



# **STRATEGIC FRAMEWORK 2006 - 2009**



## Contents

1. Introduction
2. Part I – WFO Mission
3. Part II – The Strategic Framework 2006 – 2009
  - a. Chapter I – Strategy I
  - b. Chapter II – Strategy II
  - c. Chapter III – Strategy III
  - d. Chapter IV – Strategy IV
  - e. Chapter V – Strategy V
  - f. Chapter VI – Strategy VI
4. Part III – Providing the means

## **Introduction**

Dear Members and Partners,

I have the honour to submit hereby, on behalf of the Executive Board elected for the 15<sup>th</sup> Mandate 2002 - 2005 The Strategic Framework proposed for the Organization for the next four years mandate.

In developing the present Strategic Framework, in our programmatic vision, full attention has been given to the requirements established on the Strategic Framework 2002 - 2005, in order to guarantee continuity of the strategies and activities.

The introduction of a Strategic Framework, for the application of a new programme model and its results-oriented approach as well as the essential emphasis on interdisciplinary, closely linked to the administrative and personnel reforms already done clearly shows that continuity and progress are the challenges for this more ambitious and pro-active plan and the second pillar of the renewed Organization.

The Strategic Framework 2006 - 2009 seeks to create the continuity of member's "Unity of Purpose", progress of member's "Unity in Diversity" to the "Unity for Development".

The present document outlines:

- Six main strategic thrusts around which WFO actions will develop over the next four years.
- The six major strategic programs for the Organization's effort, in a quest to contribute to the implementation of the Millennium Development Goals at the Local Level and in the Family.
- The comparative WFO advantage in relation to other institutions affiliated to the United Nations, its specific role as an entity for international cooperation and a provider of services to NGOs and Governments, Members and Non-Members on Family issues.
- The outcomes which are expected to be attained by the end of 2009.

Clearly, we had to make some strategic choices. We had to drop marginal endeavours and define niches, recognizing that we are not alone in an increasingly competitive international environment.

Therefore, this document indicates how WFO will set about the task of meeting a dual requirement, namely:

- The necessary concentration of the Organization's efforts on a limited number of priorities areas in order to ensure that its actions has lasting effect and to strengthen its enabling role as the specialized Organization affiliated to the United Nations responsible for Family issues.

- The consistency of the mission, goals, global strategies and objectives pursued by the Organization with a strong emphasis on and commitment to decentralization and action integrating regional, national, and local conditions and needs.

WFO is ready and prepared to engage, associate and collaborate with the World through partnership, linkages and networking with governments and bilateral agencies, other multilateral agencies, especially the United Nations, civil society and the private sector. This will be an important component of the Organization's road-map for the future.

The implementation of the Strategic Framework 2006 – 2009 will be an involving and continuous process of monitoring and reviews.

Once established, a medium term inclusive exercise of broadly consulting with Members, Regions, National Committees and other partners will be developed.

Outreach, involvement and ownership of the strategy were important results of this process consolidating overall support for the Organization.

To maintain this process in future will be of high strategic and political significance for the WFO.

For all endeavours resources are key.

When defining the present Strategic Framework we were fully aware of the present implications in terms of resources required. WFO can only deliver its strategies and programmes effectively if adequate resources are provided. WFO Budget proposal for the year 2006 - 2009 quadrennial is largely based on the assumption that by demonstrating an expressive and effective program of action and WFO success in its revitalization and progress, Members in general, but especially Governments, will review their approach for subsequent financial contribution.

Dear Members and Partners,

This document is a result of the contribution of the Members of the Executive Board.

The format and also some contents is the result of an exhaustive research conducted by the WFO staff on Medium Term Plans and Strategies 2006 - 2009 of some specific UN agencies where WFO has a common approach in contemplating the outcomes of the major last decade conferences and summits as well as the international agreed in 2000 the Millennium Declaration and Millennium Development Goals, in 2004 the Sanya Declaration and proposed "Practical Plan of Action 2006 – 2015 Implementing the Millennium Development Goals at the Local level and in the Family.

To all collaborators, our most sincere gratitude and appreciation.

In this light, I look forward to fruitful discussion and fully adoption of this document at the General Assembly.

Curitiba, November 2005.  
Dr. Deisi Noeli Weber Kusztra.  
President.

# PART I

## WFO's Mission

### **WFO's Mission**

Taking into account the global context reported on the annexes, WFO's mandate as set out in its Constitution, is more relevant than ever.

Being called upon to represent families of the world, defend their interests and act with them and for them in partnership with the United Nations, Governments, Communities and Civil Society, the Organization is duty bound to mobilize its resources, renew its approaches and build up its multilateral actions in order to introduce Family Issues on the International Agenda and on the Framework of Social and Sustainable Development as well as in achieving MDGs.

In light of the ongoing and new global challenges, WFO's Mission during the next mandate 2006 - 2009, continue be to promote opportunity and equal rights and chances for women and men to assume their role within the family and society, in conditions of freedom, equity, security and human dignity, and promote policies to bring about better life conditions to all families, respecting their diversity and peculiarities.

More over, WFO will contribute to peace, human and social and sustainable development in an era of globalization through programs and projects on Global Family Policies, Interpersonal Relationship, Poverty Eradication, Social Inclusion, Servicing Families Basic Needs and Rural Family Development.

In it's WFO will be guided by three fundamental principles that are inseparable: Universality, Diversity and Dignity. And these are closely related to values of justice, solidarity, tolerance, sharing and equity, respect for human rights ethics and democratic principles.

At the beginning of the Twenty-first Century, WFO's Mission can be characterized in terms of the following actions items:

- Providing a platform for dialogue and action involving both the public and the private sector.
- Promoting the free flow and sharing of information and knowledge, as well as serving as a global knowledge broker in all its areas of competence.
- Serving as facilitator and coordinator for the Global Family Policy formulation and implementation movement.
- Promoting the implementation of a new social contract between Families and Local Governments, Private Sector and Civil Society.
- Providing a Forum for deliberations on emerging ethical issues, especially those related to Human Rights and Family Rights.
- Serving as a gateway for an enhanced understanding of cultural diversity.

The 21<sup>st</sup> Century certainly will be characterized as a period of fast and deep changes. At the same time, the society is reorganizing the world vision, the basic values, the economic, social and political structures and reformulating institutions. Consequently, such changes rebound in the family dynamics.

Therefore, the World Family Organization emerges as the Center and the Forum for the discussion, policies elaboration and services delivering on family issues and family assistance.

### **WFO's Function**

Throughout its activities and projects, WFO will perform and assume a range of functions corresponding to its role as the international lead Organization for Family Issues:

- **a laboratory of ideas:** WFO will play a key role in anticipating and defining, in the light of the ethical principles that it champions, the most important emerging problems in the sphere of Family Issues, and in identifying appropriate strategies and policies to deal with them.
- **a standard-setter:** WFO will serve as a Central Forum for articulating the ethical and normative issues on Family Policies, fostering multi-disciplinary exchange, mutual understanding and mobilizing international opinion.
- **a clearing house:** WFO has the role in gathering, transferring, disseminating and sharing available data information, knowledge and best practices on Family Issues, identifying innovative solutions and testing them through pilot project.
- **a capacity-builder:** WFO will organize international cooperation for servicing its stakeholder, specially its Members, in building human and institutional capacities in all fields of competence.
- **a catalyst for international cooperation:** WFO as a technical multi-disciplinary organization will assume a catalytic role for development cooperation in Family Issues. To that end will seek to ensure that the objectives, principles and priorities it promotes are followed by other multi and bilateral programs and that projects are implemented, in particular at Regional and National levels, through innovation, effective interventions and wise practices.

In the range of its specifics functions, WFO will:

- Promote universally awareness on Family Issues and Policies Formulations.
- Promote dialogue among cultures and among civilizations, respecting diversity and fostering a culture of peace among families.
- Promote social integration, human rights, tolerance, equal opportunity, solidarity, social participation, respect and non-discrimination of diversity through families.
- Promote and/or sponsor Conferences, Seminars, Meetings, Training, Studies, Research, Expositions and Cultural Exchanges on Family Issues.
- Contribute to poverty eradication by implementing policies, programs and projects servicing the basic needs of families such as education, health, housing, recreation, work, social protection, drugs and crime prevention, domestic violence, migrant integration and combat of all kind of discrimination.

# Part II

## The Strategic Framework 2006 - 2009

## **The Strategic Framework**

- **Chapter I – Strategy Number 1**
- **Chapter II – Strategy Number 2**
- **Chapter III – Strategy Number 3**
- **Chapter IV - Strategy Number 4**
- **Chapter V - Strategy Number 5**
- **Chapter VI - Strategy Number 6**

**The introduction of the Strategic Framework for the application of a new program model and its result-oriented approach embodies the following features:**

1. Full identification of the rationale for the proposed activity, the intended outcomes, the outputs to be produced and inputs required.
2. Identification of inter-disciplinarily inputs from the commissions to address cross-sectoral needs or issues.
3. Assembly of all the necessary elements for appraisal, evaluation and performance reporting to both management and governing bodies.
4. The substantive programmes are to be seen in terms of Programmes Activities (PA) Technical Projects (TP) and Technical Services (TS) defined as follows:
  - **Programme Activity (PA)** refers to the production of outputs that contributes to the strategic objectives.
  - **Technical Projects (TP)** refers to a set of actions that can have a determined duration and their design should encompass precise objectives and benefits to the target users and demonstrate relevance and contribution to the strategic objectives.
  - **Technical Services(TS)** refers to the provision of the services such as field programme support and technical advise to countries, organizations, communities, affiliated or not.
5. The implementation demands an involving and continuous process and deep commitment of an **integrating** and **harmonious** understanding between Local, National and Regional structures.

