



Asia and Pacific Alliance of YMCAs
Quadrennial Program Plan 2016 - 2019

Introduction

The Quadrennial Program Plan (QPP) 2016-2019 is the outcome of a collective, participatory process of deliberation and discussions among the diverse constituencies of the APAY. The mandate of the QPP was derived from the 19th General Assembly held in Daejeon, Korea, from 6 to 11 September 2016. At the end of the GA, participants came up with a mandate with the title “Building a Sustainable Future as Descendants of Noah” along with the Youth Assembly mandate and the resolution of the outcome of the Cheorwon International Peace Conference held prior to GA.

Those mandates and resolution were the basis for the 3rd APAY Leaders Quadrennial Roundtable (LQR) held on 3-6 December 2015 in Chiangmai, where 41 participants from 14 national movements actively participated in drawing up the quadrennial vision and goals as well as identifying relevant tools and programs to translate these vision and goals as outlined below into APAY’s ministry for the next four years. At the close of the LQR, a solid outcome of the meeting was unanimously adopted by the participants. The outcome document was named “Call for Servant Leadership.”

Immediately after the LQR, the outcome document was circulated to all NMs for further inputs and feedback. Thereafter, several productive comments and opinions arrived at the APAY office and those were incorporated into the document. As agreed upon, the APAY staff formulated the QPP document as a draft for submission to the ECM for discussion and adoption.

YMCA in Our Context

YMCA is a movemental organization working to establish God's kingdom on earth, following Jesus' movement. It is, in other words, an association of sisters and brothers who in faith dare to break away from the current unjust, violent, and unsustainable civilization of self-destruction and to pronounce and establish a new order of God's justice, peace, and life by living and practicing it in their grassroots communities. (*quoted from Dr. Chang's keynote address at LQR.*)

Quadrennial Vision

The Asia and Pacific Alliance of YMCAs (APAY) is a non-governmental and not-for-profit civil society movement based on Christian beliefs and values that seeks to empower the people, especially the youth, to be servant-leaders in our YMCAs and in our society to respond to the social realities and to transform their community through creative and innovative approaches.

Goals

With “mission in context” as the constant foundation of our ministry and work, the goals of APAY for this quadrennial (2016-2019) are:

- Youth Empowerment
- Social Relevance
- Institutional Viability

Youth Empowerment

It was strongly recognized that youth empowerment is integral component for the life of the movement. The youth empowerment we seek for this quadrennial calls for the engagement of local, national and regional movements to enable youth and to give them authority to think, to say and to do youth-led actions by providing them with necessary resources and stewardship to accomplish the mission of the YMCA.

- ➔ Strengthening Youth Reps. Initiatives
- ➔ Global Citizenship Education (through Global Citizenship Institute (G.C.I.))
- ➔ Youth and Climate Change

Social Relevance

The social relevancy of YMCA programs are an important component of movement strengthening; for if the programs of the YMCA are seen as relevant to meeting the aspirations and needs of society, they will attract the participation of members of the community, especially its youth, and thus expand the membership of the YMCA and its significance in society.

- ➔ Global Alternative Tourism Network (GATN)
- ➔ Gender Justice
- ➔ Ecological Concerns/Climate Change
- ➔ Social and Solidarity Economy
- ➔ Peace and Justice (Interfaith Cooperation Forum, Peace Conference, Networking for Peace)
- ➔ Disaster Management

Institutional Viability

It is a demonstration of good governance through accountability, transparency, and integrity; partnership support through sharing of ideas, programs and resources with like-minded organizations; sustainability through possession of resources and clear mission, demonstrating strong financial disciplines and good operational practices that are socially responsive; and recognized image and impact.

- ➔ Good Governance
- ➔ Leadership Development
- ➔ Movement Strengthening (including PSG for weaker movements)

Strategies

The strategies and success indicators formulated for each of the goals and sub-goals serve as key guiding points that can lead us towards a strengthened and sustained movement.

Conclusion

We are called to be catalysts towards achieving an alternative society that is founded on peace rooted in justice. Thus, we reaffirm our commitment to accomplish the vision and goals set forth in this quadrennial for a strengthened YMCA movement in the region.



