



Vision 2030 Practical Guide for YMCAs

**Towards Coordinated
Impact**



November 2022

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From Adoption to Implementation

Dear friends,



Soheila Hayek
President



Carlos Sanvee
Secretary General

In July 2022 we made history together when we adopted YMCA Vision 2030 at the 20th YMCA World Council in Aarhus, Denmark. As our first ever collective global strategy, Vision 2030 sets us on a path of internal YMCA transformation, community empowerment and global advocacy.

As we move on from that historic moment, we are now looking at two key phases in our journey: **Activating** Vision 2030 (where YMCAs all over the world embed Vision 2030 in their own strategies) and **Implementing** Vision 2030 (where we work collectively towards achieving the goals). In order to better support National and Local YMCAs in their process of both activating and implementing Vision 2030 we have prepared this practical guide, which we hope will prove useful and provide relevant guidance for all YMCAs which intend to engage with Vision 2030.

The present Guide is informed by the outstanding work of the 43 World Council CoLabs, both in-person and online. Building on that work, a diverse representative group met in September 2022 in Leysin, Switzerland to co-design and propose pathways towards implementation, which resulted in a document which was endorsed by the World YMCA Executive Committee in October 2022 and which forms the basis of this Guide.

We thank everyone who contributed to this guide for their service to the Movement and for helping shape our collective journey towards greater collective impact as a Movement for building a world where – as our new and shared Mission Statement puts it – everyone can thrive in body, mind and spirit.

Chapter 1

Vision 2030 in a nutshell

In July 2022 at the 20th YMCA World Council we made history together and adopted YMCA Vision 2030



Our first global collective strategy



VISION 2030 in a nutshell

Our Collective Vision

Our vision is a world where every person lives in harmony with self, with society and with creation.

Our Collective Mission

The YMCA's 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.

Pillars of Impact

To achieve our mission we will focus on 4 thematic areas and work towards 12 Strategic Goals.

Community Wellbeing

Meaningful Work

Sustainable Planet

Just World

12 Strategic Goals

Through the 12 Strategic Goals we pursue

Internal YMCA transformation →

Doing it ourselves first – "practice what you preach", ensuring the YMCA becomes a champion of all 4 Pillars of Impact

Community Empowerment →

Empowering young people and communities based on local needs around the 4 Pillars of Impact

Global Advocacy →

Championing voices of young people and communities at all levels



Pillar 1

Community Wellbeing Goals Summary



Internal

Prioritise staff and volunteers' wellbeing

Change policies, procedures and practices to create an internal culture where mental health is truly supported.



Community

Build "body, mind and spirit" safe spaces

Create programmes which support the harmonious development of young people and communities when it comes to their physical, spiritual and mental health.



Advocacy

Keep young people safe from harm

Champion improved policies and practices that keep children and young people safe from harm, abuse and neglect.



Pillar 2

Meaningful Work Goals Summary



Internal

Offer meaningful employment and lifelong learning opportunities to YMCA staff

Ensure that the YMCA builds an internal culture where meaningful work and lifelong opportunities exist for all.



Community

Help young people and communities be better prepared for the Future of Work

Develop programmes that offer education, upskilling, employment and entrepreneurship opportunities which increase readiness for the Future of Work.



Advocacy

Advocate for decent and meaningful work

Amplify the voices of young people and communities to advocate for policies promoting decent, flexible and meaningful work for all.



Pillar 3

Sustainable Planet Goals Summary



Internal

Make YMCAs climate-neutral

Actively work towards ensuring that collectively we become a Green, sustainable Movement.



Community

Champion environmental responsibility

Integrate climate education components in all YMCA programmes and encourage our beneficiaries to practise and champion environmental responsibility.



Advocacy

Advocate for inclusive climate policies

Ensure that no one is left behind as we transition to a Green Economy.



Pillar 4

Just World Goals Summary



Internal

Make YMCA a truly diverse, equitable and inclusive Movement

Adapt internal policies and practices to ensure that the YMCA is a safe space for all.



Community

Empower young people to become peace builders and transformative activists

Train young people to become advocates for diversity, equity, inclusion and social change worldwide.



Advocacy

Advocate to ensure everyone is treated with dignity

Amplify voices of young people and communities to ensure that all people, especially marginalised communities, are treated with dignity and all voices are heard and acted upon.

