



**Y'S MEN INTERNATIONAL**  
"To acknowledge the duty that accompanies every right"

# YMI STRATEGY 2032

## Eminence in Fellowship and Community Impact

*STRATEGY 2032 provides a 10-year blueprint to build YMI into an organisation eminent in fellowship and community impact, collectively inspired and working collaboratively to help build an equitable and sustainable world. It affirms our desire to thrive collectively and to make an enduring and positive difference in the world as we enter our second century of existence.*

### YMI in 2032

1. A value-based inclusive fellowship of members and their families
2. A thriving association of community-based service clubs embracing diversity
3. Having a strong presence in 100 countries and 2 500 cities / communities
4. Growing continuously by remaining relevant and attracting younger members
5. Having visible and positive impact in the areas of Health, Environment and Education
6. Being an active partner of the YMCA and its mission worldwide
7. Acting for an equitable and sustainable world for all



## INTRODUCTION TO STRATEGY 2032

The story of Y's Men International (YMI) is one of a Toledo luncheon club of YMCA that developed into a global association of people sharing a unique set of values and making significant impact in the world. The name "Y's Men" has become synonymous with *selfless service* and *sacrificial giving*, and we have touched and lifted the lives of thousands of people across the world for over a century by acknowledging it as our duty. YMI has consistently showcased the ability of ordinary people to make extraordinary difference in their own lives and in the lives of others. We are a movement whose founding purpose was to provide unconditional support to the YMCA, the world's largest youth service organisation. Over the years, our engagement and impact has developed exponentially as we have defined ourselves as a fully independent and dynamic organisation with needs-based activities and programmes while demonstrating ongoing loyalty and support to YMCA and its mission. We remain true to our heritage, and by working together as mission partners, we have united to confront multiple global challenges, including HIV/AIDS, malaria and most recently COVID-19. We are committed to the realisation of the United Nations Sustainable Development Goals. YMI prides itself on being resilient, responsive and reliable, particularly in times of crisis—war, natural disaster, etc.

Preparing for our centenary, the Towards 2022 goals were established in 2009 with a team of key international Service Directors brought together to collaborate and develop strategies to achieve them. An overwhelming focus was put on the extension target of 50 000 club members and a presence in 100 countries.

In 2016, Towards 2022 became Towards 2022 and Beyond, and the team's construction changed to incorporate active and engaged past international leaders. The Challenge 22 operational plan was established in 2019 and identified seven focus areas, which included brand perception and identity, Legacy, YMCA cooperation, as well as extension.

We have made significant progress over the past few years in developing a positive perception of YMI within our membership and outside through consistent communication and improved cooperation and engagement with the YMCA. Still we have fallen short of realising our extension goals. The outbreak of COVID-19 introduced additional and unexpected challenges.

It is time to renew our efforts to achieve a stronger engagement with the YMCA as mission partner; develop our collective impact and global presence; and secure our legacy as an international service organisation. As we enter a new century, YMI is equally proud to preserve its heritage as it is to move forward as a bright, bold and vibrant movement using its 100-years of experience to do so. Strategy 2032 comes out of our desire to attract a new generation of global citizens to grow and energise our unique fellowship to ensure that we are a relevant, active and impactful movement of persons intelligently, passionately and altruistically working together for an equitable and sustainable world for everyone.

## TO PRESERVE

- Our fellowship
- Our active community/civic engagement
- The individuality and autonomy of our clubs
- Our internationalism
- Our core values
- Our loyalty to the YMCA



## TO MODERNISE

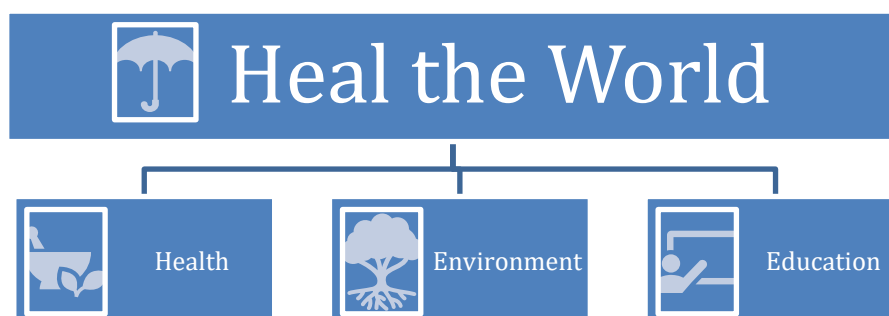
- Our identity, branding and PR strategy
- Our club fellowship and activities
- Our service model and club objectives
- Our internal and external collaboration methodology
- Our partnership model with YMCA
- Our fundraising models
- Our IHQ functions
- Our constitution
- Our operational structure in the “New Normal”

