



## **Future of the Federation Recommendations**

35th General Assembly of the World Student Christian Federation  
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This document contains the original recommendations of the Future of Federation Task Group and it incorporates the suggestions made by the regional groups for improvement. In order to identify the changes to the original document, we used the following procedure:

- Any new material added to the document is identified by underlines
- Any material deleted from the document is identified by ~~striketrough~~

## **I. Measures necessary in the next six months**

In organizing the discussions of the Task Group we have divided these into three categories, the immediate, inter-mediate and the long-term.

1. The immediate crisis threatens the survival of the Federation in its current form. The nature of this “emergency” has been clearly outlined in preceding sections of this report. Included in this category are measures that address the immediate problem of finance and take on board the reality of the Assembly taking place at the time of this report.
2. The nature of the crisis demands that interim measures must be put in place in order to bring the Federation to a sustainable level. This category refers to a transition which the Task Group has defined as 6 months.
3. The above time categories need to be part of a long-term plan which not only ensures sustainability but also the necessary structural and cultural changes that need to take place if this sustainability is to go beyond mere survival.

This section of the report lists the measures to be undertaken in the immediate, inter-mediate and long-term in order to address the crisis.

### **Immediate**

1. The Task Group recommends that the Centennial Fund Board, within its legal capacity, continues to support the immediate core funding needs of the Federation. We further recommend that the ExCo and the Centennial Fund in partnership organize a Future of the Federation Roundtable targeted at major funders and stakeholders present at the GA.
2. The Task Group recommends that all levels of the Federation must participate in funding the core staff costs of the IRO and regions.
3. The Task Group recommends that the search process for a general secretary or co-secretaries be halted. The search committee will be requested to look into their current shortlist of candidates and consider them in light of a proposal for an interim staff coordinator who should be appointed for six months to guide and support the reform process during this immediate period. The choice of candidate should preferably be on

the basis of a recommendation from the search committee according to an agreed profile prepared by the Future of the Federation Task Group.

4. The interim staff coordinator should work with a management group of ~~five~~ six members – the Chair, the Treasurer, a two students and two Senior Friends, one of whom shall be a member of the Centennial Fund. Each region shall nominate one or two student candidates to a pool from which the ExCo shall appoint two (1 male and 1 female), taking into account expertise and experience (LA/C; AP & E]
5. The interim staff coordinator and this management group will work to fulfill the program agreed by the GA and the program outcomes should be approved by the Executive Committee when it meets at the end of the six month period.
6. The main thrust of the work during this period should be to revise management processes and recommend governance arrangements.
7. The ExCo should undertake a review of the General Assembly program to ensure coherence of the different sessions and outcomes expected in light of the Task Group report discussion sessions for two days at the GA.
8. Develop agreed Job Descriptions for all WSCF staff, especially for the General Secretary [A]. Roles and responsibilities of all staff must be clear. [moved from Objective 7 to “Intermediate” (A)]
9. Agree a common template for reporting (narrative and financial). [moved from Objective 3 (A)]
10. Agree frequency of reporting. For example, there should be a quarterly financial report and a quarterly operational report, using the common templates to capture the main events, numbers, dates, challenges and future plans. These quarterly reports will form the basis of a comprehensive annual report for donors, partners and SCMs. [moved from Objective 3 – (A)]

#### **Inter-mediate**

1. Develop a budget for the 6-month transition phase.

2. Hire an interim staff coordinator, agree on a job description and develop a 6-month work plan with clear timelines
3. Put in place a transition team that will develop proposals for both the inter-mediate and long-term. These proposals will address the following:
  - a. Governance structure and constitution, including a study of the size of the ExCo [E].
  - 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.[A]
  - 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) [A/P]
4. The Transition team will report in this way: [AP & LA/C]
  - i. To the Exco, at the end of the first month.
  - ii. To the SCMs, a progress report at the end of 3 months.
  - iii. To the Exco, a final report on actions and recommendations

5. 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 [ME & NA]

## **II. Measures necessary in the next two years**

After analyzing the current situation of WSCF at global and somewhat at regional level, the Task Group suggested several interventions for the period after the interim six months that should be implemented over the following two years in order to ensure sustainability of structural and cultural change. The Task Group identified seven objectives that should be included in a strategic plan to guide the change process:

**Objective 1: Articulate our common global vision and mission understanding for WSCF (including global and regional priorities and concerns). This should begin within the first year, and continue into the second and subsequent years of the plan and comprise the following steps:**

- This articulation should be grounded in rigorous biblical, theological and contextual reflection.
- Develop a clear vision and mission for the organization. Students should be actively involved in developing this vision and mission and the strategy to give effect to it. A clear vision is vital to develop a strong sense of global identity among members and to rebuild their trust in, and sense of ownership of, the global organization.
- Develop and agree global and regional goals and programs to give effect to this vision.
- Draw up a detailed action plan to deliver the goals and programs, with specific timelines and allocation of responsibilities. (The more detail, the more convincing it will be to funders.) The action plan should focus on just one or two overarching themes, including ecumenical leadership and theology.
- Develop a financial plan (to include fundraising) to support the organization and deliver its programs.