Towards a Vision 2030 Theory of Change



We pursue internal YMCA transformation inside each YMCA and at a Movement level

Systemic change that promotes living in harmony with self, with society and with creation

in order to better

Empower young people and communities worldwide

so that

Young people and communities lead change to build a world where everyone can thrive in body, mind and spirit

which leads to

Chapter 2

How to activate Vision 2030 in your YMCA

But first... what does activation mean? How does it differ from implementation?



Vision 2030 "Activation"

The process through which YMCAs **at all levels** decide how they adapt to YMCA Vision 2030 and then change their strategies to reflect this. This means YMCAs commit to work towards the Strategic Goals and make Vision 2030 a priority by adapting their own strategic plans.



Vision 2030 "Implementation"

YMCAs working towards achieving the Vision 2030 Goals. This can be related to internal transformation, community programmes, or advocacy. In this phase YMCAs also measure their progress towards the 12 Strategic Goals, collect impact data and share their stories.

How can you activate Vision 2030 in your YMCA?





Taking it step by step

Specific Areas of Activation: **Vision and Mission**

Vision 2030 Element

YMCA Collective Vision and Mission

Activation Question

How will the YMCA Collective Vision and Collective Mission be reflected in your own YMCA, based on your own context?

How can it apply in your context?

Option 1

Adopting the YMCA Collective Vision/Mission as your YMCA's Vision or Mission, partially or in full (eg. just the Vision or just the Mission; or making adaptations to the text based on your own needs)

Option 2

Adding the YMCA Collective Vision/Mission as a complement to your own YMCA's Vision/Mission Statement, referencing it as the connection to the global Movement (eg. you can use them in parallel as the "global vision" and your YMCA's vision).

Option 3

Adding a reference to the collective Vision and Mission, viewing it as an "external" element (eg. adding a link on the website to the World YMCA webpage where more information can be found).

Specific Areas of Activation: **Pillars of Impact**

Vision 2030 Element

Pillars of Impact
(Community Wellbeing, Meaningful Work,
Sustainable Planet, Just World)

Activation Question

Which Vision 2030 Pillars are relevant for your YMCA, now and in the future?
Which Pillars do you want to work towards?

How can it apply in your context?

Option 1

Identifying which Pillars reflect the work you are already doing in your YMCA and making either only small adaptations and alignments in terms of communication and operations or none at all.

This could be considered a more passive approach, where you would seek to integrate/align the work that is already happening to the global Vision 2030 framework, with minimal or no changes in your activities.

Option 2

Choosing one, two, three or even all four Pillars of Impact as your YMCA's main strategic directions/areas of intervention. This would imply at later stages a re-alignment of your operational activities to reflect this change/adjustment.

This could be considered a more active approach, where you would make major changes to your operations, even if only adding 1 Pillar in your strategic areas of intervention (or more than 1).

Option 3

A combination of options 1 and 2, where you could for example choose 1 Pillar that would be new (or relatively new) to your YMCA to be added, while for others you choose to frame what you are already doing.

Given the long time frame, you can also start with one option and then make changes in the future.

Specific Areas of Activation: **Strategic Goals**

Vision 2030 Element

Strategic Goals
(3 for each Pillar, 12 in total)

Activation Question

Which Vision 2030 Strategic Goals are relevant for your YMCA, now and in the future, and which are you pledging to work towards?

How can it apply in your context?

Option 1

Choosing a number of Strategic Goals that your YMCA wishes to pursue, integrating them in your YMCA's strategy and operational plan. It can be 1 or all 12.

Option 2

Identifying which goals that you already have contribute to the Vision 2030 goals and framing your implementation as part of your Vision 2030 contribution.

Or a combination of 1 and 2

Important Note

The Vision 2030 Strategic Goals are broad strategic directions, in order to allow each YMCA to build its own specific targets/sub-goals. For example, your YMCA may wish to pledge towards Goal 3.1 (Pillar 3, Goal 1), which is to become a climate-neutral YMCA. In your own YMCA strategy your goal for 2025 might be to become a Zero Waste or Plastic-free YMCA, which would contribute to the strategic direction. While keeping the same direction, your goal for 2027 might be to reduce your carbon emissions by 50%, and so on.

You can view the Strategic Goals as your YMCA's ambition for 2030, while building smaller goals which contribute to that ambition incrementally until 2030 and beyond.