Each one of the four main strategies will define:

1. The Objective
2. The Justification
3. The Scope of Work
4. The Overview of Relevant Activities
5. The Expected Results
6. The Organizational arrangements

The six main strategies are:

**Strategy 1.**

Strengthening Family Perspectives on the International, Regional, National and Local Agendas by establishing new partnerships, alliances and networks and consolidating the existing ones.

**Strategy 2.**

Strengthening the Institutional Capability of the Governing Bodies.

**Strategy 3.**

Preparing the Regional and National Structures to develop their duties at the Regional and National levels.

**Strategy 4.**

Addressing priorities areas to respond to the Members' needs.

**Strategy 5.**

Addressing cross-organizational issues.

**Strategy 6.**

Delivering WFO Message.

Main Strategies

<p><b>Strategy n° 1</b>  <b>Strengthening Family Perspectives on the International, Regional, National and Local Agendas by establishing new partnerships, alliances and networks and consolidating the existing ones.</b></p>	<p><b>Strategy n° 2</b>  <b>Strengthening the Institutional Capability of the Governing Bodies.</b></p>	<p><b>Strategy n° 3</b>  <b>Preparing the Regional and National Structures to develop their duties at the Regional and National levels.</b></p>	<p><b>Strategy n° 4</b>  <b>Addressing priorities areas to respond to the Members' needs.</b></p>	<p><b>Strategy n° 5</b>  <b>Addressing cross-organizational issues – General Management.</b></p>	<p><b>Strategy n° 6</b>  <b>Delivering WFO Message.</b></p>
<p style="text-align: center;">↓</p> <p><b>I. UN – System</b></p> <p><b><u>1. ECOSOC</u></b>            1.1. ECOSOC-HLS            1.2. Com. for Social Development            1.3. Com. on Human Rights            1.4. Com. on Status of Women</p> <p><b><u>2. DESA</u></b>            2.1. NGO Section            2.2. NGO-IRENE            2.3. UNPAN            2.4. DPI            2.5. Specialized Agencies</p> <p><b><u>3. Regional Commissions</u></b>            3.1. ECA            3.2. ECE            3.3. ECLAC            3.4. ESCAP            3.5. ESCWA</p> <p><b>II. Other Entities:</b>            1. Arab League            2. European Union            3. African Union            4. Org. of American States</p>	<p style="text-align: center;">↓</p> <p><b><u>I. Governing Bodies</u></b></p> <p>1. General Assembly            2. General Council            3. Permanent Committees            4. Executive Board</p> <p><b>II. Executive Bodies</b></p> <p>1. Secretariat            2. Commissions</p> <p><b>III. Technical Bodies</b></p> <p>1. WFO Office for Project Services            2. WFO University</p>	<p style="text-align: center;">↓</p> <p>1. Regional Committees</p> <p>2. Regional Offices</p> <p>3. National Committees</p> <p>4. National Offices</p>	<p style="text-align: center;">↓</p> <p><b>Program I – MDG 1</b>            Family and Poverty Reduction</p> <p><b>Program II – MDG 2</b>            Family and Education for All</p> <p><b>Program III – MDG 3</b>            Family and Gender Equality/Partnership</p> <p><b>Program IV – MDG4, 5, 6</b>            Family and Health</p> <p><b>Program V – MDG 7</b>            Family and Environment</p> <p><b>Program VI – MDG VIII</b>            Family and Global Partnership</p>	<p style="text-align: center;">↓</p> <p><b>1. Headquarters Paris</b></p> <p><b>2. Presidency Office</b></p>	<p style="text-align: center;">↓</p> <p><b>1. Communication and Public Relation</b></p> <p><b>2. World Conferences and Summits</b></p> <p><b>3. World Campains</b></p> <p><b>4. Annual Awards</b></p>

<b>III. The International Financial Institutions</b> 1. World Bank Group 2. Interamerican Dev. Bank 3. African Dev. Bank 4. Asian Dev. Bank 5. European Bank Rec.Dev. 6. Private Sector Fin. Inst.					
<b>IV. National and Local Governments</b>					
<b>V. NGOs and CSOs</b>					
<b>VI. Private Sector</b>					

# Chapter I

## Strategy number 1

**Strengthening Family Perspectives on the International, Regional, National and Local Agendas by establishing new partnerships, alliances and networks and consolidating the existing ones.**

**1. Objectives:**

- 1.To ensure continued fruitful cooperation with UN System partners and other intergovernmental organizations.
- 2.To expand links with National, Regional and Local Governments to reinforce the country-level relationship.
3. To expand links with Non-Governmental Organizations and Civil Society, and add their potential to serve the common WFO's Goals.
- 4.To enter into a dialogue with the financial institutions and private sector to explore areas with potential of mutual interest for cooperation.

**2. Justifications:**

As mentioned in the “2001 Report on the World Social Situation” every society is composed of three arenas for interaction and discourse: Government, Market and Family.

Recalling some of the principles adopted by the IYF:

- 1."The Family is the basic unity of society and as such should be strengthened. It is entitled to receive comprehensive protection and support.
- 2.In different cultural, political and social systems, various forms of families exist. The rights, capabilities and responsibilities of family members must be respected.
- 3.The Family should be helped in its supporting, educating and nurturing roles and responsibilities.
4. Family's contributions to the Economic and Social Development process are essential. They must be accounted from when establishing policies and priorities.
- 5.The Family is central for the transmission of human values and the development of individuals into responsible and self-reliant personalities.
6. Families and their communities are at the very heart of sustainable development. Families are producers and consumers of goods. While taking the principle of subsidiarity into account, mechanisms encouraging partnerships between public authorities, private sector and third sector should be established.
7. Family is a cross-sectoral issue, calling for a global cooperation an partnership in order to achieve the empowerment of communities and the construction of a democratic society"

Recognizing that Peace, Democracy, Social, Human and Sustainable Development, Poverty Eradication, Social Protection and Inclusion starts within the Family, partnerships and alliances are the first and most appropriated path to give an international and broad significance to WFO's mission in serving as facilitator and coordinator for the Global Family Policy formulation and implementation movement at all levels, as well as promoting the implementation of a new social

contract between Families and National and Local Governments, Civil Society and Private Sector.

### **3. Scope of Work**

To give international legitimacy and recognition to the role of WFO as the representative of Families interests in the global arena, the Organization must enter in new partnership and deepen existing ones through:

- Create an intensive agenda for political and technical task-oriented visits to the International, National and Local Community.
- Develop an extensive Communication and Public Relation Strategy.
- Develop appropriate instruments for bilateral, multilateral, public and private cooperation.

The present strategy will priority include the following institutions:

#### **I. The UN - System**

Extensive partnership with UN System organizations through joint and mutual supportive activities, the use and distribution of information, technical and financial cooperation, can provide WFO with the opportunity to have its main strategic mission - development and implementation of Global Family Policy-reflected at country level, participate in the identification of needs for technical assistance and be involved in those technical assistance activities in which it has comparative advantages and where the chances of a successful outcome are high.

In particular, full participation in inter-agency consultations at both global and country level, including country-level programming exercises, is an important activity to ensure the introduction of Family Issues on the International Agenda.

The partnership between WFO and the UN System instances and organizations are:

#### **1. The Economic and Social Council - ECOSOC:**

- Functional Commissions:
  - Commission on Social Development
  - Commission on Status of Women
  - Commission on Population and Development
- Regional Commissions:
  - Economic Commission for Africa
  - Economic Commission for Europe
  - Economic Commission for Latin America and Caribbean
  - Economic Commission for Asia and the Pacific
  - Economic and Social Commission for Western Asia

**2. Department of Economic and Social Affairs - DESA:**

- NGO Section
- NGO-IRENE
- UNPAN
- DPI
- Specialized Agencies:•
  1. FAO - Food and Agriculture Organization
  2. ILO - International Labor Organization
  3. UNESCO - UN - Educational, Scientific and Cultural Organization
  4. WHO - World Health Organization
  5. UNAIDS - Joint United Nations Programme on HIV/AIDS
  6. UNDP - United Nations Development Programme
  7. WFP - World Food Programme
  8. IFAD - International Fund for Agricultural Development
  9. UNCDF - UN Capital Development Fund
  10. UNFPA - UN Population Fund
  11. UNICEF - UN Children's Fund
  12. UNIFEM - UN Development Fund for Women
  13. ODCCP - Office for Drug Control and Crime Prevention
  14. OHCHR - Office of UN High Commissioner for Human Rights
  15. UNHCR - Office of the UN High Commissioner for Refugees
  16. UNITAR- UN Institute for Training and Research
  17. UNCHS - UN Center for Human Settlements (Habitat)
  18. UNRISD - UN Research Institute for Social Development
  19. UNOPS - UN Office for Project Services
  20. United Nations Non Governmental Liaison Service

**II. Other regional Intergovernmental Entities**

1. Arab League
2. European Union
3. African Union
4. Org. of American States

**III. The International Financial Institutions**

Strengthening partnership and alliances in joint programmes with international financial institutions for investment generation, is expected to set the framework for financing Projects, such as Health, Housing, Micro-credit for Women, Family Agriculture, Informal Education, Professional formation, Poverty Reduction.

