

**Y'S MEN INTERNATIONAL
FORWARD PLAN 05/08 WORKSHOP REPORT
IMPLEMENTATION OF THE ACTION PLAN**

DATE AND PLACE

Nairobi, Kenya – 3/5 April 2006

PARTICIPANTS

IP Benson Wabule (Chairperson); IPE Choi Han-ki (Co-Chairperson); PIP Rachele Reeg (YL); Shim Jai-sung (ISD MC); Isaac Palathinkal (ISD E); Kevin Cummings (ISD LT&OD); Kennedy Wabule (ISD YIA).

FORWARD PLAN STRATEGIC DIRECTIONS

The Forward Plan Strategic Directions have as a framework the Purpose of Y's Men International that states:

“The International Association of Y's Men's Clubs is a worldwide fellowship of persons of all faiths working together in mutual respect and affection, based on the teachings of Jesus Christ, and with a common loyalty to the Young Men's Christian Association, striving through active service to develop, encourage and provide leadership to build a better world for all mankind.”

The strategies cover three years (2005/08) for six programme areas of operation selected to be of the highest priority to YMI during the 3-year term 05/08.

The general objectives of the recommended strategic actions are the following:

- a) To extend Y's Men in some geographical areas and/or countries declared as priorities by Y's Men International.
- b) To strengthen Y's Men at a global level as it relates to the institution and the mission.
- c) To offer relevant service to the YMCA and the community and as a consequence of that,
- d) To improve and expand the Y's Men image and identity in the community.
- e) To improve our member's perception of YMI and our international operation in general.

Programme Area	Proposed Action Plan	Implementation
<p><u>Programme Area</u></p> <p>RELATIONSHIP WITH THE YMCA</p> <p><u>Aim</u> The aim is “to secure active engagement with our most important partner in order to attain maximum results for both organisations”.</p> <p><u>Expected main outcomes</u></p> <ol style="list-style-type: none"> 1) Closer mutual cooperation between YMI and the YMCA at all levels. 2) Better accomplishment of the Purpose of Y’s Men. 	<p>GOAL: To ensure active engagement with our most important partner the YMCA in order to attain maximum results for YMI and the YMCA</p> <ol style="list-style-type: none"> 1) YL ISD will half yearly report (MYM and ICM) on current status of the relationship between YMI and the World Alliance of YMCAs. 2) YL ISD will gather information through YL ASDs and RSDs on the status of the relationship between YMI, at their levels, with their appropriate YMCA partners. 3) YL ISD will develop a database of information as reported. 4) The YL ISD will distribute Service Director guidelines through Areas to Regions to ensure that Service Directors are informed of their responsibilities and duties. 5) YL ISD will emphasize the importance of establishing regular communications between liaisons at all levels, especially through personal meeting. 6) YL ISD will stress the importance of signing the “Principles of Partnership” between paired entities. This should occur where this document has never been signed. A review of this document should occur when a new YMCA Executive takes office. 7) YMI Conventions/Conferences at all levels should include a representative from the YMCA leadership. The YMCA should reciprocate with a similar representative from YMI at their conferences. 8) The YL at all levels should submit articles to YMCA publications and invite articles from partners for YMI publications from the Club level to International. 	<ol style="list-style-type: none"> 1) Reports will be included in workbooks for IC meetings and MY Meetings 2) Previous communications with YL ASDs and through their RSDs will alert parties to gather information and prepare reports in time for ISD reports 3) To be developed from reports (see above 2) 4) On or before July 1 of each year along with specific request letter/e-mail 5) Accompanying letter/e-mail with guideline distribution from ISD-L will include this as a high priority as well with additional ongoing communications. 6) ISD-L will emphasize this ongoing communications to ASDs, RSDs, Clubs – letter, emails and articles in <i>Y’s Men’s World</i>, and other Area and Region communications as possible. ISD-L will include copies in early communications at all levels ISD-L will encourage signings in public – conferences, meetings, conventions, etc. 7) ISD-L will include this in list of priorities for ASDs and RSDs. APs and RDs will receive notifications of this priority. 8) ISD-L will collect information regarding publication deadlines at international level and include this for ASDs and RSDs in priority action list.

