



World YMCA strategic priorities and actions 2025

18 JANUARY 2025

WORLD
YMCA

 **VISION
2030**

Introduction

This document sketches the outline of World YMCA's work plan in 2025, in line with its Operational Plan for 2023-2026 which was approved by the World YMCA Executive Committee in March 2023.

2024 saw significant acceleration in the implementation of YMCA Vision 2030 both within World YMCA and across the YMCA Movement. YMCA-wide work on two of the four Pillars is well advanced, and the remaining two – as planned – are ready to launch. All four of the Movement Support Functions are airborne, and ready to accelerate further.

World Council 2026 will shape much of our work in 2025. As well as preparing for the event itself, we must complete all that we set out to do in advance of our 4-yearly global governance meeting. World Council 2026 must be the moment when the Movement clearly sees all that will have been achieved across all four Pillars of YMCA Vision 2030 and all four Movement Support Functions. By 2026, the evidence must be incontrovertible that the worldwide YMCA Movement has achieved its targets at the half-way point of YMCA Vision 2030.

► **Carlos Sanvee**
Secretary-General,
World YMCA



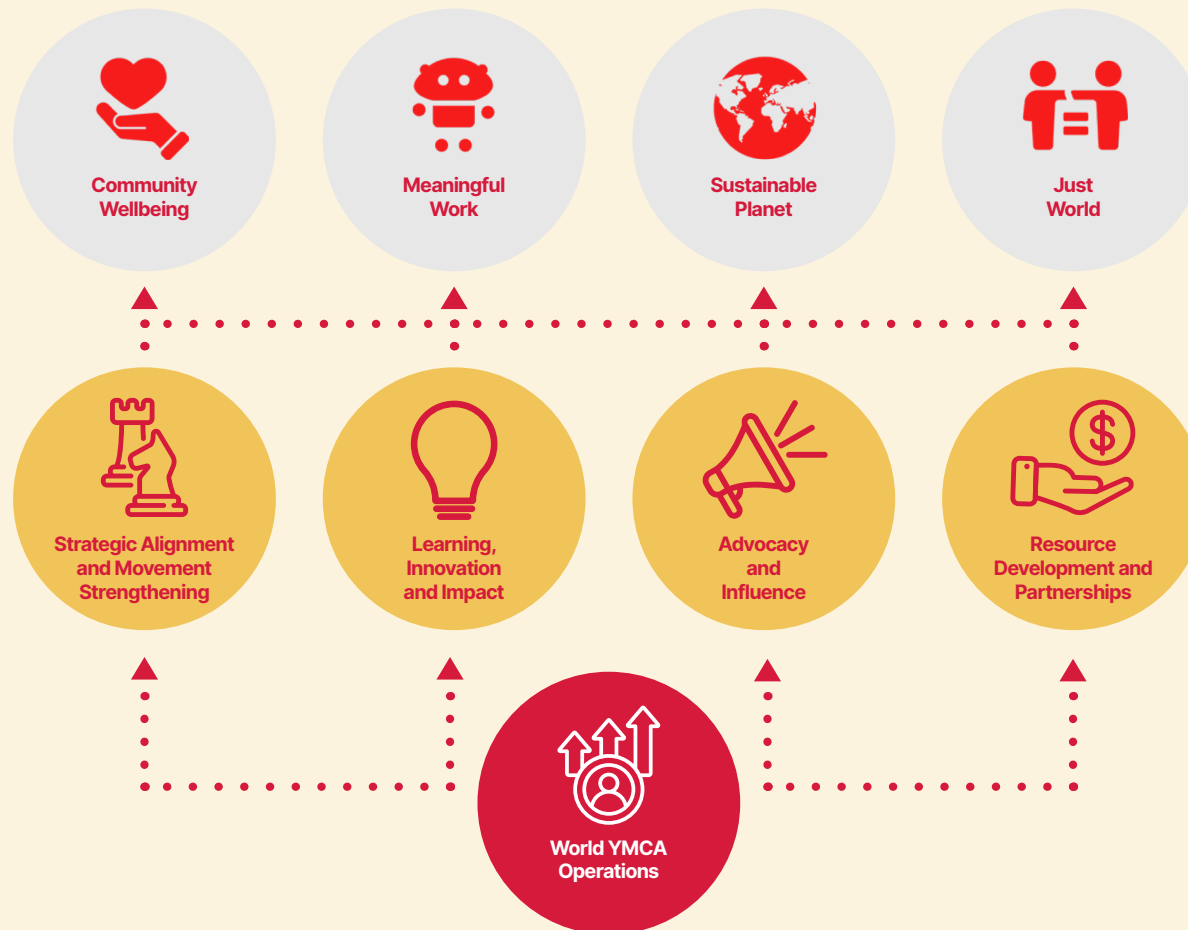
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The 2023-2026 World YMCA Operational Plan