Working with international financial institutions, specially the World Bank Group in bank financed operations, can increase projects reach and sustainability, provide the bank with alternative perspectives, and facilitate consultation with local NGOs and Civil Society. Especially with the World Bank Group, the last five years, the involvement in bank-financed projects has become a major element of the Bank's work. The family approach in the efforts of Poverty alleviation is a very welcomed opportunity to share and learn from each other experiences. The

partnership between WFO and the International Financial Institutions can be developed with the following organizations:

1. World Bank Group
2. Interamerican Development Bank
3. African Development Bank
4. Asian Development Bank
5. European Bank for Reconstruction and Development
6. Private Sector Financial Institutions

#### **IV. National and Local Governments**

National Governments are crucial for the implementation of WFO objectives and functions. Since WFO foundation with 27 countries, in 1947, further bilateral cooperative link through affiliation, have been progressive. Without an effective partnership with National Governments at global level, the broad introduction and Practices of Family Issues in the International Agenda makes the road much more difficult. The constitutional advantage of WFO is exactly the long term working in harmonious partnership with National Governments. And right now, at the beginning of the new millennium, at an era of globalization, the further strengthening of the mutual responsibility for partnership must be considered to maximize the effectiveness and the reach of country-level Social Policies, through the development of programmes that includes the participation of Civil Society and are directed to the nucleus of the issue: The Family. The active participation of the ministries of Social area, such as Social Affairs, Education, Health, Labor, Women, Housing, etc, are the target of WFO intensive action. Our goal is to broaden the participation of each country affiliated, with at least three Ministries.

Decentralization is actually a Global Policy. So, the development of partnership with local governments also will be a firm target of our approach. Municipalities as well as their departments or Secretaries for Social issues are very welcome. A particular effort will be placed for the development of a strategy to combine National and Local Governments.

As decided by the 55<sup>th</sup> Session of the General Assembly, Parliamentarian Groups and Associations also will be target for affiliation and bilateral partnership.

#### **V. NGOs and CSOs**

Promotion of NGOs/CSOs involvement in National Family Policy discussion, and in sectoral country's planning exercise will give a very substantial consistency and legitimacy to WFO mission.

Non-Governmental Organizations are the very core of our structure. A very wide partnership and alliances, especially with grass-root organizations, will bring together the representativeness needed to put in practices the principles of Global Family Policies. More over, WFO's statutory duty to gather together Non-Governmental Organizations and Civil Society Organizations to include capacity-building programmes in Family issues within on already existing programmes, will be exercised. The participation of WFO's National Committee in this task is most valuable, as well as the participation of the already affiliated NGOs, in spreading the partnership in the local network.

**VI. Private Sector**

Partnership and alliances with the private sector, in all areas of public domain, is very recent. But the experiences have been very positive. And especially in favour of a construction of a better Society, through investments on its basic cell, the family, the private sector are new potential partners. Families are the producers and consumers of goods. Partnership with the private sector can solidify the relationship between production and consumption linked to the perspective of strengthening the society through the development of a healthy-structured family.

Partnership with industries, associations, companies, foundations, etc, on programmes and projects can be of mutual interests and bring investments to be added to Governmental efforts. Considerations should be given to the possibility of setting up an WFO-private sector consultative committee, with the participation of selected companies, associations, foundations, etc, with a view of identifying projects and partnership arrangements, including coalition of partners for activities of mutual interest. This function would be supplemented by specialized donor meetings, information campaigns, distribution of booklets and audio-visual materials on WFO activities and services, as well as tailored trust fund arrangements to facilitate financial and in-kind contributions.

**4. Activities**

Code STG1	Broadening Partnership, Alliances and Networks
Timeframe: 2006 - 2009	Resources: US\$ 500.000,00

Code	Title	Unit	Relevant Activities
01-STG1	Collect information on potential partners	Staff	Electronic research on the UN-System, research on International directories on NGOs, Country's missions at the UN, International Technical and Financial literature, Development Agencies.
02-STG1	Classify potential partners according to interests, region, countries, programmes and projects	Staff	Elaborate a directory reflecting the classified groups.
03-STG1	Establish official contact with the potential partners and allies	President and Vice President for Communication and Public Relations	Program mutual exploratory visits, consultative processes, exchange workshops, policy brief, development of plans, affiliation.
04-STG1	Reinforce the existing partnership and promote exchange	Executive Board	Review international, Regional and National representation, institute bilateral and multilateral agreements, and disseminate WFO's philosophy.
05-STG1	Create a Global knowledge of WFO identity	Executive Board	Active participation on Family related Fora, contribute to awareness of public opinion and decision-making on Family issues, advocate for Global Family Policies at all levels.

**5. Expected Results**

1. Strengthen the cooperation with the UN System
2. Establish new international partnership and alliances and network
3. Increase membership in all WFO's categories
4. Increase sources of WFO's finances
5. Consolidate WFO's international leadership on Family Issues
6. Introduce Family Issues on the International Agenda

**6. Organizational Arrangements**

Task delegation: Presidency  
Vice Presidency for Communication and Public Relations

Resources implication: Budgetary and Extra-budgetary funds

Budgetary Chapter: Institutional Development

- Missions
- International representation
- International meetings

## **Chapter II**

### **Strategy number 2**

**Strengthening the Institutional Capability of the Governing  
Bodies.**

**Strengthening the Institutional Capability of the Governing, Executing and Technical Bodies.**

**1. Objective:**

1. To create an environment to enable members to attain universal and equitable access to quality participation on the Organization's life.
2. To create among members a strong sense of common purpose to all organizational structures to reach internal consensus and external influence.
3. To promote conditions to each one of the decision-making level, to exercise its duty based on mutual understanding and partnership.
4. To develop technical and organizational capabilities directed to the Organization's executive and technical structures enabling them the faithful implementation of the Organization's Policies.

**2. Justification:**

The last eight years, WFO has experienced a deep process of changes as a result of the imperative modernization of the International Network and the proposals emanated from the Executive Board convened in Brussels on March 1998.

It was a process of reforms and modernization to search for a more innovative and resolute ways to fulfil its mission. The vision that in the 21st Century we will contribute positively to the transition of the present society to a more stable, safe, just and human one, by promoting the basic cell of the society, the family, demands that we should send a clear and distinctive message about our Organization to the International Community, to the public opinion at large and specially to our beneficiaries – The Families.

To accomplish this enormous task, WFO's Governing Bodies needs to be strengthened in its capacity to foresee opportunities, to converge interests, to adjust and to deliver a quick response in formulating, approving and implementing policies, guidelines and cooperation, demanded by its Members and partners.

The democratization and regulation of the electoral process at all levels occurred recently, have increased the legitimacy of the deliberations of the Governing Bodies as well as the implementation of decisions by the administrative and technical executing structures.

Harmonious and coherent attitudes among decision-making and implementing levels should bring efficiency in policy making, generate a clear set of operational priorities and enlarge the impact of WFO's activities.

**3. Scope of Work:**

The fundamental challenge in strengthening the capability of the Governing Bodies is to optimize the impact of its organizational structures in defending the Organization's interests, to take advantages of its opportunities and to mitigate its adverse effects.

The mutual understanding and cooperation among members of the Governing, Executive and Technical bodies will play a pivotal role in the development of this strategy, and will be firmly based on the rapid assimilation and respect of the Constitutional hierarchy.

**I. Governing Bodies**

**1. General Assembly**

1. To create conditions to all Organization's members to obtain the necessary knowledge and access to information to debate and decide about the Organization's Mission, Vision, Policy, Goals and Activities.
2. To create conditions to all Organization's members to participate on capacity building seminars and to access capacity building instruments.
3. To create conditions to all Organization's members to fulfil the duties conferred to the General Assembly, with fully knowledge, responsibility and respect.
4. To develop means to strengthen Organization's members relationship with national authorities, conferring them the legitimacy of WFO's representation for bilateral recognition, cooperation and financing.

Organization Member Strong = WFO's General Assembly Strong

**2. General Council**

1. To create conditions for the real representation and capability of the General Council as the Administrative Body of the Organization.
2. To strengthen the relationship among its Members to improve capability and quality of administration.
3. To provide the means to improve the quality of the exchange and debate when giving into effect the decisions emanated from the General Assembly.

**3. Permanent Committees**

- Legal and Administrative
- Financial
- Communication and Public Relations

1. To guarantee Regional Representation on the Permanent Committees' composition.
2. To guarantee the appropriate expertise of Permanent Committees' components.
3. To provide the means to the adequate development of the Permanent Committees' duties.
4. To gain recognition, credibility and respect for the Permanent Committees' studies and recommendations.
5. To promote interrelations, interactions and integration between Permanent Committees duties, studies and recommendations.