	<p>GOAL: To propose and suggest joint projects between partners</p> <ol style="list-style-type: none"> 1) During personal contacts the partners should discuss mutual benefits and actions. 2) Continue cooperative participation in already established joint programs and projects; Week of Prayer, Leadership Programs, and Youth Activities. 3) Inquire about specific projects the YMCA could suggest for local Y's Men's Clubs to co-sponsor: fund-raising, service projects for teens, etc. 4) In regular communications concentrate publicity on YMI projects that support the YMCA locally and globally: Unified Global Projects, Time of Fast Projects and local financial contributions. 	<p>Include information to appropriate ASDs, RSDs as opportunities occur in regular communication.</p>
	<p>GOAL: Gain recognition of YMI projects that support the YMCA.</p> <ol style="list-style-type: none"> 1) YL Service Directors at all levels should collect and publish archival information regarding funds contributed by YMI to global YMCA efforts; Time of Fast Projects, ASF support, YMCA membership promotion, disaster relief, etc. 2) Collect and create a database of testimonials from recipients of Time of Fast support, ASF support, and local scholarship support for YMCA participation. 3) Collect similar personal stories and photos from YMCA leaders where joint projects have been supportive for their programs. 4) Distribute digital material, brochures, and other publicity demonstrating these success stories. 5) ISD YL will encourage local production of similar publicity pieces for more meaningful results. 6) YMI should make Special Development Support funds available to produce these publicity pieces. 	<ol style="list-style-type: none"> 1) Include as high priority at all levels. Supply information as possible. Prepare some publicity pieces that can be used at all levels. ISD-L will collect YMCA Board membership at all levels and will share information. 2) Stress assistance from ASDs RSDs for YL and other program areas to identify witnesses who can provide statements 3) Solicit information from YMCAs 4) Share items at personal meetings and through publicity vehicles 5) Stress with ASDs, RSDs 6) Y's Men International should create a publicity production fund to produce quality pieces described in item 4 above. Use professional sources to incorporate content from as many places as possible where YMI has given support to YMCAs at all levels world-wide.
	<p>GOAL: Consider joint recruitment action.</p> <ol style="list-style-type: none"> 1) YL Service Directors at all levels should use extension materials in personal meetings with YMCA executives at all levels. 2) Y's Men Clubs should assist in identifying prospective YMCA locations. <p>Propose the formation of YMI Youth Clubs at YMCAs.</p>	<ol style="list-style-type: none"> 1) See Goal 2, Item 1 – personal meetings 2) As these may occur 3) Ongoing and as these may occur where deemed feasible by local entities.

	<p>GOAL: Measure achievement and follow up of steps in the Forward Plan.</p> <p>1) ISD YL will design a system to collect information from all levels regarding specific actions in the Forward Plan for an annual report.</p>	<p>1) Report design draft due by January 2007 – MYM.</p> <p>2) Results using reporting system due for ICM 2007 and annually following.</p>
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Programme Area	Proposed Action Plan	Implementation
<p>Programme Area</p> <p>MEMBERSHIP GROWTH</p> <p><u>Aim</u> The aim is “to maintain continued and strong focus on our work for organisational increase through extension and club membership growth with emphasis on club program renewal”</p> <p><u>Expected main outcomes</u></p> <p>1) Clubs will have an attractive image and people will want to become members.</p> <p>2) Membership growth.</p> <p>3) Clubs will become more dynamic and will increase their capacity to collect funds for different local and international programs.</p>	<p>1) Continuously analyze the static phenomenon of membership and instantly put the improved means into practice under the direction of RD and RSDs on the basis of the results obtained.</p> <p>2) Build up the priority of Y'sdom through a variety of community service activities we are doing from corner to corner and around the world.</p> <p>3) Formulate intensified relationship between members and major officers of Regions and Districts. This will cause all members to motivate what they want to do.</p> <p>4) Give shape to a plan on the growth of Y's Men: The philosophical value of Y's Men organization is not so much as in 'Earning' as in 'Consuming'.</p> <p>5) Final evaluation of achievements done by clubs to be conducted.</p> <p>6) Stimulate membership recruit by RD</p> <p>a) All club members to have thorough awareness for new fresh members and thus to participate in membership promotion activities.</p> <p>b) Apart from Booster Award, RD to make annual awards to members who in their Regions, have recruited the most members in a specific period.</p>	