Approved by the World YMCA
Executive Committee, March 2023



YMCA Vision 2030

At January 2025, it is 2½ years since YMCA Vision 2030 was approved at World Council in Aarhus in July 2022. It has a further 5 years to run until 2030, and its delivery date is timed to coincide with the global deadline to meet the UN's Sustainable Development Goals.

We see YMCA Vision 2030 embraced across the Movement – in National Movements' strategic plans and in their communications and the way they present their work, especially. We continue to map its uptake, and can report that half of the Movement is directly engaging with Vision 2030 in their daily work in communities around the world.

Meanwhile organisations outside the YMCA - including UN agencies and multinational corporations - are also drawn to Vision 2030 as a strategic framework which matches and even shapes their own goals. 40 of them came to the YMCA Accelerator Summit in Mombasa in October 2024 to witness it in action and plan further cooperation with us.

2025 will see us extend Vision 2030 even further: advancing the two Pillars already launched (Meaningful Work, Sustainable Planet) and launching the other two (Community Wellbeing, Just World), and deepening work across the four Movement Support Functions.



YMCA Vision 2030

Pillar 1



Community Wellbeing

At the end of 2024, we identified a Movement champion with strong experience and commitment to our work – with individuals and communities – to create environments where everyone can thrive in Body, Mind and Spirit.

YMCA East Jerusalem will lead our work on the Pillar. It is currently developing a Steering Committee of interested Movements and partners like the Youth Talks, McKinsey's Health Institute, the International Federation of Basketball Foundation (FIBA Foundation), the World Health Organization, and others. It is also seeking an academic institution to help collate and examine data.

We will develop the Community Wellbeing Pillar following the model used for the two advanced Pillars: assembling stakeholders, assessing the state of play of current initiatives across the Movement, making the case for change, and developing a shared action plan.



YMCA Vision 2030

Pillar 2



Meaningful Work

With pro-bono support from our partner Deloitte Australia, 2024 saw the conclusion of a 10,000 person survey of young people worldwide on their hopes and fears in the world of work, and the development of 12 Standards for Meaningful Work. Two global reports were publicly launched in July, alongside an internal State of Play report on YMCAs' Meaningful Work projects. Strategic priorities were developed with YMCAs, and new technical and funding partnerships established.

Pro-bono support from Accenture Development Partnerships enabled us to advance 'Learning to Earning', a multi-YMCA initiative to support young people into employment and leverage mechanisms for funding.

In 2025 we will:

- ▶ Support YMCAs to implement their strategic priorities for Meaningful Work, through sharing guidance, resources, partnership and capacity building opportunities.
- ▶ Finalise and roll out an Impact Measurement Framework for Meaningful Work.
- ▶ Activate "first mover" groups of YMCAs to test and refine new approaches, including assessment of Meaningful Work Standards in the workplace.
- ▶ Finalise a Meaningful Work service for employers and convene corporations to activate Meaningful Work policies and practices, in partnership with Deloitte and the Business Commission to Tackle Inequality.
- ▶ Combine our work in the Meaningful Work and Sustainable Planet Pillars by initiating pilot projects to implement our concept of 'Green Jobs for Young People'. This - in association with partners like UNICEF's Generation Unlimited, Accenture, HP and Macquarie Group Foundation - with a view to sharing, replication and scaling.
- ▶ Continue our advocacy efforts to promote Meaningful Work, through a new action plan and support from Meaningful Work Youth Champions to amplify youth voice and participation in decision-making spaces.