**4. Executive Board:**

1. To create conditions for real representativeness and capability of the Executive Board as the Executive Body of the Organization.
2. To strengthen the capability of each post of the Executive Board, to perform with efficiency its delegated duties.
3. To strengthen the relationship among its members to improve quality and efficiency in executing the decisions emanated from the General Council and General Assembly.
4. To strengthen the mediation capability of the members of the Executive Board to act as instruments of conciliation between Regional and National interests and the global interest of the Organization.
5. To increase the ability of the members of the Executive Board to disseminate WFO's strategies and areas of excellence.
6. To gain recognition, credibility and respect for the Executive Board's recommendations and decisions.

**II. Executive Bodies**

**1. Secretariat:**

- |   |
|---|
| <ol style="list-style-type: none"> <li>1. To create conditions to build a management culture that foster equality and diversity and promote initiatives and teamwork.</li> <li>2. To provide the means to maintain professional and technical competent staff to carry-out the generated work.</li> <li>3. To provide the means to the adequate development of the Secretariat duties.</li> <li>4. To provide the appropriate financial means required for the active, participatory and effective service delivery of the Secretariat.</li> <li>5. To provide the recognition, credibility and respect for the efforts of the Secretariat in carrying-out the tasks emanated from the Governing Bodies.</li> </ol> |
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**2. Commissions:**

- |   |
|---|
| <ol style="list-style-type: none"> <li>1. To create and sustain technical, administrative and financial conditions to the full establishment and functioning of Commissions.</li> <li>2. To sustain a responsible decision on the necessity and feasibility, when establishing a Commission.</li> <li>3. To strengthen the work of Commission by linking their establishment and technical work to issues emerging on the International Agenda and to the Organization’s Programs.</li> <li>4. To regain the hierarchic recognition, respect and control of the Governing Bodies over the established Commissions.</li> <li>5. To provide the means for interaction and interdependency between the interests of the Commissions and the Global Policy of the Organization</li> </ol> |
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**4. Activities**

The activities of this strategy will follow the concept of “Think Globally act Locally” and will include:

1. Activities related to capacity building
2. Activities related to statutory duties

Code STG2/CHP1/CHP2	Strengthening the Institutional Capabilities
Timeframe: 2006 - 2009	Resources: US\$ 300.000,00

Code	Title	Unit	Relevant Activities
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**Strategic Framework 2006 – 2009**

01-STG2	Capacity Building	Governing, Executing and Technical Bodies	Promotion of seminars, workshops and round table on Strategic Planning, Policy Formulation, Technological Development, Standards Setting, Awareness-raising.
02-STG2	Statutory Duties	General Assembly, General Council and Permanent Committee	Implement of Strategic Framework; Accomplish the Statutory functions; Promote Annual Family Conferences; Prepare for the 10 <sup>th</sup> Anniversary IYF – 2004
03-STG2	Statutory Duties	Executive Board, Secretariat	Implement of Strategic Framework; Accomplish the Statutory functions; Promote the implementation of the Constitution; Improve communication to achieve more effective and transparent decision-making.
04-STG2	Technical Cooperation	Executive Board, Secretariat	Promote a better integration between the work of headquarter and the work in the field; Create a task-force to promote improved delivery of services and better working methods; Promote a better integration of the work of the headquarter and the Regions through joint programming and work planning; Promote steps to increase the volume of extra-budgetary resources available for technical cooperation.
05-STG2	Policy Implementation and Coordination	Commissions	Promote the formulation, programming and implementation of the Strategic Framework policies; Develop flexible approach to the application of the programming development; Develop the necessary cooperative mechanism to facilitate planning, implementation, monitoring and evaluation among Commissions, Regional and National levels; Strengthen the reporting relationship to ensure that planned achievements under the Programme of Activities are duly reported and disseminated; Prepare and implement the annual technical international agenda of Conferences, Seminars, Celebrations and Campaigns

## **5. Expected Results**

1. Strengthen the operational capability of WFO's Governing, Executing and Technical Bodies.
2. Establish a renewed and strong partnership between the Governing, Executing and Technical Bodies.
3. Create an organizational culture that encourages strategic thinking, prompt action, creative networking, innovation and accountability.
4. Strengthen the Organization's hierarchy to a more coherent, articulate and capable to implement the Organization's mission, vision, goals, programmes, projects and activities.
5. Strengthen Global influence.

## **6. Organizational arrangements for the Governing and the Executive Bodies**

**Task delegation:** Members of the Governing and Executive Bodies

**Resources implications:** Budgetary funds

**Budgetary chapter:** Governing, Executive and Technical Bodies

- Statutory Meetings
- Representation Meetings
- Capacity building

## **III. Technical Bodies**

### **1. World Family Organization Office for Project Services**

The Project and Research Center was created by the General Assembly, in 1994, as an important instrument for production of data and delivery of services for WFO.

The development of its legal constitution, the regulation process as well as the definition of its functional structure became part of the task of the WFO's renewing process, conducted by the Executive Board under the authority and mandate by the General Assembly.

The last eight years institutional modernization exercise, demonstrated that the necessity to develop such instrument as a creative tool to execute Family Oriented Programmes and Projects, is mandatory. Nevertheless, the very special attention given to the process of setting such structure able to provide adequate response to the identified needs, have redirected the approach to better meet the actual services demands.

The re-organization of the Regions and the reactivation of the World Family Organization University will open new perspectives for Policies Studies, Training, Research, Capacity Building and Statistical Development.

Therefore, it is completely justifiable the present a new proposal for a structure that provides a self financing project-management services in every field where WFO has a mandate, from

family issues awareness, to community based, family oriented basic needs services, from technological solutions to eradicating poverty.

### **1-Mission**

A self-financed structure servicing the WFO and Members, that operates on a not-for-profit basis and is responsive to the needs of its clients. Its business objectives are to provide quality service at the most competitive benefits.

### **2- Objectives**

1. To assist National, Regional and Local Governments, local organizations and local actors in the local implementation of programmes and projects.
2. To help National, Regional and Local Governments, local organizations and local actors to find an audience on the national and international level, foreseeing positive and active platform for exchanged and contribution.
3. To help local actors to benefit from experiences, tools, financing structures and international partnership.
4. To make expertise of the international system available to local communities, local organizations and local actors.
5. To create conditions required for supra-national discussion between the international institutions and local actors.

### **3- Functions**

- Formulate strategies and projects
- Formulate programmes
- Prepares action plans, select and hires people for projects
- Provide monitoring and evaluation services
- Provide quality-control for projects
- Administer financial resources
- Develop partnership

### **4- Services**

1. Project Management
2. Procurement Services
3. Advisory Services
4. Partnership Services

### **6- Organizational Arrangements for the WFO Office for Project Services**

**Task delegation:** The WFO's Latin America Region is conducting some projects under the direction of the Actual Project and Research Center, especially on the Health area, and will be the major contributor to the task-force in charge of the development of this new proposal.

**Resources implications:** Extra budgetary funds

**Budgetary chapter:** World Family Organization Office for Project Services

Code STG2/CHP3/P1	Project Center
Timeframe: 2006 - 2009	Resources: US\$ 5.000.000,00

## **2. World Family University**

The World Family Organization University was conceived upon the recommendations of the task-force in charge of the reforms established by the document “UIOF – 50 Year – A New Depart” in 1997.

The General Assembly held in Vienna in 1998 approved and included on the Constitution the concept that Universities, Academic Centers, Research Centers interested in family issues were able to affiliate.

The idea to gather the Academic Sector of WFO’s affiliated in a formal structure of a University was then proposed.

The WFO University starts as an international community of scholars engaged in research, postgraduate training and dissemination of knowledge to support the purposes and principles of WFO’s “Family Focused Social Development Vision”.

The General Assembly held in Abu-Dhabi in 1999, approved the recommendation of the Executive Board to set a task-force to develop the formal structure and the legal establishment of the University. The complexity of the work, makes it a very arduous task, but the engagement of our member Universidad Externado de Colombia through the person of the Rector Dr. Fernando Hinestrosa and Dr. Lucero Zamudio resulted in an initial discussion with Colombian Scholars involved in Family oriented programs in disciplines like Psychology, Sociology, Anthropology, Administration, Law, Medicine and Research, with very positive and encouraging perspectives.

These initial exchanges pointed out a few topics for further discussions in more official elaborated calendar leading to the formal and legal establishment of the University.

### **1- Mission:**

To contribute through research and capacity building to efforts to resolve the pressing global social-economic, demographic and cultural forces that have redefined traditional notions and structures of Families.

### **2- Objectives:**

1. To create a platform for a worldwide research and capacity building on Family Issues where all aspects of different forms of families and in different cultures were contemplated.
2. To create a platform for a worldwide gathering of scholars, docents, researches and students interested in the discussion of themes regarding Family Issues.

3. To create a platform for a worldwide support to strengthen the capacities of higher education institutions interested in developing activities on Family Issues.

4. To make scholarly and policy-relevant contributions to the work of Governments, Non-Governmental Organizations and local actors in developing family-oriented policies, programmes and services.

**3- Functions:**

- To assemble an international community of scholars.
- To serve as a bridge between the policy-makers and the international academic community.
- To serve as a think-tank for the WFO system.
- To serve as a builder of capacities, particularly for WFO members and other entities, especially local actors in developing countries.

