCAs Denmark and Switzerland and YWCA of Korea.

8. Joining the dots: Delivering great programmes through improving governance using Standards of Good Management and Accountability (SGMA) - YWCA of Canada, YWCA of Papua New Guinea and YWCA of Solomon Islands, supported by YWCA of Australia: This workshop covered direct practical experiences from YWCAs that were working hard to improve governance and capacity with limited resources, as well as a YWCA whose organisational development is advanced and continually improving. It also provided practical tools on how to translate the SGMAs to strengthen shared leadership and governance practices. YWCAs Canada, Papua New Guinea and Solomon Islands, Supported by YWCA Australia.

9. ‘180 garden,’ documentary film and workshop about violence against women: 180 garden (180 degrees) by director and psychologist/sexologist Rocio Forero B. is a touching documentary about domestic violence. Through a series of anonymous interviews, this film and workshop related the story of seven women from diverse socio-economic and ethnic backgrounds who experienced relationships full of physical, mental and sexual violence. It also described what triggered them into moving out and starting to rebuild new lives for themselves and their children. YWCA Belgium.

10. Advocacy for young women’s sexual reproductive health and rights: This workshop charted the way forward to establish a united voice for the rights of women and girls to make informed and free choices with regard to their own sexuality and reproductive rights and well-being. World YWCA and International Pregnancy and Support IPAS.

11. Women and military bases: Women in Okinawa facing the structural violence of military bases: This workshop shared what local lives next to military bases in Okinawa and other places in the world are like. Participants discussed ways to deal with the universal issue of “militarism and violence against women” as the YWCA builds an international network within its participating members. – YWCA Japan.

12. Safe spaces: A model for promoting sexual and reproductive health rights for young women at global, regional and national levels: 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 in accessing services and protecting their rights. This workshop documented best practices, lessons learned and strategies for overcoming community resistance. YWCAs Ethiopia, Kenya, India, Rwanda and Tanzania.

13. Sharing best practices in young women’s leadership programmes from five member associations: This panel discussion highlighted a showcase of five young women’s leadership programmes that member associations have successfully delivered throughout the world. It also incorporated presentations and a Q&A on how to increase collaborative efforts when designing and delivering young women’s leadership programmes. One of the workshop highlights was the introduction of the World YWCA Young Women’s Leadership Strategy. - YWCAs Australia, Canada, Lebanon, Taiwan, Scotland and, Solomon Islands.
14. Shaping policy & social media- Amplifying women’s online voices in decision-making processes: Women are increasingly taking part in different social media outlets and using virtual social channels to raise awareness, discuss policies or mobilise communities around campaigns on gender equality and women’s rights. This workshop was designed to explore efficient strategies to make women’s voices heard in decision-making processes via interactive platforms and social media tools. – YWCA USA and World YWCA

15. ‘She Speaks’ survey using young women’s national survey to do advocacy from evidence: This panel featured a long-running national project, ‘She Speaks,’ from the YWCAs. The largest survey of its kind, She Speaks is a national survey of young women that seeks to capture their thoughts and ideas on various topics from health, to feminism and leadership. Run across local associations, the 2014 survey was considered a game-changer for the advocacy direction and policy of YWCAs in Australia. YWCA Australia

16. Ending child, early and forced marriage: This workshop 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 and improve the health and wellbeing of married girls in these countries. – YWCAs Ethiopia, DRC and India

17. Emancipate girls and young women from harmful traditional practices: Female genital mutilation (FGM) affects up to 3 million girls a year, and one girl is mutilated every 10 seconds. FGM has links to early or arranged marriages and early childbirth, girls not completing their education, leading to poor literacy levels; HIV AIDS infection, poor access to physical health and psychological health care, and health complications. This workshop was designed to discuss this issue and associated advocacy efforts. – YWCA Kenya

18. Evaluations made easy: This workshop provided an overview of an easy-to-use evaluation framework that anyone can implement and conduct on a day-to-day basis. It also covered the basics of Results Based Accountability integrating continuous improvement into programme delivery. – YWCA Australia

19. Integrated housing and support models: The provision of safe, secure and affordable housing is imperative for women. It is essential if women are dealing with disadvantages that affect their mental or physical health and/or their participation in the community or economy. This workshop provided information on integrated housing and support models from Australia, Canada and US and was designed to workshop the barriers and solutions to the provision of affordable housing participants’ regions. – YWCAs Australia, Canada and USA

