



Strategic priorities and actions

***Our shared journey
continues***

**20
24**

8 January 2024

Introduction

This document sketches the broad contours and priorities of World YMCA's work plan in 2024, in line with its Operational Plan for 2023-2026 approved by the World YMCA Executive Committee in March 2023.

If 2022 was the year of the YMCA Movement's emotional & strategic alignment around Vision 2030, and 2023 was the year of intellectual & structural alignment, then 2024 will see World YMCA driving more of the practical delivery of Vision 2030, across the four Pillars of Vision 2030, and five priority action areas for the work of World YMCA.



"Let this document be a guide for us and for all who sail with us" says World YMCA Secretary-General Carlos Sanvee. "On top of the four Vision 2030 pillars, the four Movement Support functions and all of our own work in World YMCA, look out for three big themes running through the year. First, a big focus on data, as we collect evidence and quantify our success. Second, a big focus on building teams, as we select and support the people who will lead our Pillar and Support function work.

And third, acceleration – as we put our foot on the pedal and accelerate all our work towards yes, of course, the Accelerator Summit in Mombasa in October. It will be a great opportunity not just to take stock, but to take action to propel us to 2030. We look forward to seeing you there."

Contents

- 04 YMCA Vision 2030
- 05 YMCA Vision 2030 Pillar 1 - Community Wellbeing
- 06 YMCA Vision 2030 Pillar 2 - Meaningful Work
- 07 YMCA Vision 2030 Pillar 3 - Sustainable Planet
- 08 YMCA Vision 2030 Pillar 4 - Just World
- 09 Movement Support function 1 - Strategic Alignment and Movement Strengthening
- 10 Movement Support function 2 - Learning, Innovation and Impact
- 11 Movement Support function 3 - Advocacy and Influence
- 12 Movement Support function 4 - Resource Development and Partnerships
- 13 World YMCA operations
- 15 Some key dates



The 2023-2026 World YMCA Strategic Plan

Approved by the World YMCA Executive Committee, March 2023



**Strategic Alignment &
Movement Strengthening**



Learning, Innovation & Impact



Advocacy & Influence



**Resource Development
& Partnerships**



**World YMCA
operations**



VISION 2030

- In 2024 we will continue **mapping** numbers of National Movements implementing Vision 2030 and its four Pillars.
- We will continue to support **Area Alliances and National Movements** in their implementation of Vision 2030.
- We will convene a **Global Accelerator Summit** in Mombasa, Kenya, in October 2024 to track and accelerate progress. The Summit will see the launch of two action plans, for the Meaningful Work and the Just World Pillars.
- Each of the **Pillars** will continue to be developed following the same model: assembling stakeholders, assessing the state of play, making the case for change, developing a shared action plan.
- Throughout the year our **communications** work will build awareness and engagement in Vision 2030 through news sharing, story collection and sharing. We will coordinate Movement-wide communications around two key platforms for telling the Vision 2030 story: the Mombasa Accelerator Summit (October) and the 180th anniversary (June).

Vision 2030 Pillar 1: Community Wellbeing



Community Wellbeing

- We will publish a **State of Play** which will gather key example projects and initiatives that are happening around the Movement, and also start connecting YMCAs that are working on this Pillar.
- We will coordinate small-scale collective **communications** on Community Wellbeing around Mental Health Day (10 October), and World Basketball Day (21 December).
- We will develop key Community Wellbeing **partnerships**: Kofi Annan Foundation, WHO's Health Brains Global Initiative (HBGI), International Federation of Basketball Foundation (FIBA Foundation) and participate in the World Health Organization Civil Society Commission.

Vision 2030 Pillar 2: Meaningful Work



Meaningful Work

- We will share the results of the **global survey on youth perceptions of work** in the first quarter of the year, and the state of play report, and policy recommendations.
- We will coordinate small-scale collective **communications** on Meaningful Work around Youth Skills Day (15 July).
- We will develop a **Meaningful Work Thematic Strategy** and identify key sub-priorities within the Pillar where the YMCA can have an important impact worldwide, with the support of our Innovation Partner Deloitte Australia and YMCA Australia as a Champion of this work.
- We will continue to bring together the YMCAs that are working around this **Pillar**.
- We will develop key Meaningful Work **partnerships**: ILO, HP Life

Vision 2030 Pillar 3: Sustainable Planet



- We will start our **innovation support work** around this Pillar, ideally in collaboration with an Innovation Partner (as a private company) and with the support of a YMCA as an Innovation Champion, following the approach taken for the Meaningful Work Pillar.
- We will publish a **State of Play** which will gather key example projects and initiatives that are happening around the Movement, and also start connecting YMCAs that are working on this Pillar.
- We will undertake small-scale collective **communications** on Sustainable Planet around Earth Day (22 April), and participate in COP 29 in November 2024
- We will continue growing our key Sustainable Planet **partnerships** such as with WWF International and UNICEF's Generation Unlimited (Green Rising).



Sustainable Planet

Vision 2030 Pillar 4: Just World



- We will publish a **State of Play** which will gather key example projects and initiatives that are happening around the Movement, and also start connecting YMCAs that are working on this Pillar.
- We will undertake small-scale collective **communications** on Just World around Women's Day (8 March), Elimination of Racism Day (21 March) and Migrants Day (18 December).
- Just World may be a theme of the **YMCA at 180** anniversary celebrations for June 2024.
- We will develop key Just World **partnerships**: HP Life, International Telecommunications Union (ITU), International Organization for Migration (IOM)

Just World



Movement Support function 1

Strategic Alignment and Movement Strengthening

- We will finalise and publish a report on the **status of Movement Strengthening** in both 'donor' and 'recipient' countries in the first quarter of 2024, and a recommended Movement-wide strategy in the second quarter.
- We will publish the results of the second **mapping survey** on Vision 2030 strategic alignment in the first quarter of 2024, and of the third survey in the last quarter of 2024.
- We will develop an **Activation Support Framework** for supporting National YMCAs with implementing Vision 2030 in their countries, part of the Movement Strengthening Strategy.
- We will run a **YMCA National General Secretaries meeting** in Pristina, Kosovo in February, including a review of the current 'coaching circle' exercise.