**4- Structure:**

1. The work of the University shall be undertaken through a network of National and Regional Universities as affiliated members. Cooperating institutions as well as individual scholars can be admitted.

2. The establishment of a Headquarters will be in the calendar of future development.

3. The Regions may establish Regional Institutes for Family Studies as associated Organizations to the University.

**5- Main Activities:**

1. Research
2. Policy Studies
3. Capacity Building
4. Postgraduate training – PHD, Masters, Fellowship Programmes
5. Dissemination of knowledge – Academic publications, journals, newsletters

**6- Main Thematic Focus – Family Issues related to:**

1. Peace
2. Social Development
3. Millennium Development Goals
4. Society

5. Governance

6. Science and Technology

**7- Governance**

**The General Assembly:**

1. Determine the Policy
2. Provides the overall supervision
3. Approves the nomination of the Rector

**The Executive Board:**

1. Appoints the University Rector following recommendations of the University Council.
2. Appoints the University Council.
3. Approves the University Working Plan and Reports.
4. Allocates Funds.

**The University Council:**

1. Serve as the University governing body.
2. Consists of members who are elected by the Academic Sector of WFO's affiliates, to serve in their individual capacities for determined term.
3. WFO's President and Vice President for Family Policy Coordination are ex-offices members of the Council.

**8- Funding:**

1. University's endowment fund.
2. Donations and Contributions.
3. Operating and services fees.
4. Legacies.

**9- Establishment Chronogram**

To be developed by the Executive Board.

**10- Organizational Arrangements for the WFO University**

**Task delegation:** To be determined by the Executive Board.

**Resources implications:** Extra budgetary funds

**Budgetary chapter:** World Family Organization University

Code STG2/CHP3/P2	WFO University
Timeframe: 2006 - 2009	Resources: US\$ 1.000.000,00

## **Chapter III**

### **Strategy number 3**

**Preparing the Regional and National Structures to develop their duties at the Regional and National levels.**

**Strong Members = Strong National Committees = Strong Regional Committee = Strong WFO**

**Member's Common Purpose = WFO International Leadership**

**WFO International Leadership = Family Issues in the International Agenda**

**1. Objectives:**

1. To create an environment to enable members at regional and national levels to attain universal and equitable access to quality participation on the Organization's life.
2. To create among members at regional and national levels a strong sense of common purpose to all organizational structures to reach internal consensus and external influence.
3. To promote conditions to each one of the decision-making at the regional and national levels, to exercise its duty based on mutual understanding and partnership.
4. To develop technical and organizational capabilities at regional and national levels, directed to the Organization's executive and technical structures enabling them the faithful implementation of the Organization's Policies.

**2. Justification:**

The next four years a great attention should be focused in promoting and strengthening the regional and national levels because to attend the principles stated in the Constitution members at national Level should organize themselves in a National Committee to give segment to the decisions and implement the programs decided by the General Assembly. The same principles applied to members at Regional Level. The strengthening of the National and Regional structures will strengthen the Organization as a whole and consequently increase the Organization's influence at the International Level, having as a result the strengthening of the Family Issues in the International Agenda.

**3. Scope of Work:**

**1. Regional Committees:**

1. To create an Unity of Purpose between the Organization and the Regional Committee.
2. To regain the hierarchic recognition, respect and control of the Governing Bodies over the Regional Committees, as an integral part of the Organization, according to the Constitution.
3. To legitimate the Regional Committees, by regulating the democratic elections of its representatives.
4. To ensure the mutual scope of interests between the Organization's Global Policy and the additional regional needs.

**2. Regional Offices:**

To act as the Administrative Organ of the Regional Committee and to carry out within the Region the decisions of the General Assembly and the Executive Board of the Organization.

**3. National Committee:**

1. To create a Unity of Purpose between WFO and each Organization Member at country level, to give a real meaning to the National Committee.
2. To regain the hierarchic recognition, respect and control of the Governing Bodies over the National Committees, as an integral part of the Organization, according to the Constitution.
3. To legitimate the National Committees by regulating its formation and by promoting the democratic elections of its representatives.
4. To ensure the mutual scope of interests between the Organization's Global Policy and the additional member's needs at National level.
5. To promote the bilateral strengthening of relationship between Organizations Members and National Authorities, to give the appropriated recognition to the common purpose.

**3. National Offices**

To act as the Administrative Organ of the National Committee and to carry out within the Country the decisions of the General Assembly and the Executive Board of the Organization.

**4. Activities:**

To be developed by the Region and Countries.

**5. Expected Results:**

**5.1. Regional Committees and Offices**

- 1) To promote and implement the objective and functions of the Organization in the Region.
- 2) To formulate policies governing matters of an exclusively regional character.
- 3) To act on behalf of the Members as coordinating body for common activities and statements.
- 4) To monitor regional development, report on them to the Organization, and identify new fields of action and include them in the general program of work of the Organization.
- 5) To suggest the calling of conferences and such additional work or research in family matters, as in the opinion of the regional members would promote the objective of the Organization within the Region.
- 6) To tender advice, through the President, to the Organization on international family matters which have wider than regional significance.
- 7) To recommend to the Organization, the appropriation by the Members of the respective region of additional funds if the proportion of the central budget of the Organization allotted to that region is insufficient for the carrying out of the regional functions.
- 8) To cooperate with the respective regional committees of the United Nations and with those of other specialized agencies and with other regional international organizations having interests in common with the Organization.
- 9) To supervise the activities of the Regional Office.
- 10) To perform other functions as may be delegated to the Regional Committee by the General Assembly, General Council and Executive Board.

**5.2. National Committees and Offices**

- 1) To promote and implement the objective and functions of the Organization in the country.
- 2) To formulate policies governing matters of an exclusively national character.
- 3) To act on behalf of the Members as coordinating body for common activities and statements.
- 4) To suggest the calling of conferences and such additional work or research in

family matters, as in the opinion of the National Members would promote the objective of the Organization within the country.

- 5) To recommend to the Organization, additional national appropriations by the Members, if the proportion of the central and regional budget of the Organization allotted to that country is insufficient for the carrying out of the national work.
- 6) To supervise the activities of the National Office.
- 7) To perform other functions as may be delegated to the National Committee by the General Assembly, General Council and Executive Board.

**6. Organizational Arrangements:**

**Task delegation:** Executive Board.

**Resources implications:** Extra budgetary funds

**Budgetary chapter:** Regional and National Structures

Code STG3/CHP1/ CHP2/ CHP3/ CHP4	Regional and National Structures
Timeframe: 2006 - 2009	Resources: US\$ 1.000.000,00

## Chapter IV

### Strategy number 4

Addressing priorities areas to respond to the Members' needs.

**Addressing priority areas to respond to Member's needs.**

**1. Objectives**

1. To define the priority areas and mechanisms of actions, where Family issues can be included with significant impact, to respond Member's programming needs.
2. To shape a substantive programme on the priority areas based on the Organization's Policies, Member's needs and International Agenda.
3. To design technical projects encompassing the Strategic Framework of the Organization, Member's needs, International Agenda and the work of the Commissions.
4. To define a provision of technical services such as field programme support and technical advise to Members, Countries, other Organizations and Communities, according to the Organization Policies, Framework, Programming and Budget.
5. To implement the outcomes from the World Family Summit and the World Family Summit +1.

**2. Justification**

A key part of the WFO mandate is to act as the promoting and coordinating Organization on International efforts among Governmental and Non-Governmental Organizations as well as other actors of the civil society and private sector, in increasing awareness of Family Issues and assisting in Family Policy Formulation.

Demographic, social-economic and cultural forces have redefined traditional notions and structures of families. The nuclear and the extended family are both undergoing changes. While new family types are emerging. The International Year of Family, observed in 1994 and the UN Global Conferences of the 1990's recognized that various forms of family exists in different cultural, political and social systems, and reaffirmed that the family is a basic unit of society and is entitled to receive comprehensive protection and support. Whatever forces that along time have changed Families' shape, form, structure, size, the Family has endured as a basic institution, central to a variety of human interactions, relationships and development process. Today the concept widely accepted is that every society is composed of three arenas for interaction and discourse: Governments, market and family, with the notion of family understood to extend also to kinship networks, clans and communities.

So, Family has become not only the very heart of Society, but also the core center to achieve Social Development for all. A "Family Focused Social Development Vision" can make globalization an inclusive and equitable process a reality for everyone much quickly and permanent.

This "Family Focused Social Development Vision" has to be developed, processed and disseminated worldwide. And an intensive work of "advocacy" has to be carried out to sensitize the decision-making level, internationally, nationally and locally, that a Global Family Policies have to be included on the Social Development Agenda. No other institution is better placed to do so.

The Millennium Summit and the approval by Chief of States in 2000 the Millennium Declaration and the Millennium Development Goals inspired WFO to celebrate the 10<sup>th</sup> Anniversary of the International Year of the Family by calling a World Family Summit which have been very successful. As a result, the Sanya Declaration was approved unanimous by all participants and have been recognized and translated to six languages by the United Nations. The World Family Summit +1 held in Aracaju in 2005 provided the World Family Organization with a concrete instrument “Aracaju Practical Plan of Action 2006-2015” to implement the Millennium Development Goals at the Local Level and in the Family.

