



2023-2026 Operational Plan

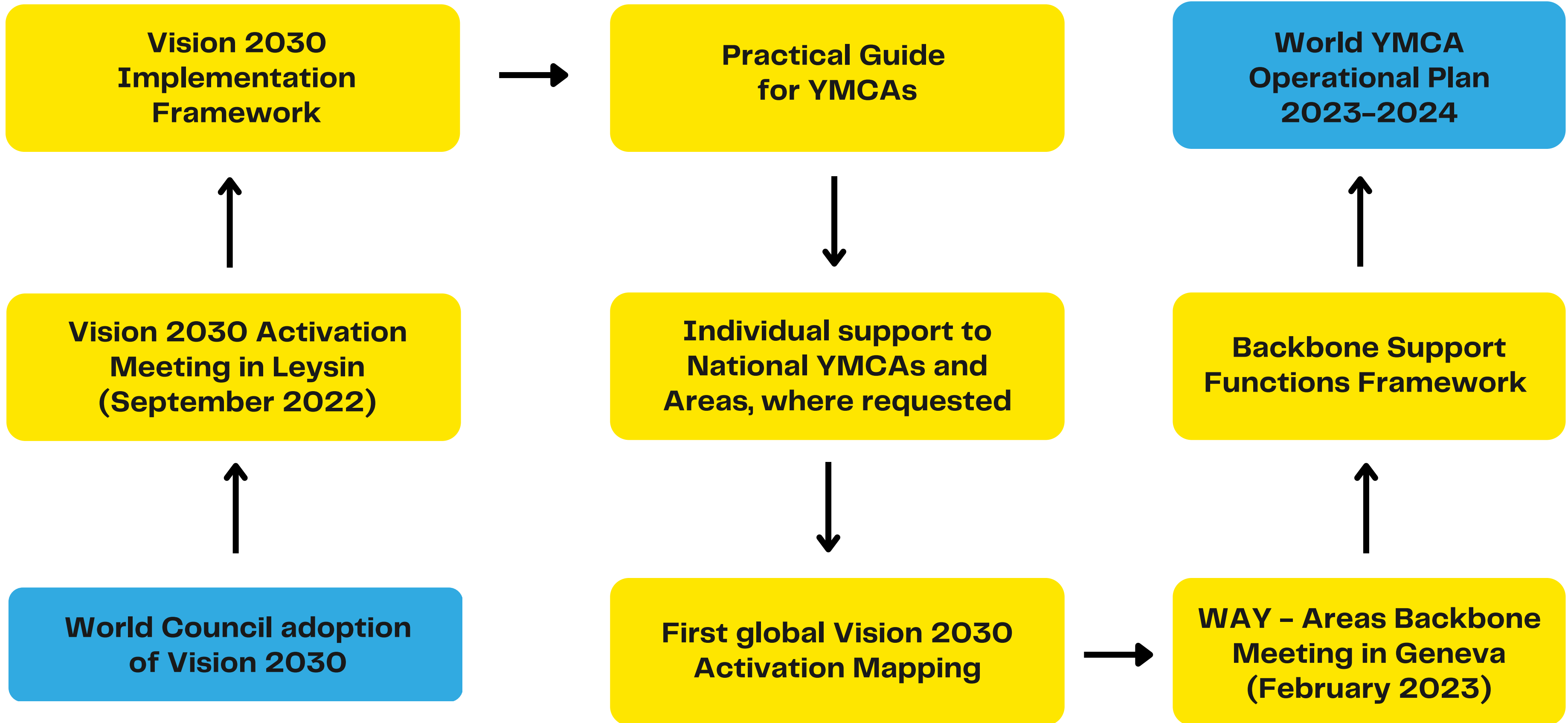
Summary Version



Let's explore the Plan proposal!