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APAY QUADRENNIAL PROGRAMME PLAN (Q.P.P.) for 2016-2019

01. Movement Strengthening : Capacity Building with Leadership Development			
Goal : To strengthen the YMCA movements of Asia and Pacific to have sound governance system, better capacity to respond to the needs of the society and strong leadership based on Christian teachings.			
Objectives	Activities	Expected Output / Indicators	Time Frame
01.1 Governance Training	To strengthen the YMCAs at local and national level with a view they attain sound governance system in the YMCA.	Organize day long Governance Training for key leaders of national movements during the APAY Executive Committee Meetings.	Two day long Regional Governance Training sessions held during the quadrennial with a total of 60 lay and professional leaders participating in each session.
		Organize YMCA Orientation and Governance Workshop at National Level	One four day long national training workshop held at a national movement, with focus on countries under APAY movement strengthening.
		Organize YMCA Governance training session during APAY NGS Conferences.	15 NGSSs participate in each of the training sessions.
		Develop APAY Governance Checklist for (i) Local and (ii) National APAY and implement it on annual basis.	Progression improvement of the National movements in complying with the submission of the APAY checklist.
			2016 & 2018
			Compilation and submission of the checklist by the national movements annually.

01.2 Lay & Professional Leadership Development Program	Conduct Leadership Development Sessions during ECMS	50 lay and professional leaders participated at the Leadership Development Session in each year.	2016 & 2018
01.3 Mission Review Session	To hold Mission Review Session each year prior to the ECM on Annual basis.	50 lay and professional leaders participate at the Mission Review Session each year.	2016, 2017 & 2018
01.4 Advanced Studies Program	Ongoing review of the curriculum of Advanced Studies Program, to adapt with the social challenges of the present day. Conduct annual Advanced Studies Program during the quadrennial	A minimum of 40 professional secretaries from our region successfully complete the course during the quadrennial	2016-2019 Hold a total 4 sessions during the month of November on annual basis.
01.5 Leadership Development Workshop, in Search of Contemporary Christian Leadership	Train the senior APAY professionals who are well-equipped in the APAY to face the present day challenges of the society, especially in Asian and Pacific context.	Organize a 4 day long workshop in quest of contemporary Christian leadership and how to develop it.	YMCA lay and professional leaders who seek to equip themselves and youth with contemporary leadership components participate in the Workshop To be held during the year 2017

01.6 National General Secretaries Conferences	To familiarize the National General Secretaries with the on-going thrusts and policies of the APAY.	Conduct 2 National General Secretaries Conferences during the quadrennial at an interval of two years between.	A number of 15 National General Secretaries participating at each of the National General Secretaries Conference.	2016 & 2018
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Goal : The YMCAs of this region are sensitive towards the environment, responsible for environmental protection and dedicated to combat Climate Change.			
Objectives	Activities	Expected Output / Indicators	Time Frame
02.1 Green Ambassadors Program	<p>Form the policy advisor group for APAY environmental activities.</p> <p>To train and mobilize the youths of the YMCAs to be sensitized towards the environment.</p> <p>Take up action programs at local level.</p> <p>To bring about behavioral changes at personal level.</p>	<p>Form APAY Green Team</p> <p>Review of curriculum of Green Ambassadors Training</p> <p>Conduct three Green Ambassadors Training at regional level</p> <p>Conduct three Green Ambassadors Training at national level</p>	<p>2016</p> <p>45 youths participate at 3 training workshops</p> <p>45 youth participate at 3 training workshops</p> <p>2016, 2017, 2018</p>
02.2 APAY Green Fund Projects	Support environmental initiatives of local and national movements for offsetting carbon footprints.	APAY Green Team invite proposals from local and national movements and allocate APAY Green Fund for this purpose.	3 environmental projects implemented in our region per year. 2016, 2017, 2018 & 2019
02.3 APAY Green YMCA Award	Recognize YMCAs praise-worthy environmental initiatives.	APAY Green Team award Green YMCA Awards during ECMS.	One local and one national YMCA receives Green YMCA Award on annual basis. 2017, 2018, 2019