In response to this, as well as Member’s needs to implement this agenda on their activities, six major strategic programmes is proposed in order to contribute to the Development of Global Family Policies, to insert Family Issues on the priorities of the International Agenda, to address the implementation of activities and services for families in the context of Social and Sustainable Development and to implement the Millennium Development Goals at the Local Level and in the Family.

### **3. Scope of Work**

#### **Program I – MDG 1**

Family and Poverty Reduction

- Designed and implemented in collaboration with the International Labor Organization on the Program Decent Work.

#### **Program II – MDG 2**

Family and Education for All

- Designed and implemented in collaboration with UNESCO on three priority programs:
  - Early childhood education
  - Education for all
  - Illiteracy reduction

#### **Program III – MDG 3**

Family and Gender Equality/Partnership

- Designed and implemented in collaboration with the UN Division for the Advancement of Women on three priority programs:
  - Women in development
  - Women in politics
  - Partnership between women and men

#### **Program IV – MDG 4, 5 and 6**

Family and Health

- Designed and implemented in collaboration with WHO, UNFPA and UNICEF on three priority programs:
  - Reduction of child mortality
  - Reduction of maternal mortality
  - Reduction of infectious and chronic diseases

#### **Program V – MDG 7**

Family and Environment

- Designed and implemented in collaboration with UNEP and Zayed Prize.

**Program VI – MDG VIII**

Family and Global Partnership.

- Designed and implemented in collaboration with UNDP – Hub for Innovative Partnership, UN-NGO-IRENE, WACAP, and Private Sector in three priority programs:
  - GOLD/ART Program
  - Academic implementation of the MDGs
  - Implementation of the UN NGO Informal Regional Network

**4. Activities**

The activities of this strategy will be carried-out by the partner Organization and the Vice President for Technical Activities and the Vice President for Family Policy and will include:

- 1- Activities related to policies definition
- 2- Activities related to programmes elaborations
- 3- Activities related to implementation and dissemination
- 4- Activities related to capacity building
- 5- Activities related to technical assistance and services
- 6- Activities related to monitoring and evaluation

The above mentioned activities will be planned in detail by the Vice President for Technical Activities and the Vice President for Family Policy and the respective responsible partner under the supervision of the Executive Board, Regional and National Committees and Offices.

Code STG4	Addressing Members Needs
Timeframe: 2006 - 2009	Resources: US\$ 1.200.000,00

Code	Title	Unit	Activities	Resources US\$
01-STG4 PI	Family and Poverty Reduction	VP for Tech. Activities, VP for Family Policy, Regional and National Structures and ILO.	A1, A2, A3 A4, A5, A6	200.000,00
02-STG4 PII	Family and Education for All	VP for Tech. Activities, VP for Family Policy, Regional and National Structures and UNESCO.	A1, A2, A3 A4, A5, A6	200.000,00
03-STG4 PIII	Family and Gender Equality/Partnership	VP for Tech. Activities, VP for Family Policy, Regional and National Structures and UN Division for Advancement of Women.	A1, A2, A3 A4, A5, A6 A1, A2, A3 A4, A5, A6	200.000,00
04-STG4 PIV	Family and Health	VP for Tech. Activities, VP for Family Policy, Regional and National Structures, WHO, UNFPA and UNICEF.	A1, A2, A3 A4, A5, A6	200.000,00
04-STG4 PV	Family and Environment	VP for Tech. Activities, VP for Family Policy, Regional and National Structures, UNEP and Zayed Prize.	A1, A2, A3 A4, A5, A6	200.000,00
04-STG4 PVI	Family and Global Partnership	VP for Tech. Activities, VP for Family Policy, Regional and National Structures, UNDP, UN-NGO-IRENE and WACAP.	A1, A2, A3 A4, A5, A6	200.000,00

### **5. Expected Results**

1. Strengthen WFO vision, mission, objectives, goals and capacity to serve the needs of its Members.
2. Strengthen WFO programmatic commitments on Family's issues towards the programmatic commitments of its Members.
3. Strengthen the relationship between the Organization programmatic commitments and the work of the partners.
4. Leadership and coordination in introducing Family Issues on the International Agenda, through the implementation of its programmes in collaboration with its affiliated Members.

5. International endorsement and dissemination of a “Family Focused Social Development Vision”.

6. To implement the Millennium Development Goals at the Local Level and in the Family.

**6. Organization arrangements**

**Task delegation:** Vice-Presidency for Technical Activities  
Vice-Presidency for Family Policy Coordination

**Resources implications:** Budgetary and Extra-budgetary funds

**Budgetary chapter:** Programs Implementation

Code STG4/CHP1/ CHP2/ CHP3/ CHP4/ CHP5/ CHP6	Programs Implementation
Timeframe: 2006 - 2009	Resources: US\$ 1.200.000,00

# Chapter V

## Strategy number 5

Addressing Cross-Organizational Issues

**Addressing Cross-Organizational Issues.**

**1. Objectives:**

1. To ensure excellence to this Strategic Framework in order to develop the necessary cooperative mechanism to facilitate planning, implementation, monitoring and evaluation for each programmed activity
2. To enhance inter-disciplinarity and intra-sectoral mechanisms in order to facilitate cooperation and partnership within and between units for the cross-sectoral aspects of programme implementation.
3. To continue to improve the management process ensuring that management is based on firm accountability principles and advanced information systems.

**2. Justification:**

The objectives of this strategy clearly address important dimension of WFO work. They are not tied to a substantive area or programme where members expect responses from the Organization in conformity with its mandate. Their implementation is a matter of "nurturing the correspondent culture" throughout the work of technical and administrative staff at the Headquarters Paris and the Presidency Office. They require enabling mechanisms, specific actions and, where pertinent, tailored administrative measures, to resolve the long date persistent problems that have diluted WFO impact, blurred its image, reduced its efficiency and confused the sense of direction of members, staff and international community.

The implementation of the objectives, strategies and programs of the present Strategic Framework, depends heavily on an effective effort to address Cross-Organizational Issues.

We must be able to articulate a coherent response to the internal and external differences of cultures, values and competences and adapt to the diversity of Regional and National needs.

**3. Scope of Work:**

- 1. Ensuring Excellence;*
- 2. Enhancing inter-disciplinarity;*
- 3. Continuing to improve the management process.*

**1. Ensuring Excellence**

1. To create a programme which is amenable to selection of areas of excellence.
2. To develop policy guidelines and specialized corporate plans for the selected areas.
3. To ensure that the work will be performed within existing budgetary allocations, always looking for additional requirements through extra-budgetary contributions.
4. To ensure appropriate monitoring and evaluation of the excellence of the selected areas, transferring the experience of the results to others.

**2. Enhancing inter-disciplinarity**

1. To create a capacity of inter-disciplinary and cross-sectoral planning and where appropriate, by formulating inter-disciplinary programmes.
2. To develop a flexible approach to the application of the inter-disciplinary programmes, to recognize that the implementation can vary in nature and be at different stage of development in different regions and countries.
3. To enhance inter and intra-sectoral mechanisms in order to facilitate cooperation and partnership within and between units for cross-sectoral aspects of programme implementation.
4. To strengthen the reporting relationship between disciplines, sectors and managements to ensure that planned achievements are duly reported.

**3. Continue to improve the management process**

1. To ensure that management is based on good governance, transparency, accountability principles and advanced information systems.
2. To improve the Regular Programme Activities formulation, through the application of the new model, which will include time-bound objectives, milestones for the production of outputs and indicators.
3. To install a result-based approach to provide Members with a clearer understanding of expected outcomes and performance.
4. To fully integrate all systems in support of the management process, so that the most appropriate information technology will support each programme in the most efficient manner, taking into account the philosophy of aligning authority, responsibility and accountability.
5. To fully implement the new policy for the internal organizational structure of the headquarters and offices.
6. To fully implement actions to Human Resources Development, at Headquarters, Presidency Office and decentralized offices, in order to maintain the professional and technical competence of staff, supported by the availability of cost-effective and quality development opportunities.

**4. Activities:**

Code STG5/CHP1/CHP2	Addressing Cross-Organizational Issues
Timeframe: 2006 - 2009	Resources: US\$ 400.000,00

Code	Title	Unit	Relevant Activities
01-STG5	Ensuring Excellence	Executive Board Secretariat	Promote internal and external discussions and surveys to identify areas of excellence; Elaborate plans and guidelines applicable to selected areas of excellence; Promote awareness, regular budgetary allocations and voluntary fundraising to perform the activities of the selected areas of excellence; Promote consultations to monitor and evaluate areas of excellence, results-based and considering time and efforts that have been applied on the implementation.
02-STG5	Enhancing Inter-disciplinarity	Executive Board Secretariat	Establish inter-sectoral working groups to review programmes, identify opportunities for inter-disciplinary cooperation and strategic planning; Promote adequate training and qualification for inter-sectoral and inter-disciplinary programme implementation; Design and implement evaluations modalities of inter-disciplinary activities;
03-STG5	Continue to improve the management process	Executive Board Secretariat	Promote the improvement of the internal management of Headquarters, Presidency Office, Regional and National Offices; Strengthen the intellectual and operational capabilities of Human Resources; Implement new policies for the internal organizational structures; Create mechanisms for rapid response to technical, administrative and financial issues; Promote the implementation of a permanent culture of strategic planning relating Central, Regional and National Structures;

			Promote the implementation of a permanent culture of Strategic Budgeting; Create a culture of General Activities monitoring and evaluation.
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**5. Expected Results**

1. Fully implementation of the Constitution by 2009.
2. Fully implementation of this Strategic Framework by 2009.
3. Fully and harmonious integration, cooperation and partnership between Headquarters Paris, Presidency Office, National Committees and Offices, Regional Committees and Offices and WFO Governing Bodies and the by 2009.
4. Progressive improvement on Global Management.
5. Consolidate WFO image and leadership in Member's opinion and in the International arena.