Specific Areas of Activation: **Branding**

Vision 2030 Element

Branding

Activation Question

Will you integrate Vision 2030 branding in your communications and if so, how?

How can it apply in your context?

About the branding

A brand kit has been created for Vision 2030 which we hope will inspire YMCAs all around the world. Vision 2030 can be seen as complementary and as a sub-brand to existing YMCA brands that you use. It is a global collective YMCA brand and it is meant to become a symbol of unity towards our collective vision and mission.

You can feel free to make adaptations to the branding as long as you do not change the fundamental elements (e.g. use only the white version, change the colours to adapt to your own branding etc.).

Examples of Use

1. Adding the Vision 2030 logo (or parts of it) as complementary to your own YMCA's logo, to be used where it is relevant.
2. Adding the Vision 2030 identity as a separate element on your website, as a sub-brand (i.e like you would use the logo of a strategic partner or a funder).
3. Using or integrating specific Vision 2030 visual identity elements in various materials, where relevant.

Implications for your YMCA strategy

As you consider how you'll align your strategic plans with Vision 2030, here are some **example approaches** to assist you:

1

or

2

or

3

Adapt your existing YMCA strategy to reflect Vision 2030

Adopt a temporary alignment strategy (or simply pledge to align in the future) until the time comes for your next YMCA strategy to be drafted, at which point you will incorporate Vision 2030 in it

Create a new strategy now/in the near future for your YMCA to incorporate YMCA Vision 2030 (partially or in full)

What does this approach mean?

If you choose this approach, you would make changes to the strategy that you already have, making adaptations as you see fit (including a possible addendum to the existing strategy). This can be a good approach especially if your existing strategy is valid for at least 2 more years.

What does this approach mean?

If your YMCA's strategic planning process has been completed for the next financial year, you can start exploring the options and simply pledge to activate Vision 2030 in the future, integrating it when your next strategy cycle comes. Alternatively, you can adopt a temporary strategy in the meantime.

What does this approach mean?

If your YMCA chooses this option, you would kickstart a new strategy development process now or in the near future, integrating Vision 2030 from the beginning. This is a good option if your organizational strategy is expiring in 2022 or 2023.

Young people and beneficiaries of your YMCA should be an integral part in this whole process at each step along the way. A meaningful youth engagement, including in decision-making processes, will help enrich your YMCA and bring more unique perspectives on the table.


"Nothing about
us without us"



Chapter 3

**Implementation of Vision
2030: What comes next?
The Role of World YMCA and
Area Alliances**

What is changing?



World YMCA and Area Alliances role shifts towards a "backbone function" to better serve the Movement, forming new support structures

Forming a "backbone function", the World YMCA and Area Alliances will work better together and provide shared support functions to better enable local and national YMCAs to deliver Vision 2030 impact in the community.

New support structures will be created around:

- Resource Mobilization
- Learning & Innovation
- Strategic Alignment
- Representation & Advocacy



Pillar Teams will be formed to connect all YMCAs working on the same goals

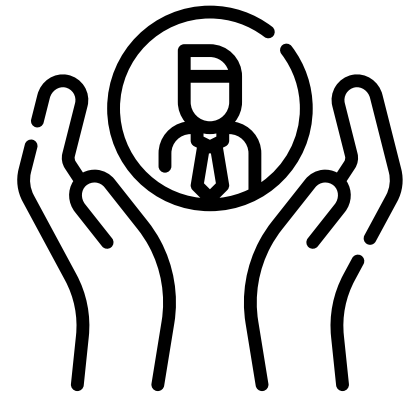
Pillar Teams will be formed for each Vision 2030 Pillar of Impact. Each team will have a Pillar Lead staffed from World YMCA and a Coordination Team comprised of YMCA staff who are experts in the fields. The Coordination Team will facilitate the creation of smaller groups around joint interests between local/national YMCA staff working on the Pillar.



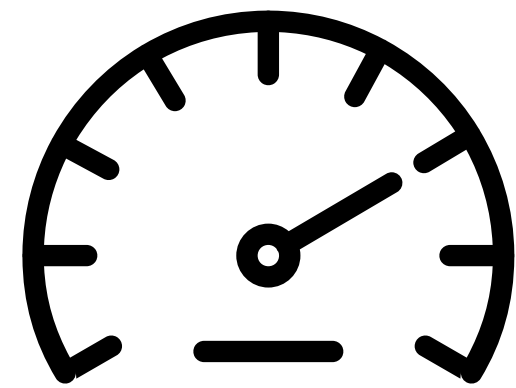
Shifting towards operating as an ecosystem to effect systemic change

Making better use of the network that we have, we will work closer together as a more integrated ecosystem, in order to achieve our greatest collective impact. This will enable us to start working towards systems change, addressing not just the symptoms of the issues we are working on, but also the root causes.