	<p>7) Link Y's Men Club with religious organizations</p> <ul style="list-style-type: none"> a) Seek religious organizations to sponsor Y's Men Clubs. b) Propose the formulation of Y's Men-alike group at religious organization. c) Be closely connected with missionary group in various religious units. 	
	<p>8) Encourage youth involvement</p> <ul style="list-style-type: none"> a) 1+1 campaign for member families. b) Strong introduction of family member (Father, Mother, Brothers, Sisters, Sons and Daughters). 	
	<p>9) These families be recommendable for Award from RD as "Special Family".</p> <ul style="list-style-type: none"> a) Create promotional materials inviting youth to join clubs. 	
	<p>10) Invite foreign students, workers and business persons to club meeting and/or Conferences and Conventions :</p> <ul style="list-style-type: none"> a) Holding "Solace Night" for foreigners. b) Run special programmes for foreigners who are living in members' communities. 	
	<p>11) Constitute Y's Men Club with persons interested in the same subject eg. Hymn Chorus, climbers groups, etc.</p>	
	<p>12) Organize in a club a "STORMING CORPS" who have reinforced with appropriate leadership.</p>	
	<p>13) Strengthen the in-depth efforts area-wide in membership expansion through personal contact, followed by communication and expression of Y's Men vision.</p>	
	<p>14) Attach a 3 language-written 'sticker' which depends upon Area or Region, with expression of Y's Men to the entrance door of company or shop.</p>	

Programme Area	Proposed Action Plan	Implementation
<p><u>Programme Area</u></p> <p>Y'S DEVELOPMENT IN NEW AND ECONOMICALLY LESS DEVELOPED COUNTRIES</p> <p><u>Aim</u> The aim is “to facilitate bridge building between clubs in new/economically less developed countries and clubs in countries with a long and strong Y’s tradition, promoting IBC-chains for project cooperation”</p> <p><u>Expected main outcomes</u></p> <p>1) Extension takes place in those countries where Y’s Men have not been active or did not exist.</p> <p>2) Clubs become more internationally focused.</p> <p>3) Club members become more aware about the reality of developed and developing countries and how Y’s Men try to accomplish its mission in their respective contexts.</p> <p>4) Brother club relations developing into active project cooperation.</p>	<p>1) Attract new membership by:</p> <ol style="list-style-type: none"> 1. Image building through Community service 2. Cosmopolitan outlook in our activities 3. Our association with YMCA 4. Family involvement in Club activities 5. Opportunity provided for personality development 	<p>Attract new membership by following all the 5 points and spreading the message on effectiveness, to potential and new members through Brochures, Leaflets, CD presentations, etc. <i>(This presentations should be designed taking care of different cultures we have)</i></p>
	<p>2) Linking up with YMCA</p>	<p>Convince and get help from YMCA to start new Clubs in less developed and new countries, because YMCA has solid base in those countries and because we are partners in service. ISD YL to discuss this with World Council of YMCAs and arrive at a suitable working plan to achieve good results.</p>
	<p>3) Provide suitable training for all levels of Officers and members.</p>	<p>Organizing training for members to make them aware of origin, history, organizational structure, projects, etc., on the Movement, as many members lack this knowledge. Organizing training for Club, District and Regional officers on their responsibility at their levels. <i>(To prepare training material for all the above levels and use, modern audio visual aids like PowerPoint presentations for the training. Areas may contact IHQ for the materials. ISD Leadership Training to be fully involved in preparation of standard training material for each level)</i></p>
	<p>4) Setting quantified and measurable objectives for growth and monitoring</p>	<p>Setting quantified and measurable ‘Performance criteria’ for Clubs, evaluating performance and encouraging better performance. <i>(A sample ‘criteria’ is attached herewith. All Areas to introduce the system in their Regions through RDs. The sample criteria can be modified to suit the Area, without sacrificing main contents).</i></p>