**6. Organizational arrangements**

**Task delegation:** Executive Board  
Secretariat

1. **Ensuring Excellence:** Presidents of Regions and National Committees
2. **Enhancing inter-disciplinarity:** Vice Presidents
3. **Continuing to improve the management process:** Secretariat

**Resources implications:** Budgetary funds

**Budgetary chapter:** General Management

- Headquarters Paris
- Presidency Office

# Chapter VI

## Strategy number 6

Delivering WFO Message.

**1. Objectives:**

**Delivering WFO Message**

**2. Justification:**

As mentioned before in this document, strengthening WFO visibility, communication and outreach to spell out our message to the international, national and local communities, as well as to raise public awareness demands a long range communication strategy to consolidate and extend recent successes.

The first element of the strategy is a clear and consistent message. It will be necessary to ensure that our message is a feature of all WFO communications initiatives, and that all WFO members and at all levels are able to articulate it accurately and convincingly. All tools available to the WFO to enhance its communications should be used in a consistent way, so that the “WFO brand name” is immediately recognizable.

A second element is the targeting of information and advocacy to specific audiences, in language that they understand. It is necessary to ensure that our partners in the Global Multilateral Community receive and understand our message, as well as donors and the public at large.

Thirdly, communication must be proactive. We need to ensure that the information is conveyed in a timely, attractive and persuasive manner. Modern information technologies permit this to be done more and more effectively.

Improved communication will require enhanced skills at all levels. A communication culture will be promoted in which staff and members will find it natural to keep all concerned parties informed of important WFO action.

There is also a need for a Central Service to support communications. This includes media, assistance in preparing press releases and other messages, technological support and training.

Communication will be built into all major activities at the design stage.

**3. Scope of Work:**

1. Concentrate on priority issues, identifying and targeting strategic external audiences.
2. Utilize a variety of channels to reach the defined target groups.
3. Reach out to the Civil Society and the General Public to raise awareness and understanding of the issues related to WFO mandate.

**4. Activities**

**1. Communication and Public Relation**

Incorporate a communication component as print and multi-media information products, direct information exchange and meetings, into priority technical programs for maximum impact on target audiences.

Ensure WFO timely and active contribution in public fora and the media, to relevant global issues, such as those raised by the UN and other development agencies.

Increase public awareness and understanding of the issues related to WFO mandate, specially in interactive multi-media campaigns on current issues which are of major interest to Civil Society, in particular in countries where WFO is not well known.

Ensure close partnership with local news media to conduct awareness-raising activities in Member's Nations, particularly about local-level issues.

Celebrate all important dates in the International Calendar in special the International Family Day and relate it to special events, with a view to raising public awareness and generate resources for concrete family development activities.

## **2. World Conferences and Summits**

According to the Article 1 of WFO Constitution, our main objective is to represent families of the world at all levels, to defend their interests, to act with them and for them vis a vis, governments and international community.

At the United Nations, WFO shall act as the link between the aspirations and achievements of families and the work done for them.

To fulfill our duty regarding our representation at the United Nation, and to accomplish one of our main goals, meaning to introduce Family Issues on the International Agenda, it is extremely important and even mandatory to introduce the International Agenda on the scope of the WFO work.

The main UN World Conferences of the 90's, in special the Social Summit, the Millennium Summit and the United Nations Millennium Declaration, consolidated a worldwide consensus on key challenges to humankind, and agreed on a **global agenda for the twenty-first century** with a set of **international development goals** and specific time-bound targets. The ECOSOC Commission for Social Development selected the main themes related to the implementation of the Global Agenda 21 to be discussed by Governments and Civil Society, as instruments to face the challenges and reach the international development goals.

It is our duty to promote the discussion of these themes giving to them a "Family Focused vision of the Social Development" and to bring our contribution to the main international arena – The United Nations.

After the events of the World Family Summit WFO took the compromise to follow up the implementation of the Millennium Declaration, the Millennium Development Goals, the Sanya Declaration and formulated a Practical Plan of Action 2006-2015. The General Assembly decided to promote every year the follow-up the implementation of the instruments above mentioned by organizing a World Family Summit until 2015.

## **3. World Campaigns**

To be discussed and developed by the Executive Board.

#### **4. Annual Awards**

One of the many important WFO activities that should be reestablished and regulated as soon as possible is the recognition of the work and distinguished efforts of individuals, governments, institutions and organizations on behalf of the Families of the World.

On the last eight years, the Executive Board have approved some mentions of distinctions and awarded two women personalities as part of the Regional or National events.

But as an International Organization, the establishment of clear policies, objectives and rules to give the appropriate relevance to this activity, is highly desirable and important for the consolidation of its mission and image to the International Community.

We should take into consideration that WFO has been awarded many times through its almost 60 years of existence. And some of them represented a very special recognition at a very special time in history, as “Peace Messenger” on the occasion of the United Nations Year of Peace in 1987, and the “Certificate of Appreciation” given by the United Nations Secretary General in 1998 in recognition of WFO 50 years of outstanding service and contribution to the Social and Economic goals of the International Community.

Presently, as an initiative of the President, Vice-Presidents and Presidents of Regions, awards proposal have been approved by the Executive Board, for some special occasions or events. But a definitive regular proposal should be considered as a permanent annual activity to be studied and progressively implemented.

The Executive Board should nominate a special task-force to develop a detailed proposal as well as a set of regulations for discussion and further decisions.

#### **5. Expected Results**

The incorporation of quality standards for information products, including measures to project a strong visual image on print, multi-media, promotional products, logo and a coherent corporate identity that facilitates audience recognition of WFO.

Electronic publishing systems that enables the decentralized production and dissemination of information products, in a variety of formats, thereby, improving the cost performance of the publishing operation.

Training of WFO staff to become effective communicators, including improved information management and language skills, presentation, writing and advocacy skills.

#### **6. Organizational arrangements**

**Task delegation:** Vice Presidency for Communication and Public Relations.

**Resources implications:** Budgetary and Extra-budgetary funds.

**Budgetary Chapter:** Delivering WFO Message.

Code STG6 CHP1/CHP2/CHP3	Delivering WFO Message
Timeframe: 2006 - 2009	Resources: US\$ 300.000,00

# Part III

## Providing the means

## **I. Regular and extra budgetary funds**

To respond to all ongoing and new challenges combined will demand an appropriated amount of human and financial resources, well beyond the reach of WFO or, for that matter, the international system of cooperation as a whole.

At present, a mismatch exists between the financial resources required to address the management, programs and projects proposed and the shrinking flow of Member's financial participation.

This circumscribes a major dilemma for the Organization, as without sufficient human and financial resources programme activities and their sustainability will be constrained.

Giving the financial limitations, one option will be to bring about an increase in **extra budgetary contributions** channelled through WFO, which at the present is completely insignificant.

**Extra budgetary funds**, from Governments, donors, funding organizations of the United Nations System, including the World Bank, regional financial institutions and banks, the private sector and fees for services, have thus become part and parcel of WFO resource base.

Henceforth they will become an integral part of WFO programming. In that regard, WFO will actively work towards a **consistency between the regular program and the objectives and expectations of extra budgetary donors**.

WFO will further pursue the possibility of defining **longer term funding strategies** with the main external funding partners and to codify them in formal cooperation agreements.

In that context, **multi-donor** and **multi-year funding arrangements** will also be initiated with donors.

## **II. Human resources and administrative innovations**

Program priorities inevitably influence staffing needs in terms of relevance of skills, competences, numbers, training and renewed of expertise.

The Organization's **human resources policy** will have to be adopted accordingly, bearing in mind the impact of critical parameters such as motivation, initiative, creativity, gender balance, geographical distribution of staff, delegation of authority and accountability.

Rejuvenation of staff will be a central objective as will be better career development and planning.

The introduction of modern working methods, techniques and documentation service, based on information and communication technologies, will allow distance learning and training on a global scale, instantaneous linkages between Headquarter, Presidency Office, Regional and National Committees and Offices, Members and other entities, as well as the operation of hub for networking and knowledge sharing.

The improvement of management processes, including greater delegation of authority together with more effective oversight mechanisms and procedures, across the entire Organization will be equally critical for its credibility, transparency, accountability, effectiveness and impact.

This will not be a one-time event but will require a sustained effort stretching over the four years period and beyond.

WFO **Regional Structure reform** will increase the direct relevance of the Organization for Members, given the prospect of closer consultation, more direct involvement in the planning cycle and more effective delivery of programmes.