YMCA Vision 2030

Pillar 3



Sustainable Planet

2024 saw work carried out pro-bono with global consultancy Ernst & Young to chart all green projects YMCA-wide, review the climate challenge and make the 'case for change', and the development of a manual of best practice to guide National Movements to meet the 3 Strategic Goals of the YMCA Vision 2030 Sustainable Planet pillar.

In 2025 we will:

- ▶ Share the 'case for change' report and the best practice manual with the Movement, and coordinate implementation of the latter.
- ▶ Strengthen and widen the two YMCA bodies leading environmental policy: the Green Advocacy Coalition and the North American Sustainability Co-Lab.
- ▶ Unveil a digital platform called YMCA Greenspace, a communications hub to connect all YMCAs around the world on their engagement, commitment and programmes under the Sustainable Planet Pillar.
- ▶ Take a stronger, larger team to COP 30 in Brazil in November, aiming for greater influence as we continue to lobby for climate justice.
- ▶ [As above, page 7] Combine our work in the Meaningful Work and Sustainable Planet Pillars by initiating pilot projects to implement our concept of 'Green Jobs for Young People'.
- ▶ Continue growing our other key Sustainable Planet partnerships such as with WWF International.



YMCA Vision 2030

Pillar 4



Just
World

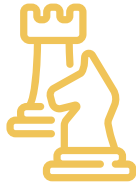
As at the end of 2024, we were in advanced conversation with a potential Movement champion for our work to further the capacity of young people and communities to promote and advance justice, peace, equity and human rights for all.

Once a champion is confirmed, we will develop the Pillar following the model used for the two advanced Pillars: assembling stakeholders, assessing the state of play of current initiatives across the Movement, making the case for change, developing a shared action plan.

In 2025, we will explore the parameters and possibilities of a Peace Conference: assembling YMCA and other partners to explore YMCA's unique role and potential as a peace-builder across all continents.



Movement Support Function 1



Strategic Alignment and Movement Strengthening

2024 saw the development of a 5-year global Movement Strengthening strategy which was endorsed by the YMCA Movement.

2025 will see us implement the strategy, following a plan developed by the global taskforce in Kassel, Germany in January 2025. Key elements will include rolling out unified Movement Strengthening processes and the launch of a uniform annual 'Health Assessment' tool.

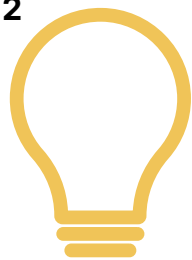
Other elements of Movement Strengthening in 2025 will include the launch of a Movement-wide resource development team, and capacity building support for Movements submitting funding proposals for Global Youth Mobilization 'Network Solutions' (ensuring the inclusion of more youth leaders and more effective project management and impact measurement).

2025 will also witness the launch of the first Movement-wide survey gauging response to the levels of support given by World YMCA to the worldwide Movement.



Movement Support Function 2

Learning, Innovation and Impact



2024 saw the creation of a global YMCA Learning, Innovation and Impact taskforce, and initial work to develop indicators for measuring progress on Vision 2030 goals. A pilot Movement-wide AI information platform, HyperY, was developed with pro-bono support from the consultancy HyperCycle. This tool aims to support staff, volunteers and even YMCA members to access and share knowledge, resources, and best practices from across our global network.

In 2025 we will:

- ▶ Complete the development and testing of global Meaningful Work and Sustainable Planet indicators, and initial data collection.
- ▶ Develop a clearer understanding of current practices, needs, and experiences related to knowledge sharing and learning across the Movement.
- ▶ Identify and begin testing approaches to mobilise knowledge and enhance learning across the Movement.
- ▶ Move HyperY into the Beta testing phase and hopefully beyond into full implementation, having carried out Alpha testing earlier in the year.



Movement Support Function 3

Advocacy and Influence



2024 saw YMCA launch 12 global Meaningful Work standards, lobby for climate justice at COP 29, and secure a panel speaking opportunity during the UN ECOSOC meeting in New York for a young person from YMCA Australia. The 100 members of the 5th cohort of YMCA Change Agents graduated: each is an advocate and leader in their local communities.