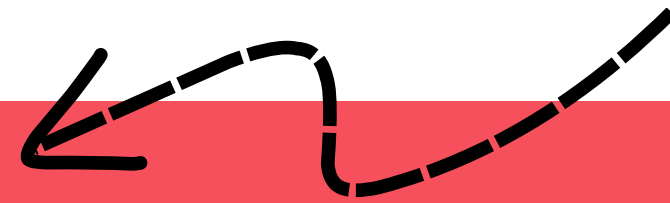
But first... how did we get here?

What happened in the past 7 months



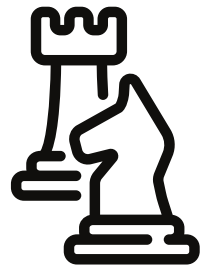


World YMCA's Ambition for 2023-2026



Connecting the Movement towards turning YMCA Vision 2030 into reality and enabling the YMCA to provide innovative solutions to the challenges of the decade.

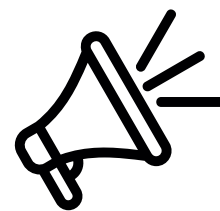
Our Priority Areas



Strategic Alignment and Coordination



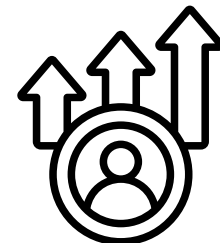
Learning, Innovation and Impact



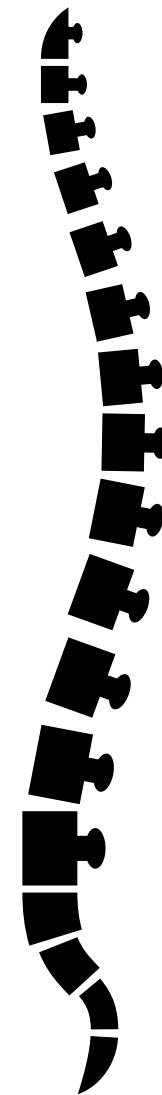
Advocacy and Influence



Resource Development



Repurposing World YMCA Operations



*In alignment with the Backbone
Support Functions of the World
YMCA and Area Alliances*

Priority Area

Strategic Alignment and Coordination



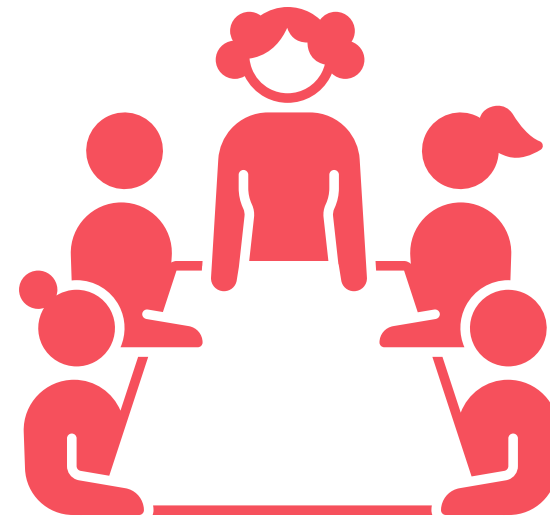
Objectives for 2023-2026

- 1.1 Facilitate and support the global activation of YMCA Vision 2030 among National YMCAs
- 1.2 Build and consolidate the “backbone” function with the Area Alliances
- 1.3 Consolidate the cooperation and co-creation frameworks with National YMCAs, enhancing our global ecosystem

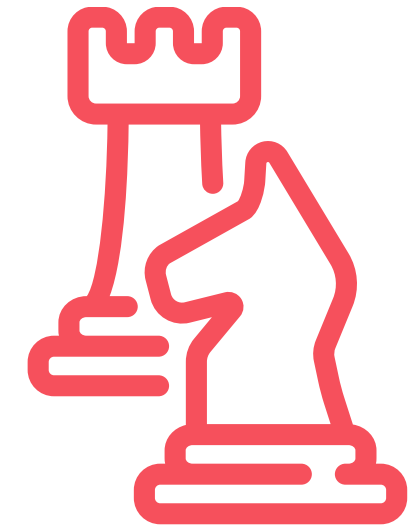
How will we know we are successful?