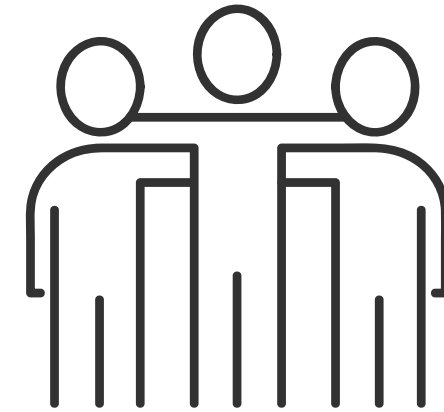
How will World YMCA and Area Alliances support your YMCA in your Vision 2030 journey?



Support for activating Vision 2030



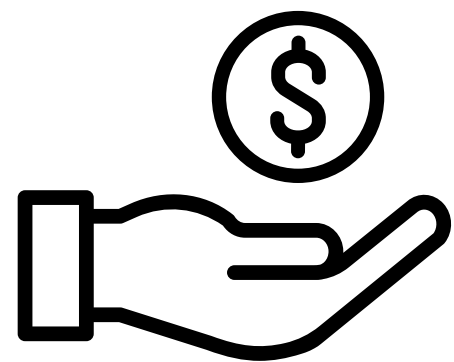
A joint measurement framework for the 12 Strategic Goals will be proposed



Pillar Teams will be created, so your YMCA can easily connect, learn and share



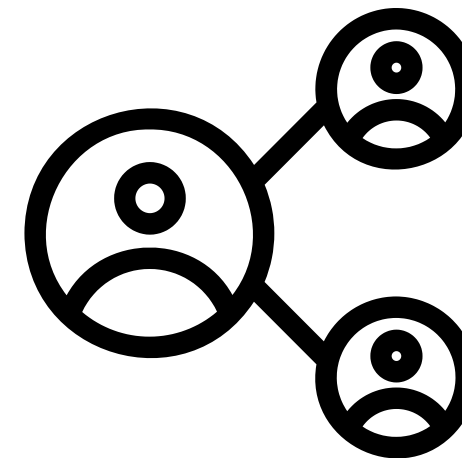
A simple online tool will be used to map which YMCAs are working towards Vision 2030 and progressing towards the 12 Strategic Goals



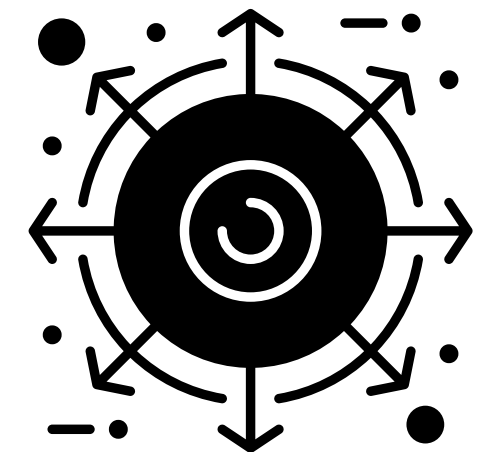
A Global Impact Fund will be set up to help your YMCA increase its impact in the community



A Learning & Innovation Hub will help your YMCA find and share resources, trends, foresight, stories of impact



World YMCA and Area Alliances will increase synergies to better serve your needs



New partnerships and advocacy initiatives will be set up globally to increase reach and visibility

How will World YMCA and Area Alliances structure their support for your YMCA?

National and Local YMCAs



World YMCA + Area Alliances

Strategic Alignment



World YMCA and Area Alliances activities that help the Movement to activate Vision 2030 and to connect, align, and collaborate.

Resource Mobilization



Activities that help the Movement to attract funding and talent and harness their potential.

Learning & Innovation



Activities that help the Movement to: reflect, learn, evaluate, share impact and guide activity in the four Pillars of Impact with tools, data and expertise.

Representation & Advocacy



World YMCA and Area Alliances activities that represent the Movement and help it to listen, inspire, advocate, and influence for systems change.