20. Computer Clubhouse: YWCAs in Australia and the USA have opened 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. This workshop provided an overview of the Computer Clubhouse model. – YWCA Australia and USA

21. 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. - YWCAs Argentina, Belize and Great Britain

22. The impact of a positive early childhood can change the world!: One of the few things that link us all together, regardless of gender, race, or culture is childhood. This discussion invited member associations that work with children to consider, share and explore how YWCAs around the world can and are advocating to ensure that each and every child has a valuable early childhood and to discuss and understand how this impacts our communities. The group visited a childcare center based in an informal community in downtown Bangkok to experience YWCA early childhood development in action. – YWCAs Australia, Bahamas, Namibia and Rwanda

23. My Language is my strength, my cherished possession: Indigenous communities are facing both a loss of their language and a way of life that has served as a traditional feature of their identity. This workshop also aims 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 heterogeneous society. It also aimed to show how indigenous women’s leadership can play a key role in building strong communities and resistance to colonisation. – YWCA Aotearoa New Zealand

24. Building membership: New models, good practices: This workshop 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 Y’s around the world. Participants also discussed how to attract a diverse range of members, the role of feminism and common values in membership, and various aspects of volunteerism. YWCAs Australia and Ireland

25. Claiming our rights: Indigenous women’s rights: Around the world, YWCAs are standing in solidarity with Indigenous women as they resist the ongoing impact of colonisation on their lives and spirituality. This workshop will focus on the human rights issues affecting Indigenous women around the world, and will explore the leadership of Indigenous women in building strong communities and resistance to colonisation, and will also provide an opportunity to learn more about Indigenous spirituality and to reflect on the relationship of the YWCA’s feminist theology with Indigenous women’s sacred business. – YWCAs Australia and Canada

26. One mentoring model amongst many: What is mentoring? – How does it work? – How can it benefit me? – How does it help to build bold and transformative leaders? – How can it promote intergenerational and shared leadership? - How can I use the mentoring model in my YWCA? This workshop will bring together women leaders of all ages who value building and promoting young women’s leadership to learn about mentoring, reflect on the importance of mentoring, and to share success stories from mentees and mentors. The intergenerational team of Young Women Leaders and Champions of Young Women Leaders from YWCAs Sri Lanka, Myanmar and Nepal will share the knowledge they gained through the mentor and mentee training and how mentoring has benefited them in their personal leadership and in the organisational success of their respective YWCAs.
27. **Faith principles are human rights principles:** Our ecumenical and human rights-based understanding and education comes not from the curriculum but from fellow people. It’s about sharing our faith with one another across our lines of difference, and about learning from one another new ways in which to follow and see God. This workshop will address two key questions: How we live and link our faith with human rights? How do you see yourself as a woman serving in a faith based NGO? If you are not sure about your flavor for Christianity, your faith or how your work in human rights relates to our collective work in the YWCA movement, choose this workshop so that you can hear and share. - YWCA Finland

28. **Best practice examples in action taking a human rights-based approach:** This workshop will present two very different examples of implementing a human rights-based approach within the YWCA movement. The “Terrible Mothers” project highlights the work in supporting mothers of teenagers, strengthening parenting skills, empowering women through peer support groups and acknowledging the changing role of family. The work of peace-building and strengthening North Korean women’s and children’s rights acknowledges the human rights violations that women and girls experience in North Korea. This presentation will include a briefing on the situation of abusive human rights issues through video and discussion, present the work of YWCA Korea in advocating for North Korean sisters and children, and call for workshop participants to make a symbol for peace. – YWCAs Finland and Korea

29. **Women’s rights at the crossroads: Intersections and intersectionality’s:** Identified the key human rights denied to women, the barriers that stand in our way and strategies to overcome them. - YWCA Canada

30. **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. - YWCAs Belize, India, Malawi, Nepal, Sri Lanka and Tanzania

31. **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. – YWCAs Hong Kong, the US Virgin Islands and of Tanzania

32. **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 Canada

33. **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 Palestine and YGlobal

34. **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 Netherlands

35. **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. - YWCAs Honduras, Belize, Haiti, Lebanon and Zambia

Two by invitation discussions were hosted during World Council. The World YWCA hosted ‘Positive Living Workshop’ for Young Women Living with HIV. YWCA of Netherlands and YWCA/YMCA Sweden hosted a workshop ‘Creating an Inclusive Movement Welcoming Members of LGBTI Communities’.