At least 60 National YMCAs have adapted their strategies to YMCA Vision 2030



Stakeholder meetings are organised regularly (NGS, Board Chairs etc.)



All key areas of the backbone functions have clear frameworks and strategies in place

**Key
Initiatives
2023-2024
(1)**

Continuous mapping
process for the V30
activation

Revise Governance
Policy Agreement

Develop a V30 Activation
Support Framework for
National YMCAs

Co-design the
Backbone /
Movement Support
Functions
Framework

Implement
the Backbone
Framework



**Key
Initiatives
2023-2024
(2)**

Organise NGS Meetings
in 2023 and 2024

Organise National
Board Chair
Meetings in 2023
and 2024

Organise the Movement-wide Vision 2030 Mid-Journey
Summit / Accelerator Summit in 2024

Priority Area

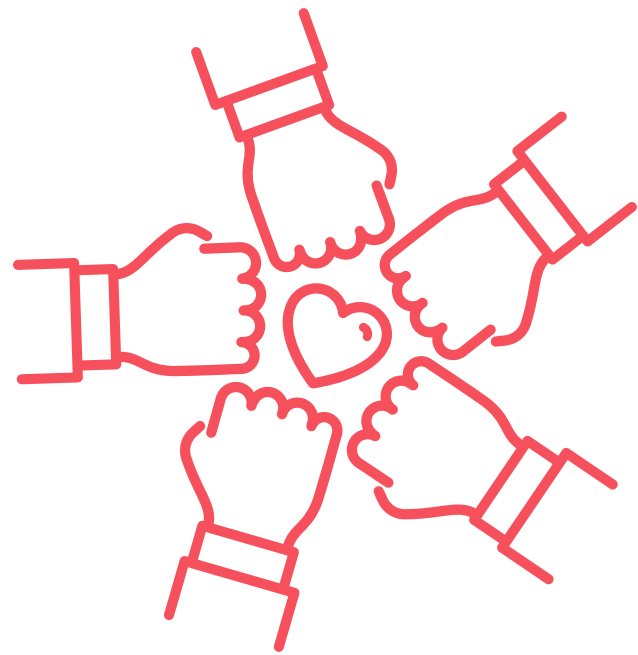
Learning, Innovation and Impact



Objectives for 2023-2026

- 1.1** Form 4 Impact Pillar Teams to support the implementation of YMCA Vision 2030
- 1.2** Propose a measurement framework for the 12 Strategic Goals of Vision 2030
- 1.3** Enable a mechanism that allows National YMCAs to share their impact data, stories and best practices/knowledge
- 1.4** Provide the Movement with strategic foresight, relevant trends and global data

How will we know we are successful?



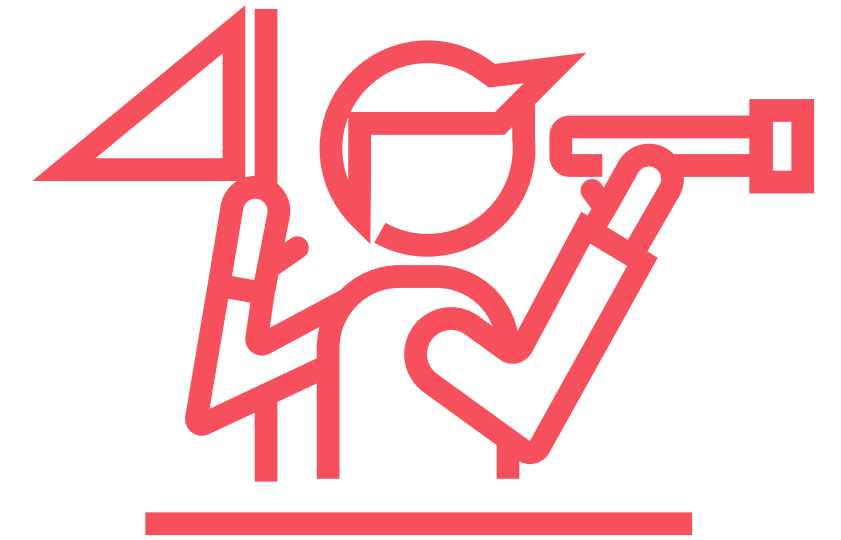
4 Pillar Teams are established and are fully active