Overall, the Regional reform aims at a more efficient utilization of resources through more rational and networked field operations, allowing a concentration of expertise and human resources through the modality of cluster offices.

### **III. Leveraging Resources for WFO Activities**

The most significant constraint on any plan is the resources that can be made available for the planning period implementation.

It is recognized that Members and even some Governments have applied some reductions in their contributions, and it is WFO's credit that it was able to cope with these reductions with relatively minor damage to the work.

However it is important to recognize that in the last eight years WFO have undergone through a modernization process which has taken the efficiency issue head-on. And it is our assumption that Members now would be prepared to consider a more stable behavior regarding their financial contributions.

Another possible source of funds beyond the assessment for the Regular Budget and the payment of arrears are voluntary contributions which can be made to support operational activities. A comprehensive identification of opportunities to raise voluntary contributions should be addressed. Currently efforts are being made to identify the most appropriate strategy to encourage contributions others than the regular budgetary membership fees.

### **IV. Scope of Work**

To create conditions and enabling mechanisms for members to fulfill their financial obligations toward the Organization.

To create conditions and enabling mechanisms for the substantial flow of extra-budgetary resources to support selected programs and specific activities.

To ensure the multiplier effects that WFO's programs, projects, technical assistance and services can add to the annual Regular Budget and to the annual Extra-Budget financial resources.

To ensure efficiency, efficacy, good governance, transparency and accountability principles regarding the applicability of the Organization's financial resources.

### **V. Focusing WFO financial resources**

#### **Membership Fees**

To the present, membership fees are the most significant component of WFO's Regular Budget. Despite the indisputable appeals and needs for action, combined with the increasing demonstration of modernization and WFO's capacity to contribute to the efforts of Members in

meeting their goals, this regular source of financial contribution have suffered a significant decline.

The implementation of the strategy no.1 and strategy no. 3 reinforces the concept that the number of new affiliations in all categories is expected, as well as the voluntary extra contribution of governments members to a specific program, project or activity.

By broadening partnership, alliances and networks, especially with the UN system, we expect to benefit specific programs, projects and activities with additional financial resources.

## **VI. Donors**

In view of constrains on the Regular Budget, voluntary contributions could do much to help overcome those constrains.

A very diligent work on identifying potential donors will be done, considering their interest on specific programs, projects or activities and where those additional resources can be allocated as extra-budgetary funds.

This will be entirely consistent with the new budget presentation for 2006 - 2009, in which performance is achieved through efforts under both the Regular and Extra-Budgetary sources.

## **VII. Services**

Providing services is a new approach of the Organization, to add contents and financial resources to its Strategic Framework 2006 – 2009.

The fully implementation of the WFO Office for Project Services is expected to transform this Executing Center into a self-financing entity on a fee-for-service basis, as well as to add financial resources to specific WFO's projects and activities.

The primary identified list of services to be set and regulated are: consultancy, formulating specific programs, project's design, management, monitoring and evaluation procurement operations, financial management, training, institutional capacity building, local capacity building and others.

Another source to be explored is to optimize our capacity to organize and manage Conferences, Seminars, Workshops and Promotional events in different countries combining contents and value on behalf of our worldwide work.

A Department of Public Information for developing, translating, editing, publishing and distributing different works on Family Issues, can also add financial resources. To be considered.

## **VIII. Corporate Social Responsibility**

According to the United Nations "The 2001 Report on the World Social Situation", **"Every society is composed of three arenas for interaction and discourse: government, market and family with the notion of family understood to be extend also to kinship networks, clans and communities"**.

Until a very recent past governments have been the only actors charged for the well being of citizens, specially regarding to social integration and the task to bring to the many what is enjoyed by few.

The experience of the United Nations Mayor Conferences of the 90's, disclosed an extremely vibrant civil society, as an element of contemporary social and political life, and as a precondition for democratic development and popular participation.

More recently, in 1999, at the Economic Forum, the United Nations Secretary General, Kofi Annan, proposed to the private sector a program called "Global Compact". He charged world business leaders to help build the social and environmental pillars required to sustain the new global economy and to make globalization work for all the world's people.

The Global Compact is a value-based platform designed to promote institutional learning that utilizes the power of transparency and dialog to identify and disseminate good practices based on universal principles.

The Global Compact encompasses nine principles drawn from the Universal Declaration of Human Rights, the ILO Fundamental Principles on Rights at Work and the Rio Principles on Environment and Development.

The Global Compact asks companies to act on these principles in their own corporate domains.

And why should business participate in this initiative? Because as markets have gone global, so too, must the **idea of Corporate Citizenship** and the **practice of Corporate Citizenship**.

In this new global economy it is good business sense for firms to internalize these principles as integral elements of corporate strategies practices.

So, the companies, as the private sector and representing the market, are joining to Governments and Civil Society on the commitments to promote social integration by fostering societies that are stable, safe and just and that are based on the promotion and protection of all human rights, as well as an non-discrimination, tolerance, respect for diversity, equality of opportunity, solidarity, security and participation of al people, including disadvantaged and vulnerable groups and persons (Social Summit – 4<sup>th</sup> Commitment).

And also a new concept was born: Corporate Social Responsibility.

Returning to the definition mentioned on the first paragraph of this topic, "**every society is composed of three arenas for interaction and discourse: governments, market and family...**" we realize that the expression "civil society" has been replaced for "family" with a very extended definition of "family".

From that we can conclude that Civil Society has become the scenery that mediates the interactions between families and the market, and families and the state.

So, when formulating the main strategies of this Strategic Framework, the partnership of our Organization with the Private Sector mentioned on the Strategy No.1, could not be more actual and important.

Introducing Family Issues on the principles of the Global Compact and on the concept of Corporate Social Responsibility, for sure will add a very powerful element on the global efforts of actors committed to build a better society for all.

Having companies as partners, will help us to reinforce our identity, disseminate our Declaration on Family Rights, consolidate the role of families as the producers and consumers of goods, so the very core of the market, and to raise technical and financial means to operate programs and projects on behalf of excluded families.

A task-force to formulate proposals to include companies as WFO's partners and to include WFO's principles on the Global Compact and on the Corporate Social Responsibility Concept will bring enormous gain for the Organization and to the Civil Society.

Let's promote the effective strength of the Governments, Market and Family, for a better and just society.

## **Conclusion**

The introduction of this Strategic Framework as a new model of planning it is not only directed towards improving tools and methods of an institution that is evolving on a modernization process, but also, since all begins in the minds of men, towards changing our work culture.

More than ever the role that WFO have to play on the International, Regional, National and Local arenas requires it to bring together expertise from wherever it exists, to meet the needs of Members and to help solve global family related issues.

Countless efforts will be made to develop and maintain alliances and networks, both formal and informal, of individuals and institutions which can provide such expertise.

The very active Member's participation, staff, professional contacts, institutional relations and governmental support will determine the achievement of our goals.

We need to transmit to Members and Partners the ownership of this Strategic Framework.

Also, this Strategic Framework is providing the foundation for the Program and Budget proposals for 2006 – 2009. The framework itself is included in the Budget proposal, and will remain amended as necessary to take into account the discussion and decisions of the Governing Bodies.

In addition, after the final approval, a more detailed work on the Programs and respective Budget will be provided as following:

1. Targets for each performance indicator.
2. Strategy statements for each indicator.
3. An estimate of extra-budgetary technical cooperation expenditure under each operational objective.
4. Descriptions of additional action if additional extra-budgetary resources are found.
5. Resources tables for the strategic budget, the operational budget and each sector and main program.
6. Explanatory appendices on resources.

While WFO's strategic objectives stated on the document – “WFO 50<sup>th</sup> Years – a new depart” remain fully valid, the operational objectives and indicators have been dramatically modified.

In part, the changes relate to the process of learning how to apply strategic budgeting concepts in the specific programming conditions. But also are intended to provide greater clarity and easier measurements, and thus to be a better basis for reporting on performance.

Despite strong demand for actions on many fronts and the need for innovation to remain relevant in a rapidly changing world, resources constrains are the most acute challenges and severe restrictions for the most promising new programs and for the long-neglected issues burden the Organization.

But a maximum of efforts has been and will continue to be applied to the identification of additional resources as well as cost savings that can be applied to new or strengthened actions.

The Budget proposal 2006 – 2009 continue to be especially audacious. But we have to, at least, have the courage to propose. There are some encouraging signs for multi-donor extra-budgetary support. We have to plan in order to pursue it.

The Members of the Executive Board, serving on the 15<sup>th</sup> Mandate 2002 – 2005 and candidates for the 16<sup>th</sup> Mandate 2006 – 2009, by proposing the present Strategic Framework, are fully aware of the dimension of their future work, and are ready to accept the challenges that the progress and prosperity of the Organization will impose upon them. On behalf of Families of the World.

In view of that, we submit the present Strategic Framework to Members to fruitful discussion and approval.

By discussing, amending and approving the present document, the Executive Board Members of the 15<sup>th</sup> Mandate 2002 – 2005, consider that the WFO's General Assembly is giving them the approval for the good performance of their delegated functions and will consider to renew their mandate for 2006 – 2009 period as a vote of confidence for the implementation of the proposed actions.

We wish for all a prosperous discussion.

Members of the Executive Board  
On its 15<sup>th</sup> Mandate – 2002 – 2005.