03. Empowering Youth, Moving Towards Community Development			
Goal: To create opportunities for youth participation and leadership development that leads to active contribution in sustainable community development			
Objectives	Activities	Expected Output/Indicators	Time Frame
03.1 To enhance knowledge and experiential learning about social issues affecting youth and communities <i>Social issues:</i> - Poverty - Lack of employment opportunities - Climate change and natural disasters - Gender Injustices - Peace building	<ul style="list-style-type: none"> • Asia and Pacific University YMCA's Regional Conference 2016 • Youth Work Camps (Peace, Disaster, Gender, etc) • E-Learning on Climate Change • 4th Youth Assembly and 20th General Assembly 	<ul style="list-style-type: none"> • Conducted three (3) APUY with 150 students YMCA members participation • Organized three (2) sub-regional and (1) regional work camp • Completed one (1) course with 60 youth graduates • Organized Youth Assembly with 100 youth participants from which 50% are integrated at the General Assembly 	July 2016, 2017, 2018 May 2017, 2018, 2019 November 2015- 2019 September 2019
03.2 To attract and maintain youth participation and membership	<ul style="list-style-type: none"> • Social Media Youth Activities and Social Issue Information Campaign (i.e. e-news, fan page, etc) 	<ul style="list-style-type: none"> • Quarterly publication of youth related article in e-news • Monthly update of youth related activities on APAY social media sites 	May 2016- September 2019
03.3 To ensure sustainability of youth leadership roles both in organizational structure and programming	<ul style="list-style-type: none"> • YPLD Annual Meeting and Monthly Dialogue 	<ul style="list-style-type: none"> • 70% Attendance of YPLD Members maintained during ECM • 50% Participation of YPLD 	2016-2019

		Members in the Youth and General Assemblies	
03.4 To engage organized youth groups through the national/local movements in youth-led community-based actions/projects	<ul style="list-style-type: none"> Global Citizenship Institute <p>Focus areas:</p> <ul style="list-style-type: none"> - climate change - elimination of forms of discrimination - alleviation from economic poverty - resilience to disasters and emergency situations 	<ul style="list-style-type: none"> Organized three (3) GCI targeting 45 youth staff and youth lay leaders to train on conducting community-based youth-led actions/project <p>1 February 2017, 2018</p> <ul style="list-style-type: none"> Annual Regional Youth Community Service Week Global Citizens in Action 	August 2016, 2017, 2018
03.5 To enable strengthening of partnership and networking with the Regional and world youth ecumenical movement	<ul style="list-style-type: none"> World YMCA Challenge EASY Net Creative Writing Workshop and Youth Week 	<ul style="list-style-type: none"> Ten (10) National Movements participated in the World YMCA Challenge Co-organize with EASY Net the conduct of Creative Writing Workshop and Publication of the Creative Workbook for use during the EASY Net Week 	June 2016, 2017, 2018, 2019 September 2016 October 2016

04. TOGETHER for Gender Justice (Transformative Opportunities on Gender Equity; Taking on Holistic and Empowering Responses) Goal: To empower all, especially the women, to work towards achieving gender justice and developing equitable society			
Objectives	Activities	Expected Output/Indicators	Time Frame
04.1 To advocate for and promote the rights of women Focus areas: - All forms of discrimination against women	<ul style="list-style-type: none"> Sub-regional/National Workshop on Gender Justice and Social Transformation Regional Gender Justice and Social Transformation Summit Social Media Information Campaigns (i.e. e-news, facebook, etc.) 	<ul style="list-style-type: none"> Organized four (4) Sub-Regional Workshops with a total of 80 YMCA gender advocates of which 70% comprises of women Supported two (2) National Movements Workshop on Gender Justice Organized Regional Gender Justice and Social Transformation Summit with 25 participants from which 50% are integrated at the General Assembly Quarterly publication of 'herstories' in e-news Quarterly updated gender related activities and other information on APAY social media sites 	South Asia - October 2016 South East Asia-April 2017 East Asia- June 2017 Pacific -September 2017 September 2019 April 2016-September 2019
04.2 To increase participation of women in leadership role through strengthened organizational support	<ul style="list-style-type: none"> Gender Equity Committee Annual Meeting and Quarterly Online Meeting 	<ul style="list-style-type: none"> 70% Attendance of GE Members maintained during ECM 70% Participation of GE Members in the General Assembly 	ECM 2016, 2017, 2018, 2019

