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1. PREAMBLE

Youth empowerment has been a central theme for YMCA in recent years. This focus has received positive engagement and gained momentum among many of our YMCAs around the world. It is also encapsulated in the strategic plan 2018 – 22 adopted by the World Council in July 2018. In addition to the strategy the World Council adopted three separate resolutions for Safe Space, Refugees and Migrants, and Peace and Security. Developing the Operational Plan for the strategy was initiated in October 2018 by a group of 80 leaders, including members of the newly-elected Executive Committee. They shared their collective vision and aspirations for the future, questioned current YMCA realities and affirmed their commitment to youth empowerment. The group also committed itself to building collaborative platforms to better enable the Movement to share resources and expertise.

A draft operational framework was submitted to the Executive Committee at its first session in October 2018. A second draft with projected KPIs was presented to the officers in January 2019 and later to the National General Secretaries. Along with the KPIs, the document included a results matrix with key initiatives plus a logical framework for implementation. This work is the result of all the discussions and inputs from a large number of YMCA players.

2. UNDERPINNING THE OPERATIONAL PLAN: THE CONTEXT OF THE STRATEGY

Emerging realities and technological advancements are providing a unique opportunity to shape the world differently. This and other indicators point to the fact that we are now on the brink of what is commonly referred to as “the Fourth Industrial Revolution”, bringing together digital, physical and biological systems. This revolution is quickly shaping an emerging core constituent of YMCA. The generation of “Digital Natives” currently consisting of 1.8 billion Millennials, more than 4 billion Generation Z and the emerging Generation Alpha. These generations will be leading and shaping the world soon. The Digital Natives are known for their conviction and quest for social justice, social inclusion, diversity and equity, but also for having an overbearing sense of urgency and entitlement.
Ironically, research also shows that despite their being technologically savvy with a strong online connection, this generation is increasingly alienated from themselves and their surroundings. Therefore, empowering young people is a societal imperative.

While pursuing our strategic initiatives in this plan, we will ensure to align our efforts with the Sustainable Development Goals set forth by the United Nations. YMCA will pay particular attention to SDGs 1, 3, 4, 5, 6, 7 and 8 as they contain explicit indicators regarding young people.

3. HARNESSING OUR POTENTIAL

Supporting the Movement in its evolution to meet the realities of our time, both globally and locally, in part requires us to create a robust and bold youth empowerment ecosystem that brings together civil society, governments, academia and private sector to work with our vast YMCA network. Therefore, over the next four years, we hope to activate our ability as a global movement to enable our constituents to develop self-sustaining livelihoods, resist irrelevance and contribute to the wellbeing of others. Our calling entails providing young people with opportunities so that they avoid succumbing to circumstances that will relegate them among the ‘class of the useless’ (Harari 2015). Our priority will be to equip young people with the skills they need to better address not only oppression but also irrelevance.
3.1 Closing the Gap

Through this operational framework YMCA acknowledges the existence of other youth organisations and the important roles they play in the world. However, no one organisation is recognised as the true go-to place for youth empowerment. Some sectors have clear players. For example, Housing has Habitat for Humanity, Emergency Response has Red Cross and Conservation has the World Wildlife Fund. It matters that our Movement dedicates itself to becoming the globally recognised place for youth empowerment. To achieve this outcome will be the ultimate result of this plan. On the one hand, it will entail our affirming and consolidating the gains we have made over the years. On the other hand, we will explore innovative ideas and practices that will continue to increase our relevance both internally and externally. Throughout the strategic period, YMCA will ensure to continue being that space where all members of the Movement feel safe, connected and empowered to develop bold solutions to address the pressing issues facing young people everywhere.