	5) Going in for ideal mixture of Youth, Young and Seniors in Clubs	Introduce items of interest for younger generation and have 3 tier membership of children, young and old for netter performance and continuity. <i>(May be, an ISD for Club programmes/family involvement/fund raising can share such ideas with Clubs. This could be an additional resposnsibility for one of the existing ISDs, with their job descriptions suitably changed. He can get the work done through ASDs and RSDs for same portfolio).</i>
	6) Motivating leaders and recognising their contributions	Based on performance as per ‘quantified and measurable criteria’ (item 4 above) motivate leaders and recognize their contributions. <i>(A pat on the back will definitely be an inspiration).</i>
	7) Amending our own rules and regulations, which discourage increase in membership	Same as the Action Plan. <i>(To do an objective and unbiased self analysis by the leaders/ICMs).</i>
	8) Through ‘favoured status’ from developed countries to less developed countries in International projects like IBC, STEP, YEOP, BF visits.	Same as the Action Plan.
	9) Through personal contacts	Existing members to use their personal contacts in new countries to sponsor new Clubs. Members or family members who move away to other countries can also promote formation of Clubs in new countries.
	10) Through Brochures, Leaflets and Audio visual Presentations	Contact IHQ and distribute them to new and potential members. <i>(These presentations should be designed taking care of different cultures we have).</i>

	<p>11) Recommend a meeting workshop between ISD and ASD's Extension, IP, IPE and ISG once every three years.</p>	<p>All ASDs to discuss this Implementation Plan at the earliest at their Area level considering the cultures, initiate action by beginning of 2006-07 itself, and monitor improvement in extension during the year. ASDs to send a report on actions initiated to ISD/IP/IPE/ISG by September. A meeting to be arranged between ISD and ASDs Extension, IP, IPE and ISG once every three years for presentation of such report and to plan future actions.</p>
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Programme Area	Proposed Action Plan	Implementation
<p><u>Programme Area</u></p> <p>LEADERSHIP TRAINING & ORGANISATION DEVELOPMENT (LT&OD)</p> <p><u>Aim</u> The aim is “to ensure availability and implementation of a common YMI leadership skill training program for all our leaders and to achieve substantial improvement in our members perception of YMI through this program”</p> <p><u>Expected main outcomes</u></p> <ol style="list-style-type: none"> 1) Leadership training reaches all levels of Y’s Men. 2) Y’s Men improves its performance and image at all levels. 3) Uniformity, consistency and relevance of training is achieved and maintained. 	<ol style="list-style-type: none"> 1) The development of a core curriculum for LT&OD at all levels. <ol style="list-style-type: none"> a) Develop a specific training Program for APEs and ICMs. ISD LT&OD will conduct this training. b) Extend the implementation of LT&OD to reach every club/member c) Develop a training program for ASD leadership 2) Emphasize training in general membership. 3) Use of extensive and detailed modules for each level. 4) Produce a uniform training manual applicable to all areas and all levels in both hard and digital formats. 5) Update existing and develop new manuals for all programme areas as necessary. 6) Develop of training teams. 7) Develop a potential trainer’s database for LT&OD. 8) Development of criteria for recruitment of trainers. 9) Develop Power Centers for LT&OD. 10) Make use of available LT&OD skills within the YMCA and external resources. 11) Develop a “Train the Trainers” Programme for the identified trainers. 12) Concentration of LT&OD in struggling Regions/Districts/Clubs and all new Clubs. 13) Focus on Youth in LT&OD. 	<p>Review existing available training material and develop new up-to-date material with specifically relating to area of leadership.</p> <p>Encourage RSD for LT & OD to implement training at the club level.</p> <p>Develop working group to produce modules.</p> <p>Develop working group of ASD’s for LT&OD to produce manuals.</p> <p>Have ASD’s review existing manuals and make suggestions as to content of new manuals as required.</p> <p>Investigate potential trainers from each Area.</p> <p>Investigate potential trainers from each Area.</p> <p>Develop criteria with ASD’s for LT & OD and AP’s.</p> <p>Investigate potential with AP’s and ASD’s for LT & OD.</p> <p>Send request to YMCA’s in each Area.</p> <p>Review requirements and curriculum.</p> <p>Use of SDS funding.</p> <p>Encourage the attendance of Youth Representatives at training workshops.</p>

