Strategic Plan 2025 - 2028

Approved by the World YMCA Executive Committee on 29 June 2025.

The World Today

Young people and communities face a world of rising inequality, escalating mental health crises, AI disruption, and rapid climate change. Trust in institutions is waning. Extremism and radicalization are gaining ground, particularly among young people. Yet, even in the face of these challenges, young people continue to inspire hope and drive positive change in their communities.

Vision 2030

In 2022, the global YMCA Movement responded to these challenges with the adoption of YMCA Vision 2030. Built around 4 Pillars - Community Wellbeing, Meaningful Work, Sustainable Planet, and Just World - it defines our collective mission: 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**.

A Global Movement with Local Roots

Vision 2030 belongs to the entire YMCA Movement. The World YMCA strategy is one part of a larger ecosystem: supporting, connecting, and mobilizing YMCAs to deliver on our shared promise to young people and communities worldwide.

World YMCA's Role

To bring this vision to life across over 100 countries, World YMCA is working towards the following strategic directions for 2025-2028:

1. Strengthening the global YMCA Movement
2. Strengthening collective YMCA impact
3. Strengthening global youth voice and YMCA profile
4. Strengthening World YMCA's efficiency & sustainability

The following 2 pages set out the key parameters of the World YMCA Strategic Plan for the 2025-2028 period.

WORLD YMCA STRATEGIC PLAN 2025 - 2028

Strategy of the World Alliance of YMCAs in service of the worldwide YMCA Movement

Date: June 2025

Status: Approved

VISION

Our vision is a world where every person lives in harmony with self, with society and with creation. (YMCA Vision 2030)

WORLD YMCA MISSION

World YMCA's mission is to increase the collective impact of the Movement in order to build a world where every person can thrive in body, mind and spirit.

WORLD YMCA VALUES

- Dignity
- Equity
- Compassion
- Collaboration

YMCA VISION 2030

This Strategic Plan aims to support the activation and implementation of YMCA Vision 2030, with its 12 Strategic Goals across 4 Pillars of Impact:

- Community Wellbeing
- Meaningful Work
- Sustainable Planet
- Just World

WORLD YMCA STRATEGIC DIRECTIONS 2025 - 2028

Top priority

1. Strengthening our global YMCA Movement

What we aim to achieve:

1.1 Facilitate and support the global strategic alignment of YMCA Vision 2030;
1.2 Deliver transformative global spaces that support the Movement to become more future-ready (21st World Council, 2028 Vision 2030 Summit, NGS meetings. etc.);
1.3 Co-create a Movement Strengthening global system which supports YMCAs in growing their capacity to serve young people and their community;
1.4 Achieve consensus on a Movement-wide authentic expression of the YMCA's 21st Century Christian identity.
1.5 Develop an enhanced collaboration framework with the Area Alliances;

We will know we have achieved success when:

- YMCA global events lead to better alignment with the external context and clear implementation pathways for Vision 2030 beyond 2026;
- Key YMCA Movement Strengthening stakeholders are engaged in a shared and effective approach;
- National YMCAs feel better connected to each other and the global Movement;
- World YMCA and Area Alliances start implementing an enhanced collaboration framework;

2. Strengthening our collective YMCA impact

What we aim to achieve:

2.1 Clearly measure and articulate the collective impact of the Movement under Vision 2030;
2.2 Support greater impact within the Vision 2030 four Pillars (including through research, Case for Change, Pillar Strategies etc.);
2.3 Leverage global resources and networks to enhance local YMCA impact through effective partner-funded programmes delivery;
2.4 Access innovative finance capital to support YMCA properties, youth employment programs and social enterprises for more sustainable and resilient YMCAs;
2.5 Facilitate the co-creation of the infrastructure and culture for an impactful, impact-led and future-ready YMCA Movement.