What will the Pillar Teams look like?

Who?

What will they do?

Pillar Lead

1 Lead per Pillar staffed by World YMCA

Facilitate and organise the coordination team, ensure overall coordination of the work, consolidate and report on the work of the team

Pillar Coordination Team

9 – 12 staff selected from Area and National YMCAs, experts in the topic (with minimum 3 with expertise for each Goal) + YMCA Change Agents + external experts

Propose measurement/indicators framework, offer technical support to National/Local YMCAs, help collect and share data, coordinate joint advocacy initiatives, facilitate the formation of the small interest-based groups etc.

Small interest-based groups between YMCAs worldwide

Groups of <15 members formed based on joint needs and interests (including for only a limited time or purpose)

Based on the joint interest the group will learn from each other, share approaches or work on a new initiative together (e.g. a new joint project or an advocacy initiative)

All YMCAs working on the Pillar

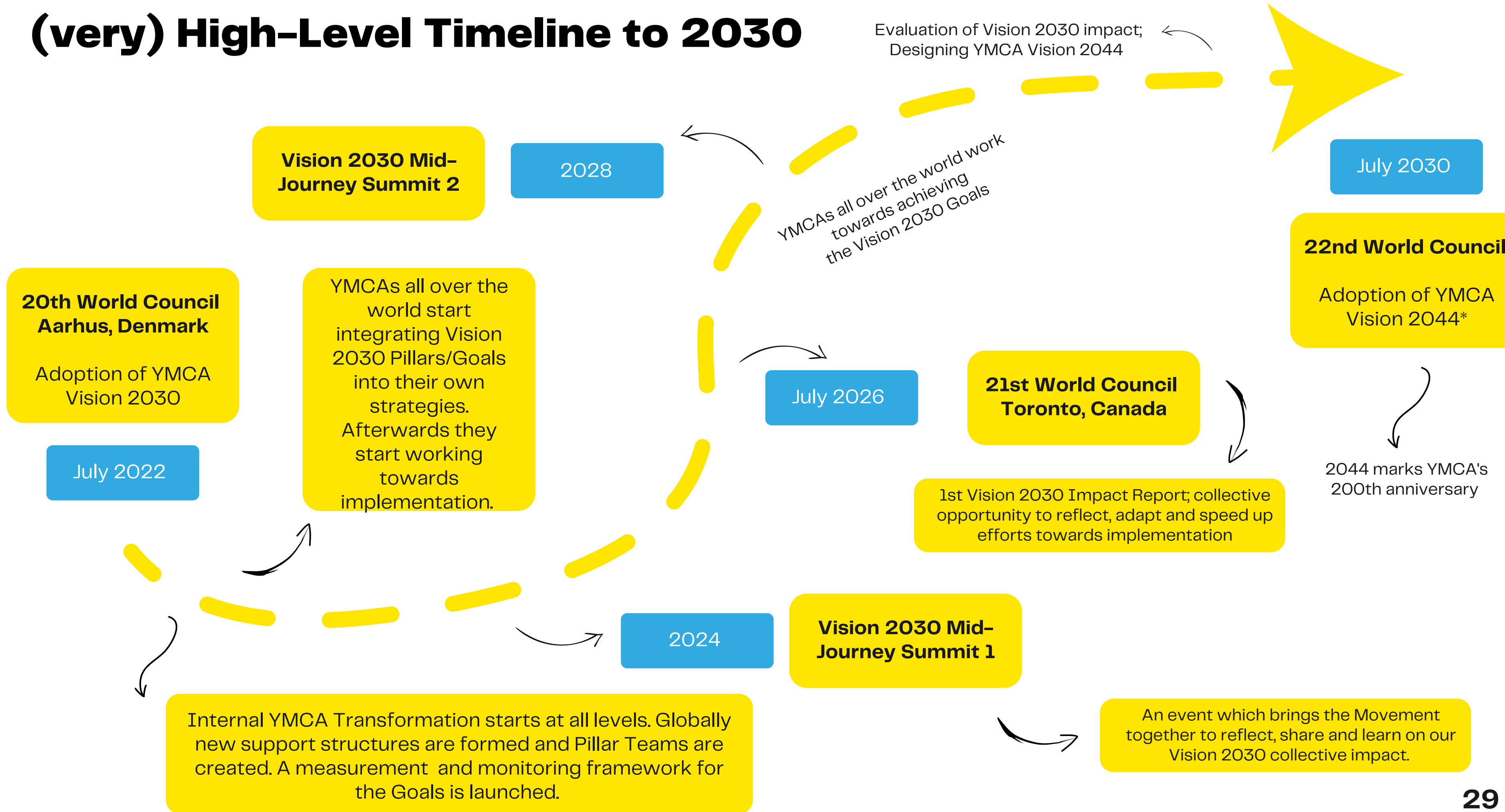
All representatives from regional, national and local YMCAs designated as communication points for the Pillar