## IMPACT AREAS

YMI has historically qualified its impact by

- the personal development and fellowship of our club members
- the diverse communities and YMCAs it serves worldwide

The scope of our activities has been traditionally broad and decentralised, which, in some senses, has hampered the development of a conclusive brand identity. In recent years, there has been an increasing focus on the United Nations’ Sustainable Development Goals (SDGs) and aligning our work with the 17 identified objectives. In the post COVID-19 scenario and as we enter a new century of service, we look at the realities of the world, the current passions of our members and the priorities of the younger generation. Through this we have identified three topical concerns around which we will focus our service activities and promote a cohesive understanding and perception of our movement over the next decade. The three focus areas which shall be sheltered under the Heal the World umbrella are:



## YMI Global Impact Project

We shall continue Roll Back Malaria (RBM) as our universal Global Impact Project within this framework. Invested in various international partnerships working towards the global eradication of malaria since 2009, we have a long-standing commitment to this programme. It is an engagement that has set us apart from other organisations and one that remains relevant today, affecting both the health and environmental sectors. Beyond our financial engagement, we shall strive to build our impact by increasing our advocacy efforts not only in providing malaria awareness and prevention education—We will encourage efforts to control mosquito populations in environmentally equitable ways, prioritising the preservation of biodiversity. Let us be active contributors in the evolution of anti-malaria technology, on the frontlines when the vaccination is found. In addition to renewed efforts to support RBM, clubs at the local level shall be encouraged to undertake projects within their communities connected to improving health, environment and education. Specific



campaigns and collective projects will also be developed at the international level that can be undertaken by all clubs regardless of their size or geographic location.

## OUR VISION

To be an eminent value based global fellowship of persons working actively for an equitable and sustainable world.

## OUR MISSION

YMI is an inclusive international association of affiliated clubs making positive and enduring difference in the world through fellowship, community projects in the areas of Health, Environment and Education and partnering the YMCA mission worldwide.

## OUR VALUES

YMI upholds love, compassion, sacrifice, and selflessness as its core values based on the teachings of Jesus Christ.

## OUR MOTTO

To acknowledge the duty that accompanies every right.

## GOALS

Our clubs are the bricks in our foundation—the integrity, passion and engagement of each club and its members essential in supporting the framework of our international movement. The overall goal of next 10 years will be centred on building YMI's eminence in fellowship and community impact through the development strong, connected and well-supported clubs that are vibrant, unified in purpose and forward looking.



## KEY STRATEGIES

### Identity

We recognise that our ability to attract and sustain members is connected to a strong, clear, independent, and public identity. We will strive to strengthen our brand by:



### Inclusivity

The International Association of Y's Men's Clubs is a worldwide fellowship of persons of all faiths working together as friends in mutual respect and affection. YMI welcomes everyone sharing our vision and embracing our mission. To this end, we must augment efforts to ensure that this becomes an evident and real part of our identity by prioritising gender, cultural, racial and religious sensitivity. We will strive to ensure inclusivity by:



