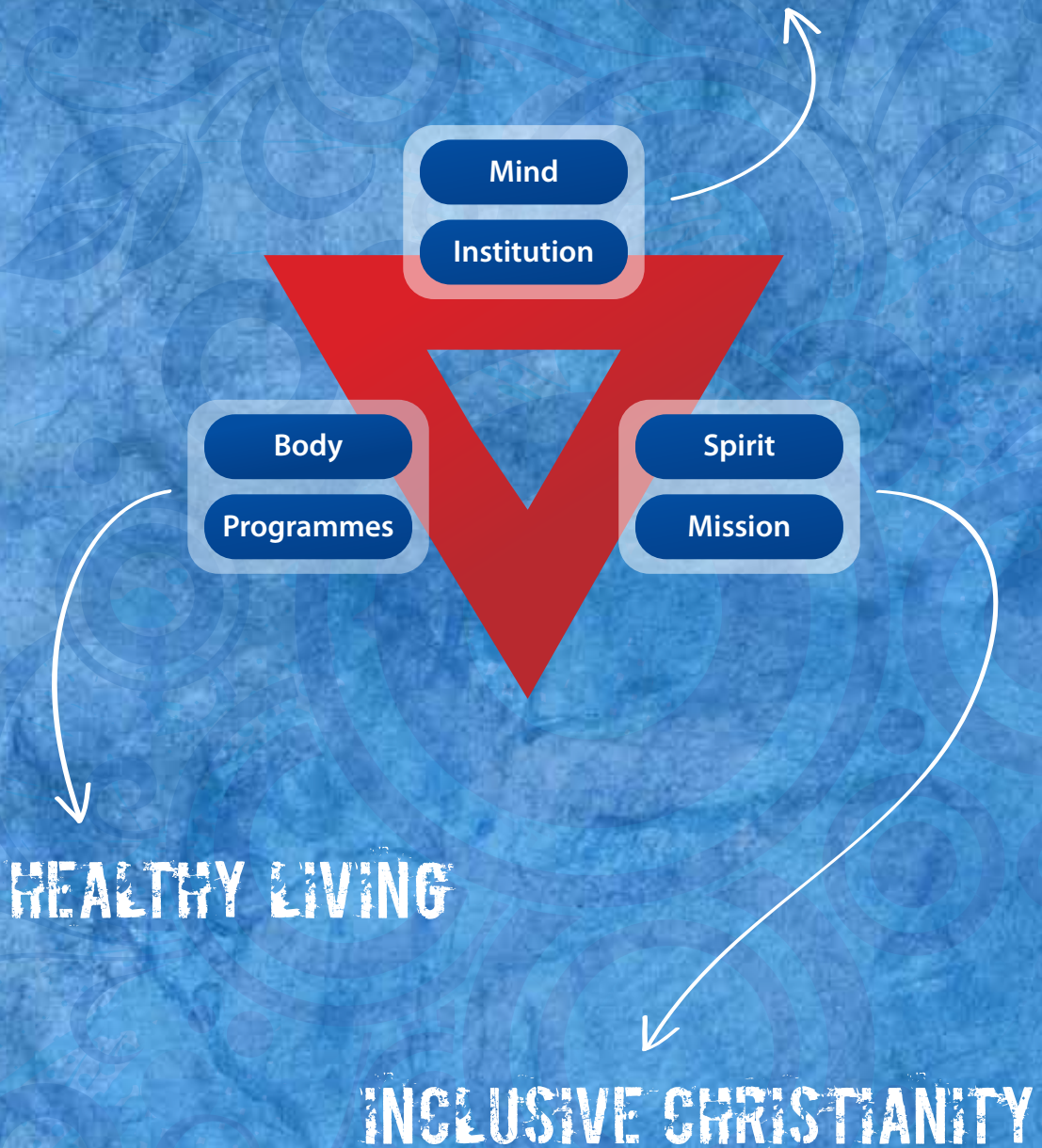


PEACE JUSTICE DEMOCRACY



It is not easy to imagine how our **fast changing world** will look in 2016. But one thing remains constant: the **need for the YMCA**. For more than 166 years, a genuine European movement like the YMCA has shown a unique capacity to help individuals grow in **body, mind and spirit** as they become socially active. At the centre of all of our past strategies have been the **young people of Europe – Young Europe**. This will continue. If our Mission is still relevant, what needs to be changed is how we deliver our Mission to reflect our changing societies and their changing needs; in other words to reflect **social transformation**. We will embrace new ways of improving our capacities to work with Young Europe through three priorities, each with specific aims and objectives: **Mission Awareness – Advocacy – Representation; Relevant Programmes; Sustainability**.

Our intention is to be **inclusive and relevant**: inclusive to embrace the wide diversity of communities within Europe and relevant to the interests and needs of our Movements and through them relevant to Young Europe. A clear understanding of our mission helps us and those around us to know why we do our work. It establishes who we are, underlining that **Christian values**, youth and being part of the worldwide YMCA family are at the very core of our work. At the heart of our new strategy are **programmes**. It is through our programmes that the YMCA has sense and meaning, importance and vitality. An analysis of the best YMCA programmes in Europe shows there are three main areas which are clearly our 'DNA'. They reflect our unique character, our ambitions and achievements as well as our Mission: **Peace - Justice - Democracy; Healthy Living; Inclusive Christianity**.

The new strategy is modelled on the traditional body, mind and spirit format of our YMCA triangle which illustrates the interdependence of the three arms of the triangle, the three pillars of the Global Operating Plan of the World Movement and our three programme themes. A consequence of this approach will be to change the character of many of our forums. It will be essential to share this approach with **new partners in the public and private sectors**, involving them in supporting the initiatives of National Movements and YMCA Europe. Finding common grounds for cooperation and the development of joint programmes will not only facilitate new ways of supporting our initiatives but will **help the YMCAs in Europe to spread its reality and vision**.

Therefore we must concentrate our efforts to identify relevant programmes that can cause an impact on individuals and their communities. Issues such as youth employment, migration and social inclusion must be on our agenda with the purpose of **moving from "touching lives" to "changing lives"**.

New partners will choose our proposals if we continually improve the quality of our programmes and the way in which we present ourselves. **Our message must be clear and our impact must be measurable**.

YMCA Europe highlights the need to encourage, support and co-ordinate a high quality process of self-analysis leading to improved Mission awareness and its practical consequences, including the public image of YMCA Europe and of the National Movements.

YMCA Europe highlights the need to promote, encourage, support and co-ordinate high quality programmes relevant to individuals, families, local communities and societies in all parts of Europe.

YMCA Europe highlights the need to focus on sustainability on all its levels.