



Service Directors Manual

2021

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Introduction

To promote and monitor the various Y's Men's International service programmes it is beneficial to have coordinators for each at the international level, ideally supported at the lower echelons (Regional, Area District and club level) by equivalent appointees.

Service Directors are generally appointed by the elected executive officer of the same structural level—that is, the RSDs are appointed by the Regional Directors (RDs), the ASDs by the Area Presidents (APs) and the ISDs by the International President (IP). Depending upon the appropriate constitutional rule, these appointments may be subject to confirmation by the council or cabinet of the respective structural level. From the standpoint of administration, the Service Directors are primarily responsible to the executive officer at the same structural level, that is, the RSD to the RD, the ASD to the AP and the ISD to the IP. The Service Director at the higher structural level assists the Service Directors at the lower levels and coordinates the programme objectives.

The purpose of the manual is severalfold:

- (1) To outline the core responsibilities of all Service Directors, as well as those of the ISD Mentors and ICM Coordinators, who support the SDs in fulfilling their jobs
- (2) To provide a summary of the background and current purpose of each international service programme
- (3) To set forth the specific tasks and duties of each Service Director portfolio—that is, those which are unique to the position and complementary to the general responsibilities listed on page five and six of this manual
- (4) To suggest possible ways in which to meet the expectations of each position, which may be followed, adapted or ignored depending on their relevance and suitability as determined by the appointed SD. What is important is getting the job done, not how it is done!

*Prior to their term, ISDs will be advised of their nomination and provided the details of their ASDs, their assigned **Mentor** and **ICM Coordinator**, as well as any specific targets for the upcoming service year.*

General Guidelines for all Service Directors

Service Directors (International, Area, Regional) are designated coordinators of YMI service programmes assigned the duty of raising relative awareness and support to ensure successful implementation. While each portfolio is unique there are some responsibilities which apply to all Service Directors (SDs), regardless of their assignment or level.

SDs are expected to:

- Familiarise themselves with the Job Description for their portfolio and the available supporting material (programme brochures, manuals, pamphlets, etc.) and eventually, based on experience, recommend to the IEOs and the Manual Review Committee amendments and additions
- Establish appropriate communication arrangements and monitoring systems (ISDs liaison with AP and IP, ASD reports to AP, RSD reports to RD, etc.)
- Prepare workshops and educational presentations as requested for events such as trainings and conventions (International, Area, Regional), including a budget proposal to the appropriate treasury at least one month in advance of when funds are being requested
- Actively monitor the progress of the programme and mentor the efforts of the SDs under your responsibility where appointed
- Work with their leadership troika to ensure that programme goals (not only the financial ones) are challenging but realistic, as well as topical
- Encourage donation of time and money by members to unilaterally develop and strengthen the programme and create strategies to meet established goals, monetary and other
- Maintain a concise record of programme contributions and activities, as applicable; be ready to share this information at any time
- Prepare promotional and reporting articles for inclusion in "YMI World" and other publications of our movement, as well as the website and social media
- Submit progress updates by the indicated due date (at least twice per year in correlation with Mid-Year and ICM reporting) to their appointing officer – DSDs to DGs, RSDs to RDs, etc
- Relinquish records and assist in leadership transition when outgoing

Role & Duties of ISD Mentors

ISD Mentors are past international leaders (PIPs or PICMs) who have remained actively involved in YMI, possess exemplary communication and organisational skills and are proficient in English. They are appointed to support and improve the function of our Service Areas, helping to ensure all objectives are met. A Mentor will often be responsible for all those in a loosely connected category. (See [ISD Categories](#), page 6.)

Specific responsibilities include:

- To support assigned ISDs, as follows:
 - Act as a sounding board and advisor, as needed
 - Connect newly appointed ISDs to former ISDs and oversee the sharing of past reports and activities
 - Conduct a comprehensive review of the previous year with returning ISDs
 - Cooperate on a strategy (focusing on how to realise the IP goals) for the current term with both new and returning ISDs and IP
 - Send reminders about deadlines and ensure that reporting requirements are fully understood
 - Facilitate communication with the ASDs where needed
- To collaborate with their assigned ICM Coordinator, copying them in on all communication, to:
 - Advise and contribute to the drafting of reports to the IP and ISG on work and related issues
 - Recommend to IP the replacement of non-functioning ISDs