40+ National YMCAs actively use a learning, innovation and impact platform



The Vision 2030 Strategic Goals have clear indicators and targets



A Think Tank is established that provides the Movement with strategic foresight, relevant trends, data and advisory support on global issues;

**Key
Initiatives
2023 - 2024**

Vision 2030 Concept,
Targets and Indicators
Framework

followed by a wide consultation

Horizons 2044 Think
Tank

Build the 4 Pillar Teams
(package of activities)

Framework

Structures

Thematic
Strategy

Learning &
Innovation Task
Force and Hub

Priority Area

Advocacy and Influence



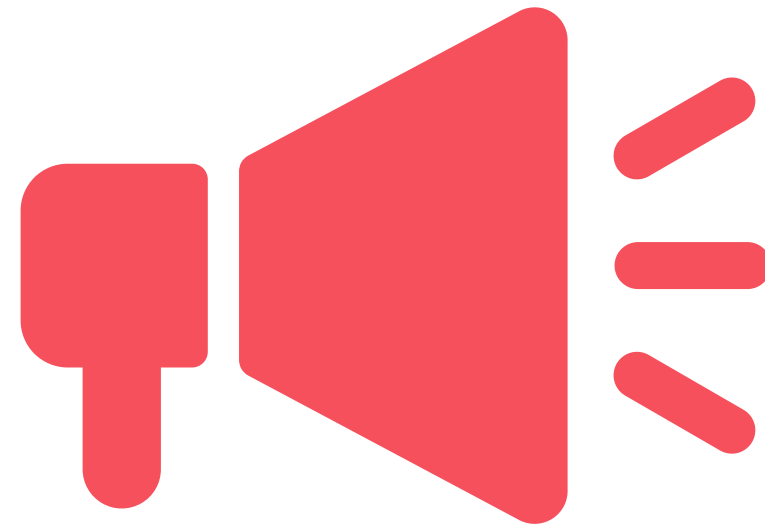
Objectives for 2023-2026

- 1.1 Leverage active partnerships with international networks and organisations
- 1.2 Support the advocacy components of the Pillars of Impact and the Pillar Teams
- 1.3 Meaningfully engage young people from the Movement in global YMCA advocacy activities

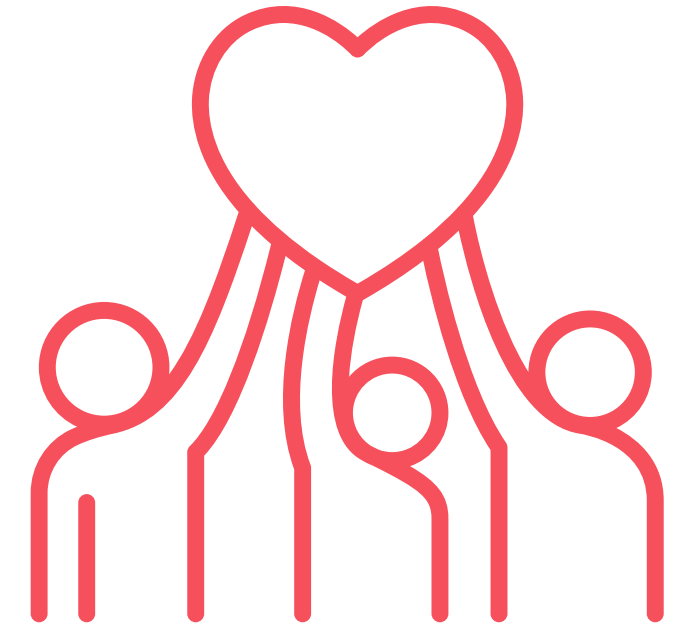
How will we know we are successful?