3.2 Agenda 2044: Building our Collective Emerging Future

This strategy took effect shortly after YMCA celebrated its 175th anniversary, and the actions in this framework will pave the way for the next generation as they mark our 200th birthday. This plan will support the Movement to collectively define our future now and plan the journey together. We will apply the capabilities of scenario building and design thinking through the involvement of YMCA leaders from local to global. Each Area, National Movement and local YMCA will connect and share a common narrative built upon global benchmarks like the SDGs.
4. THE OPERATIONAL FRAMEWORK: ACTIVATING MOVEMENT AGILITY

The operational framework of our action and initiatives will help define our journey together. Our motivation is to continue listening to the aspirations of Member Movements and initiate ways to articulate the “North Star” that will guide us to create more value addition for our internal and external stakeholders. This framework is not meant to be rigid. Through adaptive management, it will reflect our learnings, decision-making and application throughout the journey.

It is built upon three pillars:

- **Global Multi-stakeholder Youth Empowerment Ecosystem** - aimed at elevating YMCA to the global “go-to place” for youth empowerment,

- **Movement Relevance** - aimed at increasing movement efficiency, agility, effectiveness, and internal and external relevance, and

- **Movement Economic Sustainability** - aimed at transforming the Movement from scarcity of resources to financial sustainability through a robust economic model.

These three pillars focus on building an ecosystem around youth entrepreneurship, mental health, education and civic engagement.

Appreciating the vast resources of the global YMCA family, a key thrust for this strategy will be deliberate and radical collaboration to enhance our collective impact. Not only will this include invitations to join various conversations, communities and initiatives, but also to respond to the question of how we can collaborate better. Visibility both internally and externally will be key to sharing and leveraging our impact. We will therefore deepen and use a variety of communication channels in order to enhance our visibility and better share our collective work.
5. MEASURING OUR IMPACT

Through radial collaboration, we shall work and innovate on the best ways to report our results. Leveraging a sustained presence in more than 12,000 locations bolstered by our positive track record, international brand recognition and the emotional attachment of the general public.

We will use different open platforms to share and talk about our work, but most importantly we shall deliberately pause to reflect on our results as we seek to continually get better at what we do. By the end of this strategic period we will be able to identify our collective impact and reach to include:

- Number (million) engaged, inspired and empowered young leaders
- Number (million) new employment opportunities for young people
- Number (million) young people educated on addressing the subject of mental health
- Number (million) young people advocating for climate justice
- Number (million) young people supporting peace and security initiatives
- Number (million) refugees and migrants better integrated in communities with dignity
- Number (million) activated to reach the Sustainable Development Goals
- Number (thousands) engaged YMCAs
- Number (thousands) of sustainable YMCAs
- Numbers (xxx) of active collaborations and partnerships

This is a journey:

“Créer le navire, ce n’est point tisser les toiles, forger les clous, couper les arbres, c’est donner le gout de l’infini et l’envie de prendre la mer.” - Saint-Exupéry in Citadelle

Translation,

“If you want to build a ship, don’t drum up people to collect wood, don’t assign them tasks and work either, rather teach them to long for the endless immensity of the sea.” - Saint-Exupéry in Citadelle
<table>
<thead>
<tr>
<th>Overall Goal/impact</th>
<th>Unlocking the potential of the YMCAs to Empower Young People to sustainably transform the World</th>
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<table>
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<tr>
<th>PILLAR</th>
<th>PILLAR 1: Develop a global Multi-stakeholder Youth Empowerment Ecosystem</th>
<th>PILLAR 2 Build Movement relevance</th>
<th>PILLAR 3 Strengthen Movement economic sustainability</th>
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</thead>
</table>

### Expected outcomes (Intermediate Results)

1. Increased YMCA internal and external relevance and collaboration
2. Increased movement efficiency, agility effectiveness and internal and external relevance
2. Transform the movement from scarcity to financial sustainability through a robust economic model

### Expected outputs (high level)

1. Refined definition, essence, understanding and application of youth empowerment
2. Respective YMCA Areas/NMs initiate processes towards becoming the rallying point for youth empowerment matters globally
3. YMCA Areas/NMs initiate collaboration with external stakeholders towards shaping the Youth global Agenda through international protocols e.g. SDGs, and becoming the partner of choice at all levels.