The wide group will have 1-2 annual online meetings and throughout the year everyone will have access to a joint online dashboard of resources/opportunities. This group will work mostly on a passive mode, with the small interest-based groups ensuring the active side. This allows YMCAs full flexibility to participate based on needs and interest.

Chapter 4

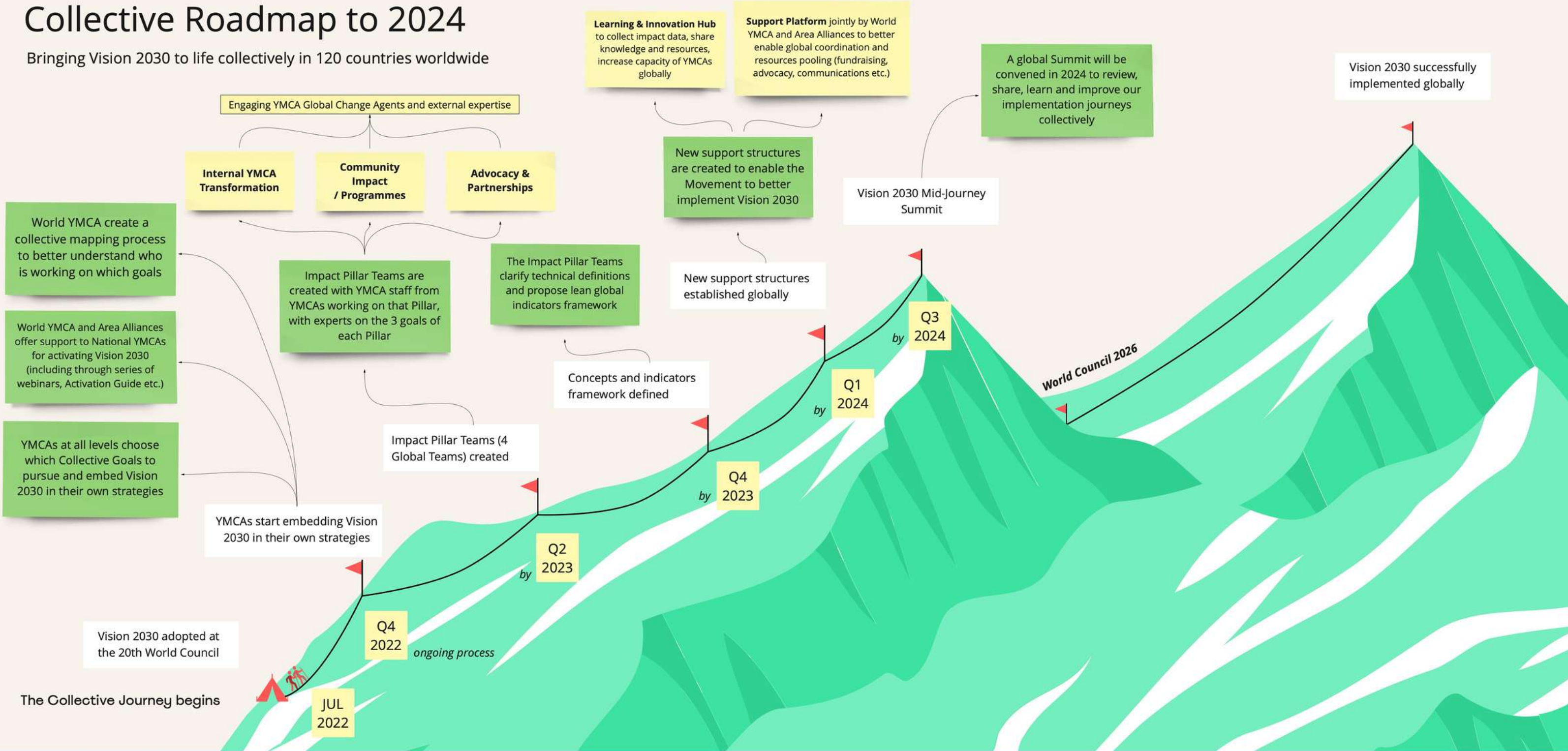
Our Collective Roadmap

(very) High-Level Timeline to 2030



Collective Roadmap to 2024

Bringing Vision 2030 to life collectively in 120 countries worldwide



[Download large version](#)