Priority policy advocacy areas are established for each of the 4 Pillars of Impact



Young people from the Movement are actively and meaningfully engaged in World YMCA global activities;



1 Change Agent cohort is launched annually

**Key
Initiatives
2023-2024**

**Integrated Advocacy & Influence
Strategy and Framework**

Priority sub-topics for each V30 advocacy goal

Change Agents
Programme

Mechanism for
engaging young
people in global
YMCA activities

Review and
leverage WAY
memberships in
external networks

Priority Area

Resource Development



Objectives for 2023-2026

- 1.1 Ensure an appropriate level of funding for the implementation of Vision 2030
- 1.2 Increase the capacity of YMCAs at the area, national, and local level to raise resources for the Vision 2030 activities from funders and partners in their regions

How will we know we are successful?



\$1,500,000+ raised to enable the establishment of backbone functions and work of the Pillar Teams



\$5,000,000+ raised for the Global Impact Fund (community and Pillar implementation funding);

Key Initiatives 2023-2024

Capacity building
Framework

Resource
Development
Academy

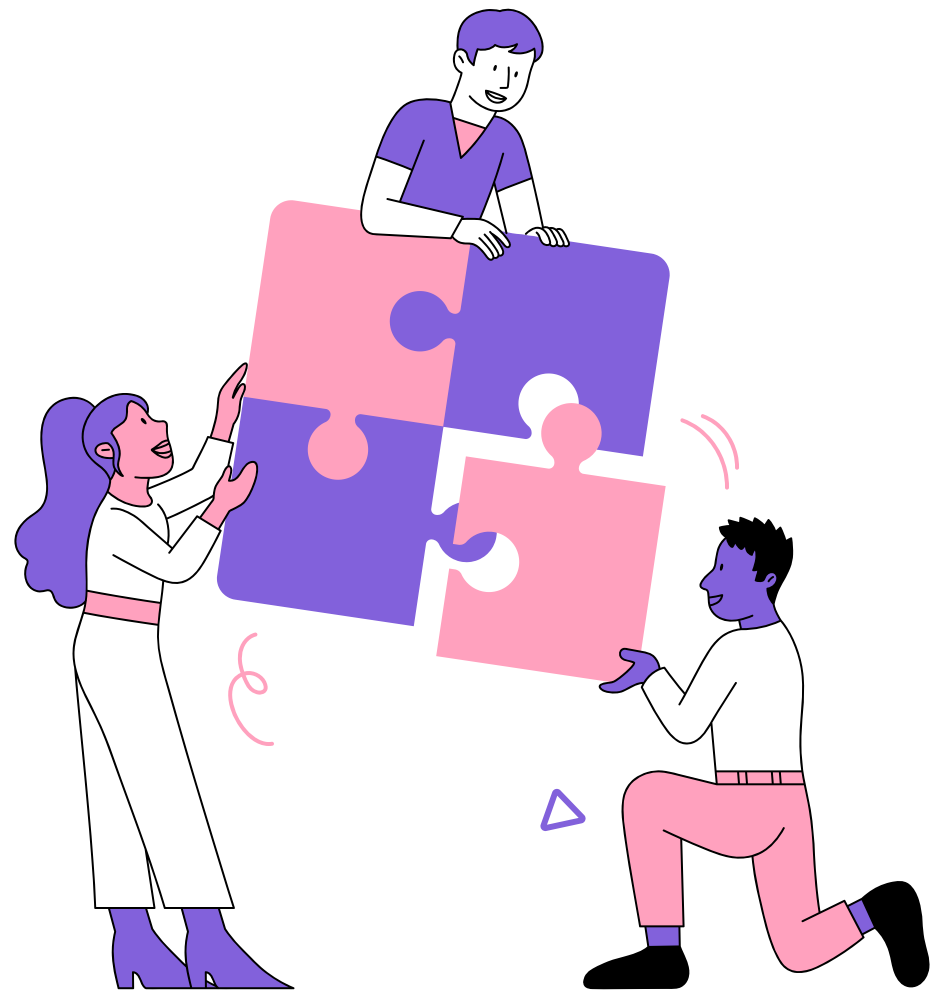
Resource
Development
Framework

Case for Support for
the Pillars of
Impact, Movement
Support Functions

Global Impact
Fund

Priority Area

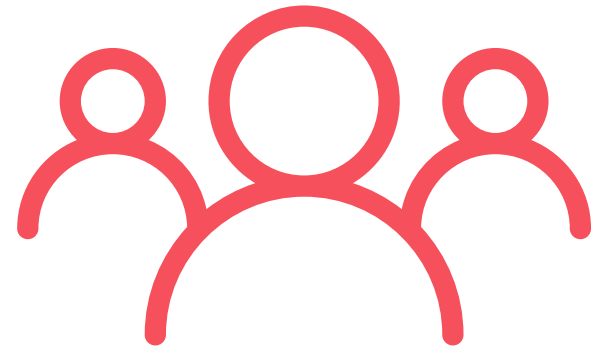
Repurposing World YMCA Operations



Objectives for 2023-2026

- 1.1** Strengthen our governance practices and ensure full compliance and transparency to the highest standards in the sector
