

WSCF Staff and Officers
Strategy Workshop
3-9 August 2015
Birmingham, United Kingdom

Background

The main focus of the 35th Assembly of the WSCF, held in Feb/Mar 2015 in Bogota, was on the **Future of the Federation (FoF) Task Force**¹ established by the ExCo in Nov 2014. The Task Group was mandated to bring a detailed analysis of the Federation's current situation and provide concrete recommendations about the way the Federation may develop its vision and structure to the General Assembly. A comprehensive report was presented by the FoF Task Group to the Assembly together with the measures to be taken for the next six months. Recommended by the Task Group, the Assembly suspended the election of a Co-Secretary General and appointed an **Interim Staff Coordinator** who will work with an **Interim Transition Team** of five people² to support the management of Federation.

The over-all purpose of the work of the Interim Transition Team is to lead and prepare within 6 months, the transition towards substantial change in the systems and structures of WSCF in order to ensure its sustainability and stability at the end of a two-year period. The Interim Transition Team is mandated to develop and propose processes to reform first the (1) Governance Structure and second, the (2) Operational Systems of WSCF from its current form and function. These reform processes are mutually inclusive and should be implemented simultaneously. Furthermore, The Transition Team's role is to ensure that the nine (9) objectives set forth in the "Measures necessary in the next two years" (Future of the Federation Task Group Recommendation) will be achieved at the end of two years³.

The Transition Team was entrusted with the responsibility of fulfilling the program agreed by the GA and the program outcomes (to be approved by the Executive Committee when it meets at the end of the six month period) and establish good communication between and among the members of the Federation. Specifically the Transition Team was responsible to:

1. To revise management processes and recommend governance arrangements.
2. To develop proposals for both the inter-mediate and long-term reforms. These proposals will

¹ Members : Chris Ferguson, Salters Sterling, Yong Ting Jing, Jorge Domingues, Dhalia Lakis, Pretty Mubhaiwa

² Necta Montes, The Interim Staff Coordinator (appointed, non-WSCF officer), Georgine Kengne Djeutane, WSCF Acting Chairperson (appointed), Bronwyn Claire, WSCF Treasurer (elected, WSCF officer), Pretty Mubaiwa, female student (appointed, non-WSCF officer), Marco Fornerone, male student (appointed, non-WSCF officer), Chris Ferguson, Senior Friend (appointed, non-WSCF officer), Salters Sterling, Senior Friend and Centennial Fund (appointed, non-WSCF officer)

³ The Interim Transition Team will implement the recommendations of Future of the Federation Task Group approved by the GA. It shall report to the Executive Committee in this six-months transition period. The duration of the transition should be six months, extended to nine months if needed, and a decision on the extension be made in the fifth month.

address the following:

- a. Governance structure and constitution, including a study of the size of the ExCo.
- b. Management processes and procedures
- c. Fundraising and resource mobilization (EAP, grassroots campaign (\$1), fundraising protocol, develop a “case for support” that clarifies the vision and goals, tells the story of the Federation and the impact it has made to young people, communities, the academic community and the church, including sale of products in the context of a non-profit making organization.
- d. A plan for community building and transforming Federation culture, including addressing the need for healing and reconciliation
- e. The need for a participatory process of strategic planning, including addressing issues around vision and identity
- f. The need for Capacity Building
- g. Communication (The website would provide information on work of the Transition Team)

Following these recommendations, the Interim Staff Coordinator as well as the Transition Team have commenced their work. The Interim Staff Coordinator traveled to Geneva in mid-May 2015 while the other members of the Transition Team worked remotely but with constant communication through email and skype. As the six-month period mandated to the Transition Team ends in September 2015, this workshop is organized to bring together the Transition Team and the Staff and Officers of WSCF to review the progress made so far and to finalize the work mandated to the Transition Team.

The Staff and Officers meeting has been an important space to manage and operationalize the plans of the Federation, share regional priorities and identify common issues and problems. The Staff and Officers play a key role in bridging the gap between the global and regional governance structure to the wider constituency, they are the institutional connectors and often the repository of the institutional memory of the Federation. They interpret and are the key implementers of the policy and have a wealth of knowledge of life of the Federation. The role and inputs of the Staff and Officers are therefore important in this change process, as in the end, they will implement the decisions of the Executive Committee.

It is with this understanding that the program and objective of the Staff and Officers Meeting has been designed in line with the change process that the Federation is going through. It is organized as a Strategy Workshop that will provide perspectives in the changes on the governance and structure, management and operation, finance and funding of the Federation.

Aims of the workshop

In the above light, specifically, the workshop aims to,

- i. Review the progress achieved so far by the Transition Team and Interim Staff Coordinator
- ii. Finalize Strategy, Policy, Procedures and Plans on the following
 - a. Governance structure and constitution, including a study of the size of the ExCo.
 - b. Management processes and procedures

- c. Fundraising and resource mobilization (EAP, grassroots campaign (\$1), fundraising protocol, develop a “case for support”
 - d. A plan for community building and transforming Federation culture
 - e. Capacity Building
 - f. Communication
- iii. Conduct an initial analysis of the various aspects of the above areas for review

Issues under each major area in the Workflow attached:

A. Governance and Structure/Constitution

- 1. Exco role function and its size
- 2. IRO location/relocation
- 3. Co-secretary model

B. Management and Operation

- 4. Program Monitoring, Reporting and Evaluation for Staff
- 5. Job Descriptions
- 6. Staff Capacity Building
- 7. Communication

C. Funding and Finance

- 8. Fund raising protocol
- 9. Reporting and financial system

Outputs of the workshop: Strategy and Way Forward Report by the Interim Transition Team with sections covering the above topics a-f with state of affairs, issues and challenges, conclusions, recommendations and plans of action. This report will be written during the workshop and a finalized version will be made available by the end of 4th day and be ready to be presented to the partners 5th day onwards.

Methodology and process of the workshop

This will be a workshop as well as a write-shop. The content of the workshop will be decided on the mandated tasks for the Transition Team. Preparation is expected from participants to give updates on specific themes and their propositions/suggestions. A small team or an individual will be expected to make a presentation together with draft note to the entire group who will discuss it and draw conclusions. Responsibilities will be assigned to participants to make these presentation upon preparation that needs to be done prior to coming to UK. The sessions will be facilitated and documented with the main discussion points, conclusions, recommendations and concrete plans.

The data will be gathered used during the Workshop will come from:(1) WSCF Historical Documents (GS Reports and other WSCF documents); (2) From the inputs of the Regional Secretaries answered thru a questionnaire under each major sections (Governance Structure, Management and Operations, Funding and Finance) with the hope that they can engage their Regional Executive Committees to answer the questions for each section;(3) From the presentation of the specific group and people tasked to present, and finally, (4) from the analysis done during the Strategic Workshop.