	14) Include LT&OD in the goals of all leaders.	Communicate with leaders.
	15) Consider Conventions/Conferences to be learning opportunities.	Provide material to Conventions/Conferences.
	16) Institutionalize a “LT&OD Workshop” consisting of the ISD/ASDs for LT&OD and ISG at three-year cycle to guarantee an environment of rapid growth and development of YMI.	Lobby all ICM’s as to importance of this concept to our future.
	17) Make LT&OD a high priority for funding by YMI.	LT & OD Workshop report to all ICM’s and Area Leaders.
	18) Benchmark best practices of other successful volunteer organizations.	Encourage attendance of IP and ISG at International Service Clubs Leaders Conference to collect information.

Programme Area	Proposed Action Plan	Implementation
<p><u>Programme Area</u></p> <p>YOUTH INVOLVEMENT</p> <p><u>Aim</u> The aim is “to involve young people as active participants in Y’sdom – leadership training, decision making, execution of actions – enriching the services that Y’s Men gives to the YMCA and the community”</p> <p><u>Expected main outcomes</u></p> <ol style="list-style-type: none"> 1) Youth become members of Y’s Men. 2) Youth become leaders of Y’s Men, especially in all youth programs and activities. 3) Youth become aware of the policies and operations of the International Council to be effective in the movement. 	<ol style="list-style-type: none"> 1) Integrate Youth Training along with RDE trainings (in the same way that Youth Convocations are now held alongside every Y’s Men Convention/Conferences at all levels – International, Area, Regional and District) 2) Include personal development programmes along with Youth Training and Youth Convocations to enable all-round development of young people. Eg. Public speaking, guidance on Resume or Curriculum Vitae writing, guest speaker on a particular topics of interest, Cardio Pulmonary Resuscitation etc, along with certification 3) Develop a guide of “Best Practices” and share it with other clubs for the activities that do particularly well for the youth 4) Have an youth exchanges at Area Youth Convocations so that there is active interaction at this level to share ideas and boost enthusiasm. Also invite YMCA youth to Y’s Men Convocations to foster Y’s Men & YMCA cooperation from this young age. 5) Develop more international projects (Eg. BCP and Youth TOF) that young people can share in all year round. 6) The International Youth Committee to look into developing new Youth Programmes. Eg. A 2-5 week Young Adults Exchange Programme and to ensure that youth in the transition period (28-32) are not lost. i.e We need to be more dynamic 7) Keep youth in the transition period active in Y’sdom by having them participate as Resource persons at Convocations. Also develop a Past Youth Intern Club, perhaps in a similar fashion to the PIP club. 	<p>Propose that RD trainings incorporate a youth element in all regions.</p> <p>Include guest speaker on a personal development agenda during Youth Convocations. Also include a section in each Youth World on a Personal Development issue.</p> <p>Create a database at IHQ of youth club/ youth activities that have been particularly successful that can be easily shared.</p> <p>Extend invitations to other Areas during Area Youth Convocations and also encourage short-term exchanges and homestays during this period.</p> <p>Brainstorm during youth convocations and share ideas via email groups.</p> <p>Form a committee to look into the feasibility of expanding our youth programmes during the next International Youth Convocations.</p> <p>Invite PYI and PIYRs as resource persons during Youth Convocations and propose the formal initiation of the PYI club during the next ICM.</p>