**Objective 2: Reform governance structure and constitution. This should take place within the two year period.**

Proposals for governance, the structures of governance and constitutional implications will be produced by the ExCo. These will need to address full inclusion, participation and sense of common ownership, as well as address and eliminate the cost, cumbersomeness and ineffectiveness of the current arrangements. They will seek to preserve in contemporary forms the participative nature of decision-taking while recognizing the need for timely effectiveness. They will derive their integrity from the vision of the Federation and the principle that *form follows function*. They will enshrine team working as the effective outworking of Fellowship as a key experience of the Federation at work.

These proposals may require action that requires constitutional change. In such a case, the Exco will develop and conduct a process in consultation with the SCMs [ME]

**Objective 3: Improve reporting and documentation of all WSCF activities and events. This should begin within the first year and continue into the second and subsequent years of the plan. It should comprise the following steps:**

- ~~• Agree a common template for reporting (narrative and financial).~~
- Agree frequency of reporting. For example, there should be a quarterly financial report and a quarterly operational report, using the common templates to capture the main events, numbers, dates, challenges and future plans. These quarterly reports will form the basis of a comprehensive annual report for donors, partners and SCMs.
- Train IRO and Regional staff and SCM staffs to develop these reports and the processes necessary to ensure their integrity and timeliness.

**Objective 4: Improve trust and communication between IRO, ExCo, Regional offices, SCMs and partners and donors This should continue from the first six months and comprise the following measures:**

- Create mechanisms for genuine sharing of experiences and perspectives through all levels of the Federation.

- Monthly calendar (template including upcoming activities in all the regions and globally).
- Monthly or quarterly newsletter (as above).
- Division of tasks (each month, one regional secretary will be in charge of collecting information from the other regional secretaries and developing the newsletter using the agreed template).
- Activation of social media to communicate with partners and SCMs.
- Holding regular meetings to discuss specific topics.

**Objective 5: Rebuild trust and communication with traditional and new donors. This should continue from the first six months and comprise the following measures:**

- Continue sharing information on regional and global activities.
- Publish a monthly or quarterly newsletter capturing the highlights of monthly activities at regional and global level.

Re-launch discussion and contact with traditional donors, even if no current funding is available.

**Objective 6: Increase the income of the WSCF (IRO and Regional). This should commence within one year and continue into subsequent years and comprise the following steps:**

- Clarify the financial situation and agree on shared responsibilities to solve the crisis (involving IRO, ExCo, Regional Offices and SCMs)
- Collect membership fees from all SCMs every year (during one of the events in each region or by bank transfer with proof of payment)[E].
- Introduce regional support by agreeing a percentage of regional staff costs to be raised from within the regions at national and regional level.
- Each Regional Secretary (RS) should support the IRO in developing at least one proposal for one global program per year.
- Strengthen the Be One, Give One campaign, taking into account the lessons learnt, for instance, allow regions to modify the global campaign according to their needs, contexts and possibilities. [E] ~~from the first launch and utilize the serious commitment of RSs in mobilizing people to donate.~~
- Incorporate a practice of fund-raising that is intimately attached to movement building.

- Develop a short documentary illustrating the main achievements among all the regions. A volunteer could be recruited from one region to develop this documentary on an internal DVD.
- Agree a fundraising protocol and mechanism between IRO and regional offices.
- Sharing of the quarterly financial report with regional offices and ExCo.
- Consider regional office structures and recommend appropriate measures.

**Objective 7: Clarify roles, responsibilities and line reporting arrangements for staff at different levels (GS, Chairperson, Exco, Regional Secretary, SCMs) This should be finalized within the first year and comprise the following steps:**

- Create a culture of solidarity, mutual accountability and interdependence among the different levels of the Federation, with special attention to the staff.
- Develop a clear organogram showing how each position relates to the others and the line management that links them together.
- Suggest an appraisal system for all staff including GS in order to increase accountability and efficiency. This would allow action to be taken when a person is not performing according to the terms of their job description.
- Suggest some team building exercise or program to improve relationships between staff at different levels.
- Develop a division of tasks for the global programs – donor relations, communication, finance etc. – that will clarify rolls and responsibilities and maximize the effectiveness of available staff. With the lack of staff, check availability of regional secretaries and of ExCo members to provide additional support on specific tasks.
- Develop a recruitment plan for interns or volunteers to assist on specific tasks (these could be members of SCMs)
- Develop a plan to involve the SCMs, ExCo members and the regions in the revision of the current form of General Assembly and in the planning, preparation, implementation and evaluation when GA takes place. Consider whether to keep the same structure or modify it.



**Objective 8: Improve the capacity of the IRO, regional staff and ExCo members. This should begin immediately and continue.**

- Develop a capacity needs assessment for staff. The result will enable the Federation to develop a capacity building program for staff. This could be tailored for the staff or utilize other training programs.
- Consider the areas of capacity building mentioned above such as movement building, project management, monitoring and evaluation, biblical and theological reflection, leadership etc.
- Consider asking Senior Friends to undertake specific training, mentoring and coaching.

**Objective 9: Implement a process to consider the move of the IRO, or, to relocate the Inter Regional staff to a more cost efficient location. This should be initiated by the ExCo immediately and be completed in the next two years.**

- Cheaper city [AP & E]
- A country where the movement is strong [AP]
- Visa and work permits easily obtainable [AP]
- Strong partner(s) and church relationship(s) [AP]
- Consider office affiliations related to Geneva, e.g. Middle East [AP]
- Consider a global south location [E]