- 1.2** Reshape our operations and processes to enable an efficient and effective implementation of Vision 2030
- 1.3** Protect, preserve and enrich the global heritage and brand of the YMCA Movement
- 1.4** Achieve the Vision 2030 internal transformation Goals.

How will we know we are successful?



An efficient team is in place at the World YMCA to enable the implementation of Vision 2030



WAY operations are in full compliance in terms of law, ethics and governance aspects



WAY has made meaningful progress towards the Internal Transformation Goals of Vision 2030



WAY has achieved meaningful progress towards protecting the global YMCA trademark, values and heritage



Internal and external communications are repurposed to strengthen the YMCA brand globally

Key Initiatives 2023-2024 (1)

Internal Control
and Risk System
incl. succession planning

Continuous
mapping
process for the
V30 activation

Executive
Committee
engagement
and meetings

Review of
Governance
Standards to
adapt to V30

Restructure WAY
Team to adapt
to V30

Key Initiatives 2023-2024 (1)

Internal Control
and Risk System
incl. succession planning

Further
Christian
identity
conversation

Streamline
communications,
incl. a new
strategy

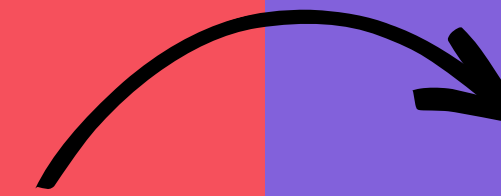
Streamline
event
management
for large
meetings

Protection of
YMCA trademark

Key Initiatives 2023-2024 (3)

WAY Carbon
Audit

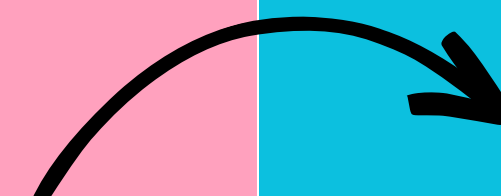
WAY Green
Action Plan



Internal
assessment for
Staff and ExCo
members

World YMCA
Team
Development
Roadmap

Team Learning
& Growth
Framework



Thank You



WORLD
YMCA