- 1 - Vision 2030 adopted at the 20th World Council in Aarhus, Denmark**
July 2022
- 2 - YMCAs at all levels start embedding Vision 2030 in their own strategies**
Starts in 2022, continuous
- 3 - Impact Pillar Global Teams are established, enabling the Movement to collaborate more easily at all levels**
2 by Q2 2023, 2 by Q2 2024
- 4 - Concepts are well defined, indicators are created, paving the way to measure progress towards the Collective Goals**
By Q4 2023
- 5 - New support structures are created, leading to better mechanisms for efficient implementation**
By Q1 2024
- 6 - The first Vision 2030 Summit is convened, marking the shift from activation to implementation**
By Q3 2024

What's next?

Preliminary roadmap to 2024



YMCAs at all levels will embed Vision 2030 in their own strategies

And support mechanisms will be offered by World YMCA and Area Alliances

Pillar Teams will be established for all 4 Pillars of Impact

Each team will have a staffed coordination group and will connect in smaller sub-groups all willing YMCA representatives working on that Pillar of Impact or Strategic Goal

Concepts will be defined and indicators / targets co-created

The Pillar teams will co-create an indicators framework and will clarify concepts

New support structures will be created

New structures such as the Learning & Innovation Hub will be created, as well as support mechanisms that better align World YMCA and Area Alliances

2024 Summit

A mid-term meeting until World Council 2026 will be convened in Q3 2024 to mark the shift from activation to implementation, but also create an opportunity for sharing and learning



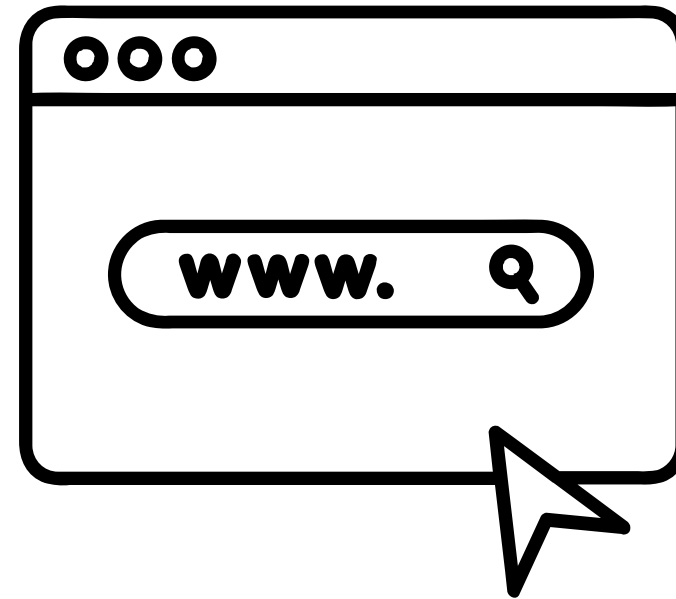
**VISION
2030**

Activation Checklist

- We have a clear strategic commitment to work towards Vision 2030 in our YMCA (including at Board and Management level)
- We have organised broad internal/external consultations about how we should work towards Vision 2030 inside our YMCA, making sure all voices are heard.
- We chose which Vision 2030 Pillars of Impact and Strategic Goals we want to work towards for now and we decided if – and on which of them – we are going to pursue deeper change in our YMCA.
- We have changed/adapted/updated our YMCA strategy (or created a new one) to reflect our Vision 2030 ambitions.
- We have allocated at least 1 staff responsible for each Pillar/Goal, ensuring that the ambition is resourced properly.
- We have updated our Vision 2030 activation status in the Mapping Tool that will be provided by World YMCA and kept it up to date if any change occurred in the meantime.

Stay updated on our website

<https://www.ymca.int/about-us/vision-2030/>





**WORLD
YMCA**



**VISION
2030**

Thank you



www.ymca.int