### Key Milestones

1. Facilitate, support, develop collaborative youth empowerment spaces/platforms
2. Framework and strategies to support respective YMCA Areas/NMs in revamping their image, activities and initiatives for increased internal and external relevance developed and rolled out

### Some critical initiatives (pillar specific)

1. Programmes and strategies to support respective YMCA Areas/NMs in revamping their image, activities and initiatives for increased internal and external relevance developed and rolled out

### Results Framework

- 1.1 Facilitate, support, develop collaborative youth empowerment spaces/platforms
- 1.2 Frameworks and strategies to support respective YMCA Areas/NMs in revamping their image, activities and initiatives for increased internal and external relevance developed and rolled out
- 2.1 Agreed outcomes and accountability for Movement Strengthening between Areas and WAY
- 2.2 Ongoing conversations through the safe space approach towards ensuring strengthening the unity and diversity of the Movement, identifying and addressing ailing members, addressing fair issues etc
- 2.3 Regular consolidated reports on status of Movements including WAY Fair Share status, number of healthy movements etc., produced and shared
- 2.4 Identify areas to reduce duplication for increased efficiency and impact
- 2.5 Develop Change Agent 2.0 framework

### Key Milestones

- 2.1.1 Facilitate, support, develop collaborative youth empowerment spaces/platforms
- 2.1.2 Frameworks and strategies to support respective YMCA Areas/NMs in revamping their image, activities and initiatives for increased internal and external relevance developed and rolled out
- 2.1.3 Programmes and strategies to support respective YMCA Areas/NMs in revamping their image, activities and initiatives for increased internal and external relevance developed and rolled out
- 2.1.4 Agreed outcomes and accountability for Movement Strengthening between Areas and WAY
- 2.2.1 Ongoing conversations through the safe space approach towards ensuring strengthening the unity and diversity of the Movement, identifying and addressing ailing members, addressing fair issues etc
- 2.2.2 Regular consolidated reports on status of Movements including WAY Fair Share status, number of healthy movements etc., produced and shared
- 2.3.1 Identify areas to reduce duplication for increased efficiency and impact
- 2.3.2 Develop Change Agent 2.0 framework

### Some critical initiatives (pillar specific)

- 2.1.1 Design thinking process initiated
- 2.1.2 Global youth events incorporating existing initiatives events, markets places, festivals, summits etc. e.g. YMCA’s 175 years anniversary
- 2.1.3 Collaborative data collection and sharing initiatives at different levels
- 2.1.4.1 Formation of Communities of impact and Technical Resource Groups when necessary
- 2.1.4.2 Collaborative Research e.g. Youth Development index
- 2.2.1.1 Carry out baseline that will feed into long term strategy development
- 2.2.1.2 Launch and strengthen safe space dialogues, social inclusion, movement identity etc
- 2.2.1.3 Refine framework and application of double membership and movement strengthening
- 2.2.1.4 Identify areas to reduce duplication eg global membership directory and framework of double membership, fair share system, training programmes, movement strengthening etc
- 2.2.1.5 Prototype Change Agent 2.0 through the 4th cohort
- 2.3.1.1 Review investment policies, carry out feasibility studies, pursue partnerships and establish property committees
- 2.3.1.2 Develop resource development strategy
- 2.3.1.3 Encourage YMCA to report and share real financial health
- 2.3.1.4 Develop and maintain a data base of experts to be deployed to movements for support
### Key Performance Indicators

#### 2019

<table>
<thead>
<tr>
<th>i.</th>
<th>Internal and external value proposition aligned as the basis for building external partnerships and signed-off by executive committee by August</th>
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<tbody>
<tr>
<td>ii.</td>
<td><strong>Communities of impact</strong> (climate, health, Refugees and Migrants, entrepreneurship) are formed consisting of YMCA internal experts; and agenda for 2020-2022 is defined in each community</td>
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<tr>
<td>iii.</td>
<td><strong>YM@175</strong> successfully planned and implemented incorporating strategy to leverage for visibility</td>
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<td>iv.</td>
<td>At least 1 <strong>Partnership</strong> (monetary or in kind) established</td>
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#### 2020