We will know we have achieved success when:

- We can report on the global impact of the Movement related to Vision 2030;
- All 4 Pillars of Impact have Pillar Teams and relevant partnerships in place;
- The Movement has effective mechanisms in place to support global learning across YMCAs;

3. Strengthening our global youth voice and YMCA profile

What we aim to achieve:

3.1 Prepare the next generation of YMCA leadership for staff and volunteers;
3.2 Develop and expand the global partnerships portfolio of the World YMCA to access new opportunities for visibility, credibility and resources;
3.3 Provide relevant platforms and channels for young people's and communities voices to influence change;
3.4 Articulate a clear narrative showcasing YMCA's identity, impact and continued relevance as one of the key global partners of choice in youth and community empowerment.

We will know we have achieved success when:

- We are part of and actively contributing to the key relevant global networks and partnerships;
- The voices of young people and communities engaged with World YMCA are systematically amplified worldwide;

4. Strengthening World YMCA's efficiency & sustainability

What we aim to achieve:

4.1 Strengthen our governance and risk management practices and ensure full compliance and transparency to the highest standards in the sector.
4.2 Transition towards a more sustainable financial model for World YMCA;
4.3 Leverage innovative digital technology to improve the efficiency of our work processes;
4.4 Continuous progress towards a skilled, performing staff team who feel a sense of fulfillment and purpose.

We will know we have achieved success when:

- We have an agreed proposal for an improved Fair Share system;
- At least 20% of the World YMCA's budget comes from unrestricted funds other than Fair Share;
- Staff and volunteers feel a high level of satisfaction and purpose in their roles;

GROUPS SERVED

Direct
- National YMCAs - including members and non-members of World YMCA
- Area Alliances

Indirect
- Local YMCAs
- Young people and communities

KEY ACTIVITIES

- Organising global events
- Global strategy facilitation
- Connecting & representing YMCAs
- Grant-maker to YMCAs
- Developing global collaboration, Movement strengthening and impact infrastructure
- Articulating global YMCA positions

VALUE PROPOSITION

We unite, strengthen and represent YMCAs to amplify our global collective impact and prepare for the future.

COMPETITIVE ADVANTAGE

World YMCA's potential to convene, influence, and mobilize across 100+ countries as part of a unique global federation with deep local roots and access, 180+ years of youth and community empowerment and a trusted global brand.

KEY STAKEHOLDERS

<u>Internal</u>:
- World YMCA Executive Committee
- World YMCA staff and collaborators
- Global Staff Team (GST)

<u>Within the Movement:</u>
- YMCAs at all levels (Area Alliances, National YMCAs, Local YMCAs)
- Global YMCA task forces / groups
- Ys Men International
- World Urban Network
- Change Agents

<u>External:</u>
- Corporate partners
- Values-aligned civil society partners
- UN entities and other global institutions
- Funding partners
- Ecumenical organisations

MOVEMENT SUPPORT FUNCTIONS

We coordinate across Area Alliances and National YMCAs to deliver Vision 2030 under 4 Movement Support Functions:
- Strategic Alignment & Movement Strengthening;
- Learning, Innovation and Impact;
- Advocacy & Influence;
- Resource Development & Partnerships;

RESOURCES

- Network effects of the YMCA Movement
- Volunteers, staff, young people
- YMCA heritage, brand and trademark
- Trust (partners, community)
- Vision 2030
- Mandate and position within the global structure
- Funding

CHANNELS

- Direct YMCA communications
- Website, social media
- Global events
- Partners network
- Programme delivery
- Volunteers networks

COST STRUCTURE

- Grants offered to YMCAs
- Staff and collaborators costs;
- Travel costs
- Programme delivery
- Communication costs
- Administrative & IT costs;

SOURCES OF INCOME

- Fair Share (membership fees)
- Corporate partnerships
- Donations
- Grants
- Social entrepreneurship

ENABLERS

- Vision 2030 alignment
- Federated trust, legitimacy and co-creation
- Financial investment
- Strategic partnerships
- Digital transformation
- Internal culture shifts

RISKS

- Funding volatility, global financial risks;
- Political instability worldwide and for national YMCAs
- Fragmentation of the Movement
- Failure to engage the Movement authentically
- Stakeholder disengagement

*Format adapted from the Business Model Canvas