Movement Support function 2

Learning, Innovation and Impact

- We will run an online meeting to gauge the **State of Play** in Learning, Innovation and Impact in the first quarter of 2024.
- We will continue developing the **Learning, Innovation and Impact** Movement Support Function. Its work will include proposing a Vision 2030 Concepts Guide, drafting a Targets and Indicators Framework for the 12 Strategic Goals of Vision 2030 and organising a Movement-wide consultation on them, launching a Learning and Innovation Task Force, preparing and launching the technical infrastructure of a 'Learning and Innovation Hub', and designing and building a YMCA Horizons 2044 Think-Tank.



Movement Support function 3

Advocacy & Influence



- We will conduct a review of existing **memberships and accreditations** and explore new potential World YMCA memberships, as well as possibly - resource-permitting - developing an integrated Advocacy and Influence Framework (primarily by establishing priority advocacy policy areas for each of the four Vision 2030 Pillars of Impact).
- We will continue to manage the fifth cohort of **YMCA Change Agents** to its graduation in October 2024, and select and announce the sixth cohort in the same month.

Movement Support function 4

Resource Development and Partnerships

- The **Global Resource Development & Partnerships Group** will meet online four times over the year 2024.
- By the second quarter of 2024 it will develop principles on **resource development**, the kinds of **partnerships** needed to help achieve Vision 2030's impact objectives, gift processing procedures, and donor privacy policy.
- We will launch **pilot projects** with global partners and partner YMCAs to test key impact investing concepts related to YMCA property and Meaningful Work.
- We will continue to invite individual National Movements or Councils, Executive Committee members and World YMCA staff to help raise money for the **Vision 2030 Fund**.
- With World YMCA Secretary-General Carlos Sanvee newly appointed as Chair of the 2nd phase of the **Global Youth Mobilization**, we will steer the work of the 'Big Six' in launching a new round of funding – and advocacy - for Youth Led Solutions to deliver the UN's Sustainable Development Goals. GYM.2 has received EURO 10 million in funding from the European Commission.





World YMCA

Operations

Governance & Staffing

- We will host **Executive Committees** on 20 January, 6-7 April, 22 June and 26-27 October 2024.
- We will support the work of the **standing committees of the Executive Committee** (Financial and Sustainability; Strategic Alignment; World YMCA Governance and Movement Governance Standards; Resource Development; Personnel; Advisory & Coordination) and the sub-committees (Investment; J.R. Mott Foundation)
- We will launch pilot conversations on **21st YMCA Christian identity** with National General Secretaries (February), Change Agents (March), National Board Chairs (May), and review progress with the Executive Committee in April. The Committee will thereafter decide on next steps for a Movement-wide conversation over 2024.
- We will conclude the Risk Register and the revision of Financial and Operational Internal Control Systems, and will continue to support the implementation of revised Minimum **Governance Standards**. We will apply for YMCA Trademarks in a further 13 countries.
- We will recruit a **Global Partnerships Manager** in January 2024.
- We will continue planning towards the **21st YMCA World Council** in Toronto, Canada, in July 2026.
- We will continue to implement the **internal goals of Vision 2030** within the World YMCA staff team, with key focus on learning & professional development and growth, wellbeing and diversity, equity and inclusion. We will accelerate efforts towards becoming a climate-neutral organisation.
- We will continue planning towards the 21st YMCA World Council in Toronto, Canada, in July 2026.

Communications

- We will coordinate Movement-wide **sharing of the Vision 2030 story** with both internal and external audiences, with focus on preparing and sharing case studies under each Pillar in each Region. These will be highlighted at the YMCA's 180th anniversary in June, and its Accelerator Summit in October.
- We will continue to strengthen the **branding** elements of both Vision 2030 and World YMCA, to orchestrate a global **audience** identification exercise, and to build a global **network** of YMCA communicators, offering specific capacity building support.
- We will build our **website and social media** presence, publicise World YMCA's **programmes and partnerships**, and continue to develop news bulletins targeted at the global Movement and specifically at National General Secretaries and Executive Committee members.
- We will launch a new campaign aimed at identifying and using YMCA '**Generation Z**' ambassadors on social media



Key 2024 dates

JANUARY

20 → Executive Committee online
29 →, Strategic alignment & Movement Strengthening field visit, Chicago

FEBRUARY

26 →, National General Secretaries, Pristina
YMCA Christian identity – NGS conversation

MARCH

8 → International Women's Day
Launch of Meaningful Work survey results YMCA
Christian identity – Change Agent conversation

APRIL

6 →, Executive Committee online

MAY

20 →, Latin America & Caribbean General Assembly
23 →, Europe General Assembly
YMCA Christian identity – National Board Chair conversation

JUNE

6 → 180th anniversary
22 → Executive Committee online

JULY

15 → World Youth Skills Day

AUGUST

12 → International Youth Day

OCTOBER

10 → World Mental Health Day
11 → Birthday of YMCA founder George Williams
19 → Accelerator Summit, Mombasa
26 →, Executive Committee, Mombasa

NOVEMBER

COP29
Week of Prayer

DECEMBER

21 → World Basketball Day



YMCA's vision is a world where every person lives in harmony with self, with society and with creation. Its mission is to empower young people and communities worldwide to build a just, sustainable, equitable and inclusive world, where every person can thrive in body, mind and spirit.

www.ymca.int

January 2024