

## PURPOSE OF WORLD YWCA

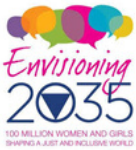
The purpose of World YWCA is to develop the leadership and collective power of women and girls around the world to achieve justice, peace, health, human dignity, freedom and a sustainable environment for all people (World YWCA Constitution).

## VISION OF WORLD YWCA

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 (World YWCA Constitution).



## GOAL 2035



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.

## 2020-2023 CONDITIONS FOR SUCCESS



Goal 2035 is reflected in strategic, tactical and day-to-day actions of the YWCA movement, as our shared collective goal.



World YWCA (World Board and World Office), YWCA member associations, and YWCA leaders engage in and contribute to each key initiative.



A high level of communication and transparency is consistently demonstrated by the World YWCA, YWCA member associations and YWCA leaders.



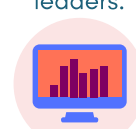
Key initiative campaigns, projects or publications are customisable, replicable, and as appropriate, scalable.



Contributions to and the success of key initiatives are measurable.



Every key initiative either contributes to the sustainability and vitality of the YWCA movement and/or aims to positively impact the lives of girls, young women and women in communities around the globe.



Progress on key initiatives, by both the World YWCA and YWCA member associations, is reported on formally and at least one time per year.



YWCA is disciplined in focusing on and investing in the key initiatives.

*\*The following World YWCA Constitution articles explicitly or implicitly relate to the World YWCA and more specifically the responsibilities of a World Office: Purpose, article 4; Function, article 5; World Board, Role, article 34. 34; Composition of World Board, section 39; and, Legal Status, Headquarters, and Signatures, articles 80 - 82. 80. The 2020-2023 strategic framework and budget reflect and deliver on these mandates of the Constitution.*

*\*World YWCA is defined as the work and leadership of both the World Office and the World Board. The YWCA movement (YWCA) is defined as the entire collective movement, including the World YWCA, Member Associations, and other formal YWCA entities (e.g. local associations).*

## STRATEGIC PRIORITIES (SP) & KEY INITIATIVES (KI) 2020-23

### STRATEGIC PRIORITY 1: MANAGEMENT AND GOVERNANCE EXCELLENCE TOWARD GOAL 2035

#### KEY INITIATIVE 1 (KI 1)

**World YWCA and Member Associations tend to issues of accountability and compliance with the YWCA Standards of Good Management and Accountability.**

The YWCA as a collective will take action to improve accountability in mutual reporting and communication. This needs to be demonstrated through an increase of collaborative efforts by all parties and positive acknowledgement or sanctions of Member Associations, in order to strengthen the YWCA movement.

#### KEY INITIATIVE 2 (KI 2)

**World YWCA will actively address issues of trademark and intellectual property.**

The World YWCA, with involvement of member associations as needed, will pursue protection of the YWCA trademark and intellectual property, to strengthen the sustainability of the YWCA movement.

#### KEY INITIATIVE 3 (KI 3)

**World YWCA, in collaboration with Member Associations, young women leaders and the Young Women Global Advisory Council, will collect and analyse data related to the engagement of young women leaders in the movement.**

World YWCA will continue to collect, analyse and take action based on quantitative and qualitative data related to the engagement of young women, in all their stakeholder roles, in order to strengthen the YWCA movement.

#### KEY INITIATIVE 4 (KI 4)

**World YWCA and Member Associations will address key issues of membership and structure, modernisation of the constitution, and operations/business.**

The World YWCA and Member Associations, as a movement and as separate organisations, will tend to issues of recovery, sustainability and vitality, including but not limited to: a) membership and structure, b) modernisation of the Constitution and working norms, c) affiliation fees and revenue growth and diversification, d) analysis and report on the Power to Change fund and system, and e) systems to improve collaboration and communication.

### STRATEGIC PRIORITY 2: STRATEGIC PARTNERSHIPS AND COMMUNICATION TOWARD 2035

#### KEY INITIATIVE 5 (KI 5)

**World YWCA to consider, confirm and position YWCA's identity and niche role within the women's movement.**

World YWCA will manage a consultative process, with robust contributions from the YWCA movement and external stakeholders, related to the movement's ecumenical, feminist and grassroots driven identity, in order to best position the YWCA in a competitive market, to achieve strong brand identity, and to actively pursue appropriate strategic partnerships.

#### KEY INITIATIVE 6 (KI 6)

**World YWCA will address issues of trademark and intellectual property. World YWCA to consider, reaffirm or adapt the definition of "movement" and how to best contribute to the women's movement.**

The World YWCA, with robust contributions from Member Associations and external stakeholders, to consider: a) modernise and socialise internally and externally our definition of "movement", b) how the YWCA movement can expand and adapt beyond "bricks and mortar" membership and engagement and, c) intentionally brand the YWCA's role within the broader women's movement.

#### KEY INITIATIVE 7 (KI 7)

**YWCA entities (World Board, World Office, member associations, other formal associations, and YWCA formal and informal leaders) work as strategic partners.**

World YWCA to guide and invest in new ways of working, formal and informal, between various YWCA entities and leaders, in order to optimally leverage the power of the movement.

#### KEY INITIATIVE 8 (KI 8)

**World YWCA and member associations actively and intentionally pursue external strategic partners that share a common desire to transform power structures for gender equality.**

Strategic and formal partnerships will be pursued by both the World YWCA and Member Associations, and in some cases, the same partnership organization may be pursued and a multi-level (international, regional, national or local) partnership/relationship established, in order that the broader women's movement is strengthened.

### STRATEGIC PRIORITY 3: ENGAGEMENT AND MOBILISATION OF GIRLS, YOUNG WOMEN AND WOMEN TOWARD 2035

#### KEY INITIATIVE 9 (KI 9)

**World YWCA offers RiseUp! and Safe Spaces Model program for leadership and advocacy.**

World YWCA RiseUp! program to be replicated and expanded within and outside of the YWCA's movement as an effective leadership and advocacy program. Safe Spaces model to be updated to reflect contemporary factors and to serve as a space conducive to young women's leadership, taking into account personal, social and political contexts. Both initiatives to serve as leadership and advocacy incubators and platforms, to be implemented by Member Associations.

#### KEY INITIATIVE 10 (KI 10)

**World YWCA finalises, publishes and refines the YWCA feminist consultation methodology.**

World YWCA will publish a replicable, customisable, scalable, consultation methodology, to be used by the YWCA movement. The feminist methodology will reflect a human rights based approach to gathering data and stories by and for young women, to inform advocacy on issues defined by them.

#### KEY INITIATIVE 11 (KI 11)

**World YWCA develops an intergenerational leadership guide/tool.**

The World YWCA intergenerational leadership guide/tool will be published for use by girls, young women and women of all ages, within the YWCA and by the broader women's movement, to ensure that the wisdom, creativity, and power of every generation is fully leveraged in pursuit of Goal 2035.

#### KEY INITIATIVE 12 (KI 12)

**World YWCA leads the development and maintenance of a formal network and sub-cohort(s) of YWCA leaders.**

The World YWCA will develop a formal network and community of YWCA leaders, including other women's rights movement leaders, to strengthen the efforts of intergenerational feminist leaders.