	<ul style="list-style-type: none"> Organizational (APAY) planning on creating program objectives and indicators that are gender sensitive and equitable 	<ul style="list-style-type: none"> 100 % inclusion of gender analysis in the APAY programs 	2016-2019
04.3 To engage in community-based gender transformative opportunities and projects	<ul style="list-style-type: none"> Gender Justice in Action Partnership and networking with national/local movements and community <p>Focus areas:</p> <ul style="list-style-type: none"> - alleviation from economic poverty - mainstreaming in political participation - resilience to disasters and emergency situations - elimination of all forms of discrimination 	<ul style="list-style-type: none"> Supported three (3) Gender Justice Community-based Projects 	2017-2019

05. Global Alternative Tourism Network			
Goal : The YMCAs promote and engage in Alternative Tourism based on CHANGE Principles for better prospects for the environment, local communities and preservation of local culture & heritage and for sustainability.			
Objectives	Activities	Expected Output / Indicators	Time Frame
05.1 To develop alternative and sustainable tourism programs following the CHANGE principles of APAY in the local YMCAs.	<p>a) Training - Basic training on AST (national and sub-regional) - Advanced training for site managers - Occasional and topical workshops</p> <p>b) Support development of model sites</p> <p>c) Marketing & networking - Site sampling and roundtables - Network with other alternative tourism NGOs</p> <p>d) Monitoring - Mentors / Task Force meeting</p>	<p>a-i) 2 national or sub-regional trainings each year a-ii) 1 managers training each year a-iii) 1 workshop at ASP each year</p> <p>b-i) 1 model site each year</p> <p>c-i) 1 site sampling or round table each year c-ii) 1 network meeting each year</p> <p>d-i) 1 mentors/TF meeting each year d-ii) 2 site inspections and evaluation each year</p>	2016, 2017, 2018, 2019
05.2 Lobby and Advocacy on Tourism and Climate Change	<p>a) Resource Group on Climate Change to study and monitor issues related to Tourism and Climate Change</p> <p>b) Support local initiatives on tourism and climate change</p> <p>c) Networking with other NGOs on issues relating to Tourism and Climate Change</p>	<p>a-i) RGCC mentor 20 youth for e-learning on Climate Change each year</p> <p>b-i) Two (2) Sub-regional workshops on Tourism and Climate Change each year b-ii) Regional Conference on Tourism and Climate Change</p> <p>c-i) Participate in meetings of other NGOs relating to Tourism and Climate Change c-ii) Invite other NGOs to participate in</p>	2016, 2017, 2018, 2019

	GATN meetings	
d) Lobbying on issues relating to issues on Tourism and Climate Change	d-i) Participate in regional and international tourism and other events to lobby on issues related to tourism and climate change (eg. ITB, Fair Tourism International Conference, UNFCCC, etc)	2016, 2017, 2018, 2019

06.Peace & Justice			
Goal : The YMCAs engagement in Peace and Justice initiatives, working towards a building a society based on justpeace.			
Objectives	APAY Activities	Expected Outcome / Indicators	Time Frame
06.1 Peace Conference Initiate and implement justpeace programs in national and local YMCAs in the region	Host a regional peace conference with 20 to 25 national and local YMCA participants to make justpeace programs a new thrust of YMCAs ministry.	National and local YMCAs develop justpeace programs in their YMCAs National and local YMCAs build relationships and networks with other NGOs and members of civil society to address justpeace issues in their societies	2016 or 2017
06.2 Regional Network Creation of a regional ecumenical organization devoted to promoting peace	Organize a conference with 20 to 25 participants to discuss the formation of a regional ecumenical peace organization that would develop public policies on peace, strengthen ecumenical peace activities, offer peace education programs, coordinate peace-related exchanges and contribute to the development of a theology of peace	The formation of the regional ecumenical peace organization that has been described	2017 or 2018
6.3 School of Peace (SOP)	1. Third module Transformation of the participants and offer tools for transforming their communities 2. Sensitize the participants to people's various identities and how they contribute to conflicts today 2. Enhance the awareness of participants of justpeace (peace with justice) issues in the Asia-Pacific region and provide tools to address conflicts	The SOP participants use the knowledge and skills they learned at SOP in either existing or new programs in their organizations to work for interfaith justpeace and the transformation of their communities. 2 to 14 weeks in 2017	January 2016