Programme Area	Proposed Action Plan	Implementation
<p><u>Programme Area</u></p> <p>COMMUNITY SERVICE</p> <p><u>Aim</u> The aim is “to promote active involvement of Clubs in community service – directly or through the YMCA and or similar organisations – accomplishing Y’s Men purpose and mission, and transmitting at the same time Y’s Men’s image and identity to the whole community”</p> <p><u>Expected main outcomes</u></p> <ol style="list-style-type: none"> 1) Some situations in the community are clearly improved. 2) The community is able to interpret the identity of Y’s Men. 3) Y’s Men improves its image to the local community as well as at national level. 	<ol style="list-style-type: none"> 1) Promote Community Service as a core issue for all clubs. 2) Promote CS as a Membership Conservation as well as a PR tool 3) Promote the task as: <ul style="list-style-type: none"> Ø For individual Y’s Men: to help family, friends and neighbors as well as to contribute to the club’s service programs. Ø For the club to plan and carry out service to its community as well as funding of worthy project in the community. 4) Produce ideas for CS projects designed to inspire clubs. 5) Facilitate influx of ideas and success stories from clubs. 6) Establish ways and means of communication that will enable inspiration and ideas to reach the clubs. 7) Interact with other ISDs in order to promote the Forward Plan and create synergy. 8) Interact with ASDs CS regarding their ideas and experience. 	<ol style="list-style-type: none"> 1) Communicate by way of: <ul style="list-style-type: none"> Ø International Conventions Ø Y’s Men’s World Ø www.ysmen.org Ø Leaders’ visitation programs Ø Leadership training Ø Newsletters or messages from IP 2) Prepare four newsletters per year 3) Prepare basic guidance for clubs 4) Prepare basic guidance for the purpose of leadership training 5) Prepare guidance for Youth

PERFORMANCE CRITERIA FOR Y'S MEN'S CLUB – MONTHLY SCHEDULE CUM AWARD POINTS			
(Applicable for July to April, allowing for evaluation of current year and for planning for next year)			
SI No	Criteria	Points	Max Points
1	Board meeting – every month	10 pts x 10 Meetings	100
2	Club meeting – every month	10 pts x 10 Meetings	100
3	Monthly reports to RD, DG before 15 th of next month in a format prepared by RD	10 pts x 10 Meetings	100
4	Inter Club meetings celebrating events of interest to the Clubs (Founder's Day, Christmas, etc.)	20 pts x 2 events	40
5	Celebration of 'Charter Night' by the Club	50 pts	50
6	Regional Director's visit / District Governor's visit to Club	50 pts x 2 (RD/DG)	100
7	Community service project(s) by the Club (RD / Regional Council to specify minimum amount)	100 pts	100
8	Participation in Club officers training by President and Secretary	15 pts x 2 officers	30
9	Participation in Club President and Secretary in District Council meetings	10 pts x 2 officers x 4 meetings	80
10	Having an active Y's Menettes Club	25 pts	25
11	Having an active Y's Lings / Y's Youth Club	25 pts	25
12	Retaining membership as on 1 st April of previous year in both semesters	50 pts	50
13	Net increase in membership over 1 st April of previous year	10 pts x min 5 new members	50
14	Sponsoring a new Y's Men's Club	100 pts	100
15	Sponsoring a new Club in a less developed country or in a new country	100 pts	100
16	Submission of Club roster and Payment of all Club dues on time	50 pts x 2 semesters	100
17	Involvement of family in Club meetings, Projects, etc.	50 pts	50
18	Contribution to International Projects (RD / Regional Council to specify minimum amount for TOF, EF, BHF and ASF)	100 pts	100
19	Having IBC (Brother Club) relations	50 pts	50
20	Image building (Press reports, Seminars, Sign boards with our emblem and motto, etc.)	50 pts	50
	TOTAL		1400