In 2025 we will:

- ▶ Develop global advocacy on the Meaningful Work Standards.
- ▶ Improve the YMCA visibility, engagement and profile at COP30.
- ▶ Continue to work with the Global Youth Mobilization, the Big 6 (the world's largest youth empowerment organizations), the UN Funders Collective, the Business Council to Tackle Inequality.
- ▶ Launch the 6th Cohort of YMCA Change Agents on their 18-month training programme, in which they will operate as local influencers.
- ▶ Celebrate the 150th Anniversary of the YMCA/YWCA World Week of Prayer in November.



Movement Support Function 4

Resource Development and Partnerships



2024 saw record Programme funds raised. 40 external partners took part in the Accelerator Summit in Mombasa. HP, Accenture, Macquarie Group Foundation, Deloitte and Ernst & Young partnered with us, providing intellectual, financial and in-kind support.

In 2025 we will:

- ▶ Explore the creation of a Global Advisory Circle of influential individuals and supporters to guide our policy and action, and fund activities.
- ▶ Ensure that resourcing strategies for Meaningful Work and Sustainable Planet are in place to support Pillar implementation.
- ▶ Develop a 'Generation Green' programme to get young people into green jobs, and prepare to take it to funders (see the Meaningful Work and Sustainable Planet Pillar pages).
- ▶ Launch an annual appeal for Founders Day to give YMCA supporters worldwide a chance to contribute.
- ▶ Strengthen the YMCA global Resource Development and Partnerships group.
- ▶ Raise financial resources for the 21st YMCA World Council in 2026.
- ▶ Support Areas and National Movements in accessing youth-led solutions funding from the EU/GYM Youth Empowerment Fund and other sources.
- ▶ Advance the impact investing property pilot with YMCA Kenya
- ▶ Increase YMCA's visibility and influence by deepening our partnerships with UN agencies, business and peer networks.



Other ways in which World YMCA will support the worldwide YMCA Movement in 2025

Movement-wide strategy

- ▶ We will conduct a Strategic Review process in the first quarter of 2025 amongst National General Secretaries, the Executive Committee's Strategy Committee, and selected other audiences online – this with a view to updating the current 2023-2026 Operational Plan into a revised and simplified 2025-2028 Operational Plan.

Connecting the Movement

- ▶ We will host National General Secretaries in person in Dusseldorf, Germany in February, and online 3-4 times over the year.
- ▶ Building on the pilot conversations of 2024, we will launch a Movement-wide conversation on YMCA Christian identity in the 21st Century, with a view to developing a proposed Resolution for World Council 2026.

World Council

- ▶ In 2025 we will conduct groundwork for World Council 2026, including visa pre-registration, budget finalisation, theme and branding development, and development of an outline programme, systems planning, and a communications plan with initial launch actions.

- ▶ We will develop a financial plan to raise sponsorship money.
- ▶ We will launch a bid process for World Council 2030.

Communications

- ▶ We will deepen YMCA Vision 2030 story-telling (both localising and widening the 2024 film project), and the communication of Vision 2030 across the Movement.
- ▶ We will deepen communications with the Executive Committee and the National General Secretaries.
- ▶ We will deepen the work of the global network of YMCA communicators.
- ▶ We will engage external marketing support to bolster YMCA Vision 2030 branding, fundraising and advocacy.

In the meantime, World YMCA will continue to smooth its governance procedures, bolster its core finances and its financial and technological administration, and nurture and train its staff.



Some key dates in 2025

- ▶ **January**
13: YMCA Strategic Alignment and Movement Strengthening meeting, Kassel
- ▶ **February**
17: YMCA National General Secretaries meeting, Dusseldorf
- ▶ **March**
8: International Women's Day
- ▶ **April**
9: World YMCA Executive Committee, New Delhi
- ▶ **June**
6: YMCA 181st anniversary
- ▶ **July**
15: World Youth Skills Day
- ▶ **August**
12: International Youth Day
- ▶ **September**
9: UN General Assembly
- ▶ **October**
10: World Mental Health Day
25: World YMCA Executive Committee
- ▶ **November**
9: YMCA/YWCA Week of Prayer
- ▶ **December**
10: COP 30
21: World Basketball Day



The YMCA's vision is a world where every person lives in harmony with self, with society and with creation.

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.

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