3. Transformation of the participants and offer tools for transforming their communities	<p>6.4 Mini-SOPs</p> <ol style="list-style-type: none"> 1. Sensitize the participants to people's various identities and how they contribute to conflicts today 2. Enhance the awareness of participants of justpeace (peace with justice) issues in the Asia-Pacific region and provide tools to address conflicts 3. Transformation of the participants and offer tools for transforming their communities 4. Orient APAY-CCA focal points to ICF's ideology and structure 	<p>The SOP participants use the knowledge and skills they learned at SOP in either existing or new programs in their organizations to work for interfaith justpeace and the transformation of their communities.</p> <p>The APAY-CCA contact people will take part in the activities of the ICF national forum and/or provide participants for these programs and will attend the annual ICF national forum meetings.</p>	May 2016 May 2016 July 2016 July 2016
6.5 Workshops	<ol style="list-style-type: none"> 1. Improve the curriculum and pedagogy of ICF's human rights workshops 1. Training Workshop for ICF Human Rights Resource People 	<ol style="list-style-type: none"> 1. The curriculum will be refined, and the pedagogy will be more participatory, thus enabling the participants to take more ownership of the knowledge and skills that they attain. 	May 2016

2. Provide a broad understanding of people's rights with a focus on the rights of the disabled	2. Human Rights Workshop in Laos	2. The participants will better understand their rights, the obstacles that people face in enjoying them and how to more effectively promote and protect their rights.	June 2016	
3. Same as No. 2 but with a focus on communal violence and caste-based discrimination	3. South Asia Human Rights Workshop	3. Same as 2	September 2016	
4. Impart writing, photography and videography skills for education and advocacy	4. Journalism for Education and Advocacy Workshop	4. The participants will be able to use the tools of journalism, both writing and photography, as well as filmmaking and social media to raise awareness about political and socio-economic issues and formulate a media strategy as part of a response to these issues.	October or November 2016	
5. Clarify the aim and objectives of CO to SOP alumni who provide leadership at the local level	5. Community Organizing (CO) Workshop for Karen youth from the refugee camps CO Workshop for SOP alumni	5. SOP alumni involved in local leadership of forum activities will have a clearer understanding of CO and will then make CO a central approach to their activities.	May or June 2016	
6. Complete a basic curriculum for children's interfaith justpeace and initiate the program in one national forum	6. Children's Interfaith Justpeace Workshop	6. The core group working on children's interfaith justpeace will finalize the curriculum and resource kit for this program so it can be initiated in one local area of a national forum.	August 2016	
	7. Tools for Transformation Workshop in Quang Ngai Province in Vietnam focusing on drama and writing			

7. Expand the ICF network in Vietnam, primarily among the victims of Agent Orange	<p>7. A small group of victims of Agent Orange will be able to tell their stories to the broader community through drama.</p> <p>High school students whose parents survived the My Lai massacre will research this history and tell their dreams of peace through English essays and art.</p> <p>8. A workshop on Faith and Justpeace will bring together a small group of SOP alumni from different faiths.</p>	October 2016
	<p>8. A resource library of the teachings from different faiths concerning peace, justice, interfaith relationships and conflict transformation will be created.</p> <p>9. To bring indigenous spirituality into the dialogue on interfaith justpeace</p>	<p>7. A small group of victims of Agent Orange will be able to tell their stories to the broader community through drama.</p> <p>High school students whose parents survived the My Lai massacre will research this history and tell their dreams of peace through English essays and art.</p> <p>8. A few SOP alumni of different faiths will meet for four or five days to compile documents, films and stories that detail the teachings of their faiths on peace, justice, interfaith relationships and conflict transformation. This group will form a resource team that can resource any ICF activities related to interfaith dialogue.</p> <p>9. This workshop will highlight the importance of indigenous spiritualities and the wisdom it brings to our troubled world. The workshop will help prepare some of these SOP alumni to be resource persons for ICF workshops, SOP and other activities.</p>