## Innovation

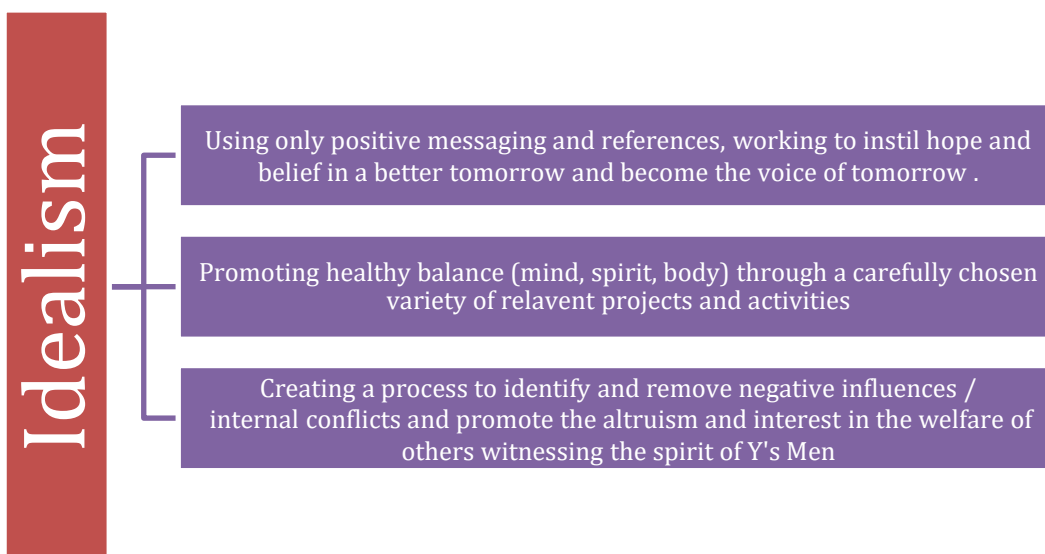
To ensure our place in the next century YMI must be creative and willing to change. It is time to redefine our movement within a modern context, to differentiate ourselves from other comparative organisations. Instead of mimicking others, we must strive to create new pathways and traditions that will make us attractive to the current generation. We will be innovative by:



## Idealism

*The basis of membership in the Y's Men's Club is character – an idealism that expresses itself in sacrificial altruism. (1930).*

YMI developed as a movement based on active idealism. This remains an essential component of our identity. As we move forward into our next 100 years, we reaffirm our commitment to realistic optimism, acting when and where we can, with hope and without bias, to improve lives around the world. We will strive to preserve our idealism by:



## Interest

*Y's Men must be primarily interested in the welfare of others. One thing the Y's Men cannot tolerate in their own ranks, the fellow who takes no time nor interest in world affairs or the problems of other nations or persons... (PWA 1951)*

From our beginning YMI has been an organisation based on helping and supporting others. This is not limited to projects for the needy but encompasses a general mentality and way of life. We will work to build interest in our movement both within our existing membership and in the community:



## Initiative

A YMI affiliated member is expected to develop ideas and put them into operation; to formulate plans and execute them; to be the proponent and not merely the follower of suggestion. This is within our inaugural charge and is true for the international organisation. A member of YMI is active and committed to improving the world around them. To remain current and fresh, YMI commits to new initiatives that will bring new resources and perspective to our historic movement by:



## Industry

A YMI club member is fully committed to the movement and someone who places equal emphasis on all tasks and undertakings regardless of their size or nature. To ensure this mentality at the international level, YMI engages to improve industry by:



## CALL TO ACTION

The purpose of Strategy 2032 is to develop ways which are sensible, feasible and motivational to fulfil our mission as we work towards the realisation of our vision. Inspired members are active members, who will build our organisation as eminent in fellowship and community impact both through the enthusiasm for our work which they share with others and their service engagement. All levels of the organisation shall look for purposeful collaboration with YMCA as partners in mission and collective impact at each level.

In the first phase, the following priority areas have been suggested with corresponding club challenges

### FELLOWSHIP

- Strengthen family, youth and cultural fellowship in the club by providing a conducive environment
- Promote inter-club gatherings / IBCs and build exclusive fellowship
- Commit to the International / Area / Regional / District fellowship of YMI

### LEADERSHIP

- Enhance opportunities for the personal and professional (leadership) development of club members
- Develop next-generation leaders with training opportunities built upon an awareness of the legacy, ethos and mission of the organisation
- Form leaders with influence, passion, integrity and activism





## COMMUNITY IMPACT

- Implement community impact projects in the areas of health, environment and education
- Build purposeful partnership with the YMCA for collective impact
- Create strategic collaboration with resident businesses and other organisations sharing resources and working together to increase the sphere of influence
- Share good stories of impact

## GLOBAL IMPACT

- Conduct advocacy campaigns on issues related to health, environment and education
- Fundraise for our core international programmes (ASF, BF, EF, RBM, TOF)
- Support and engage in the international projects of the association

## GROWTH

- Focus on quality membership and gender balance
- Be an inclusive organisation embracing all diversities in the community
- Keep - recruitment and retention of members as top priorities of the club
- Support the formation of new clubs and mentor them to-grow in mission and impact

Clubs, Districts, Regions and Area are equally encouraged to align their activities accordingly with this strategy, and we will be introducing specific and measurable annual targets at the various levels to achieve the collective vision.

*Adopted by ICM May 2022*