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<thead>
<tr>
<th>i.</th>
<th>Initiate <strong>collaborative research</strong> on Global Youth development index</th>
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<tbody>
<tr>
<td>ii.</td>
<td><strong>Framework on youth entrepreneurship and mental health</strong> ready and pilot initiated in one country</td>
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<tr>
<td>iii.</td>
<td>Data collection framework to <strong>drive numeric evidence</strong> around climate, health, civic engagement and youth empowerment to increase impact and recognition in place towards <strong>YMCA BIG DATA</strong> initiative</td>
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<td>iv.</td>
<td><strong>Global media campaign:</strong> WAY collaboration with area Communication Heads set up and later run an annual (recurring) area/national media campaign (e.g. partner with media outlets - e.g. with FORBES around youth entrepreneurship, youth related research, etc.)</td>
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<td>v.</td>
<td><strong>Area/WAY membership framework:</strong> Agree with GST and Area Presidents on the process to address double membership and guide movements</td>
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<td>vi.</td>
<td>Agenda 2044 initiative launched</td>
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<td>vii.</td>
<td><strong>Check point on world council 2018 resolutions</strong></td>
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#### 2021

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<thead>
<tr>
<th>i.</th>
<th><strong>Scale out</strong> communities of purpose and innovation</th>
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<tr>
<td>ii.</td>
<td><strong>Share emerging best practice and Broaden scope of the platform beyond the YMCA</strong></td>
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<td>iii.</td>
<td><strong>Governance</strong> and getting young people on to the boards: change agent program is linked and/or in the final stages of being linked to the governance initiative with a list of global (internal and possibly external) “high potentials” is created and shared with executive committee</td>
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<td>iv.</td>
<td><strong>Agreed outcomes</strong> and accountability for Movement Strengthening shared between Areas and WAY and status reported</td>
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<tr>
<td>v.</td>
<td><strong>Review of</strong> change agent 2.0’s 4th cohort</td>
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<tr>
<td>vi.</td>
<td><strong>Check point on world council 2018 resolutions</strong></td>
</tr>
</tbody>
</table>

#### 2022

<table>
<thead>
<tr>
<th>i.</th>
<th><strong>Global Youth festival /Event</strong> featuring a collaborative market place held</th>
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<tbody>
<tr>
<td>ii.</td>
<td><strong>Social Impact Measurement</strong>/Data initiative in place</td>
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<tr>
<td>iii.</td>
<td><strong>Internal collaborative/ support group supporting regions and key movement initiatives</strong></td>
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<td>iv.</td>
<td><strong>Weak/Struggling member movements identified</strong> and reduced through effective Coordination of Movement Strengthening approach with the areas and report presented to World Council in 2022</td>
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<tr>
<td>v.</td>
<td>Movements <strong>consolidating and reporting</strong> on volunteer hours</td>
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<td>vi.</td>
<td><strong>improve and share:</strong> a system in place (quality index) to “measure” the perception and satisfaction of YMCAs</td>
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<tr>
<td>vii.</td>
<td><strong>5th cohort</strong> of Change agent launched</td>
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<tr>
<td>viii.</td>
<td><strong>Check point on world council 2018 resolutions</strong></td>
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#### Additional

- **x. Financial status** and economic models of different movement/areas understood and respective strategies discussed with the movements and rolled out
- **xi. Develop resource development strategy** that includes property development and break ground
- **viii. Feasibility** of an impact investment fund is completed and decision made on next steps
- **ix. Resource mobilisation strategies** - including restricted and non-restricted resources in place
- **vii. YMCAs applying a robust budgeting and financial reporting system and control and sharing reports with the WAY**
- **viii. Movements reporting** on initiatives and levels of diversified financial resources development
- **ix. Review of fair share performance by movements**
- **x. Fair share system** and implementation measures improved
- **xi. Dialogue** with Movements not able to pay
  - **Fair Share initiated** and recommendations made to the Executive committee
6. MONITORING, EVALUATION AND LEARNING