		10. Karen youth from the refugee camps and some other youth from other ethnic groups in Burma will learn to dialogue about interfaith justpeace in Burma through the use of the tools for transformation.	November 2016
6.6 Grants – Seed Money	<p>1. To help national forums initiate local-level activities of interfaith justpeace</p> <p>2. To help a few SOP alumni with a small scholarship grant to help them improve their skills and knowledge related to ICF ideology</p>	<p>1. Provide small one-time grants for national forum activities that promote the ICF ideology of interfaith justpeace.</p> <p>2. Provide small scholarship grants to SOP alumni, in cooperation with the national forum, who wish to improve their skills and knowledge</p>	<p>1. National forums will be able to initiate local interfaith justpeace activities and expand their local networks.</p> <p>2. Each year a few SOP alumni will be able to improve their skills and knowledge in important areas, such as gender equality, conflict transformation, drama and interfaith relationships, and then serve as resource persons for other ICF programs.</p>
6.7 Exchanges	<p>1. SOP alumni will have an opportunity to learn from each other in order to improve their work in interfaith justpeace.</p>	<p>1. Based on requests from national forums, individual exchange visits can be arranged between SOP alumni who can share their experiences and further develop their skills and knowledge.</p>	<p>1. Through the exchange visits, SOP alumni will have more experience in an interfaith setting and also have an opportunity to learn from the experiences of other SOP alumni while at the same time sharing their own experiences.</p>

Goal : The YMCAs are engaged in promoting social economy to employment and other social purposes with special focus on empowering the youths			
Objectives	APAY Activities	Expected Outcome /Indicators	Time Frame
07.1 Regional Conference on Social Economy	Organize a regional conference on Social and Solidarity Economy with participation of key YMCA leaders of national movements of our region.	15 lay leaders from at least 10 national movements participate in 5 day long conference.	2017
07.2 Sub-regional and National Training Conferences	<p>To support the local YMCAs to engage in launching social enterprises including cooperatives.</p> <p>To support the youths of our region to be self-employed through creating social enterprises.</p>	<p>Organize sub regional training conference with participation of youths and YMCA leaders representing the national movements of the sub region.</p> <p>Organize national training conferences with participation of key youths and YMCA leaders representing various local YMCAs of the country.</p>	<p>15 lay leaders and youths participate in 5 day long training conference in one of the sub regions of APAY on annual basis.</p> <p>15 youths and leaders participate in 5 day long 3 training conferences in a national movement.</p>
07.3 Support national social economy initiatives	To engage national movements to promote social economy as a tool for youth empowerment and create employment opportunities for the youth.	Support national movements and monitor their performance in establishing social enterprises in their local YMCAs.	2017 - 2019

08. Disaster Management			
Goal: To strengthen the movement's capacity in disaster response management that ensures people's welfare and well-being in communities affected by disasters			
Objectives	Activities	Expected Output	Time Frame
08.1 To develop a regional disaster response and management (emergency, recovery, rehabilitation) guidelines for coordination and implementation	<ul style="list-style-type: none"> Disaster Response and Management Task Force 	<ul style="list-style-type: none"> Organized a Disaster Response and Management Task Force Planning and Workshop 	June 2016
08.2 To increase knowledge and build capacity of national/local movements in Community-based Disaster Response Management (CBDRM)	<ul style="list-style-type: none"> Sub-regional two (2) CBDRM Workshop Regional CBDRM Forum 	<ul style="list-style-type: none"> Conducted Sub-regional workshops with 60 participants Organized a regional forum/workshop on CBDRM with 30 participants 	June 2017 October 2017 June 2018
08.3 To document, assess and synthesize the methods, strategies and approaches used in various disaster response Explore partnership, networking with organizations working on DRR such as Y Care International	<ul style="list-style-type: none"> Regular monitoring and evaluation and documentation 	<ul style="list-style-type: none"> Conducted periodic evaluation/assessment and reporting of regional funded disaster response program 	2017-2019