Measuring our progress is key to ensuring the effective use of YMCA’s investments and effort. The Results Framework maps connections between activities and their intermediate results as they relate to our objectives and the overall goal. Part of YMCA becoming externally relevant will involve a collaborative effort of collecting credible data through our Big Data Initiative and the Youth Development Index. Monitoring, Evaluation, and Learning (MEL) will be essential to supporting our performance-based, adaptive management and accountability to ensure this contribution. A logical framework will support in designing programmes and measuring progress by providing a structure against which to outline causal pathways toward the overall goal.

Notably World YMCA has no unit responsible for MEL in terms of resources, staffing and procedure. This is likely to constrain our ability to track status and progress towards results outlined in both the Results Framework and the Logical Framework if not addressed. We will explore feasible measures, both short-term and long-term, to address this MEL deficiency. In the interim, World YMCA will seek to work with willing Area Alliances to have a MEL function that will be used to collect and distil data. As much as possible and considering resource constrains, the MEL process will be built on the existing World YMCA and willing member YMCA systems. Mechanisms will be determined as resources are available.

Monitoring will comprise continuous and systematic collection and analysis of information/data in order to inform World YMCA and key stakeholders to the extent in which progress against stated results is being achieved. Periodic baseline surveys and assessment on standard youth empowerment indicators as defined by our strategy will inform trends and progress.

Evaluation of our impact and performance will be used strategically for purposes of enhancing accountability and transparency. Performance evaluations will provide key insights to improve management of programmes or inform future design. Impact evaluations will help increase insights into what is working and in which circumstances, thus providing evidence useful for learning across the Movement.

Learnings will be integrated into this strategy through participatory monitoring and evaluation (PM&E) to be carried out at prescribed intervals involving implementation teams, key actors and stakeholders driven by Communities of Impact.
### LOGICAL FRAMEWORK

<table>
<thead>
<tr>
<th>Objective</th>
<th>Baselines (Current)</th>
<th>Target</th>
<th>Means of Verification (MoV)</th>
<th>Objectively Verifiable Indicators (OVIs)</th>
<th>Risks and Assumptions</th>
<th>Time Frame</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PILLAR 1:</strong> To develop a global Multi-stakeholder Youth empowerment platform</td>
<td>Definition, essence, understanding and application of youth empowerment</td>
<td>Increase by xx% number of YMCAs applying youth empowerment frameworks</td>
<td># of YMCAs Globally serving as rallying points for youth empowerment matters</td>
<td>Reports from participating YMCAs</td>
<td>YMCAs reluctant to participate</td>
<td>2019 - 2022</td>
<td>Individual YMCAs, WAY</td>
</tr>
<tr>
<td></td>
<td># of YMCAs serving as rallying points for youth empowerment matters</td>
<td>Increase by xx% number of YMCAs serving rallying points for youth empowerment matters</td>
<td>#’s of initiatives by YMCAs</td>
<td>Way Monitoring report</td>
<td>WAY lacking sufficient resources to consolidate the data</td>
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<td></td>
<td>Level and use of governance systems, processes and procedures across the YMCA</td>
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<tr>
<td><strong>PILLAR 2</strong> To build Movement relevance</td>
<td># of struggling YMCAS</td>
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<td># of YMCAS with economic model</td>
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<td># of resource streams by different YMCAs</td>
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<td>#’s and efficiency of Initiation of coordinated resource mobilization strategies and initiatives</td>
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<td>#’s of YMCAs sustaining their activities and remitting fair share</td>
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<td>Level of competencies and capabilities for financial resource development and management among YMCAs</td>
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