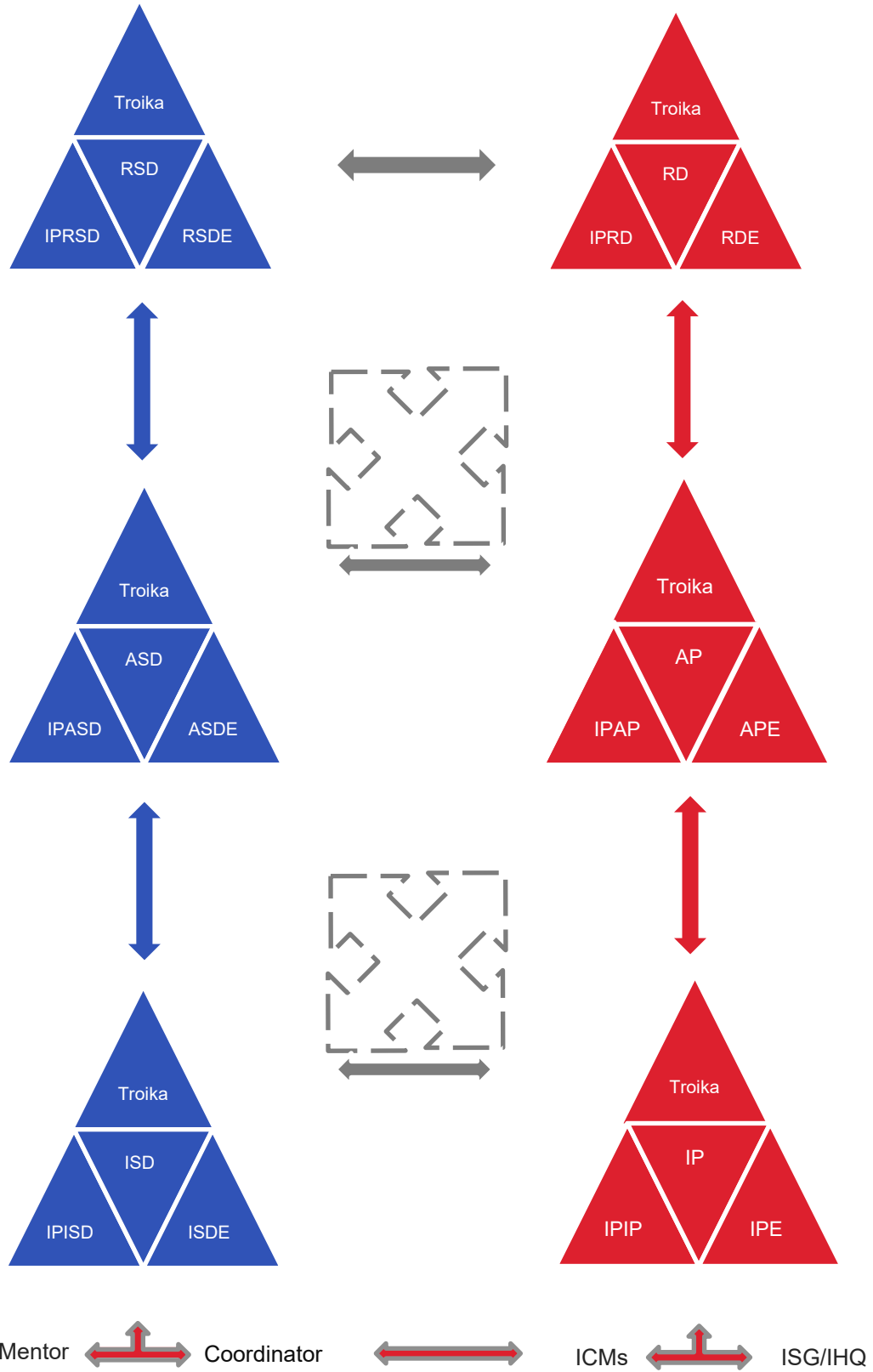
Role & Duties of ICM Coordinators

An ICM Coordinator is a member of our International Council (our legislative body) who is not an Area President (AP) or APE Elect (APE) but who has been given the added responsibility of being the voice of assigned ISDs. Like the Mentor, the Coordinator should fully understand ISD positions given to him/her.

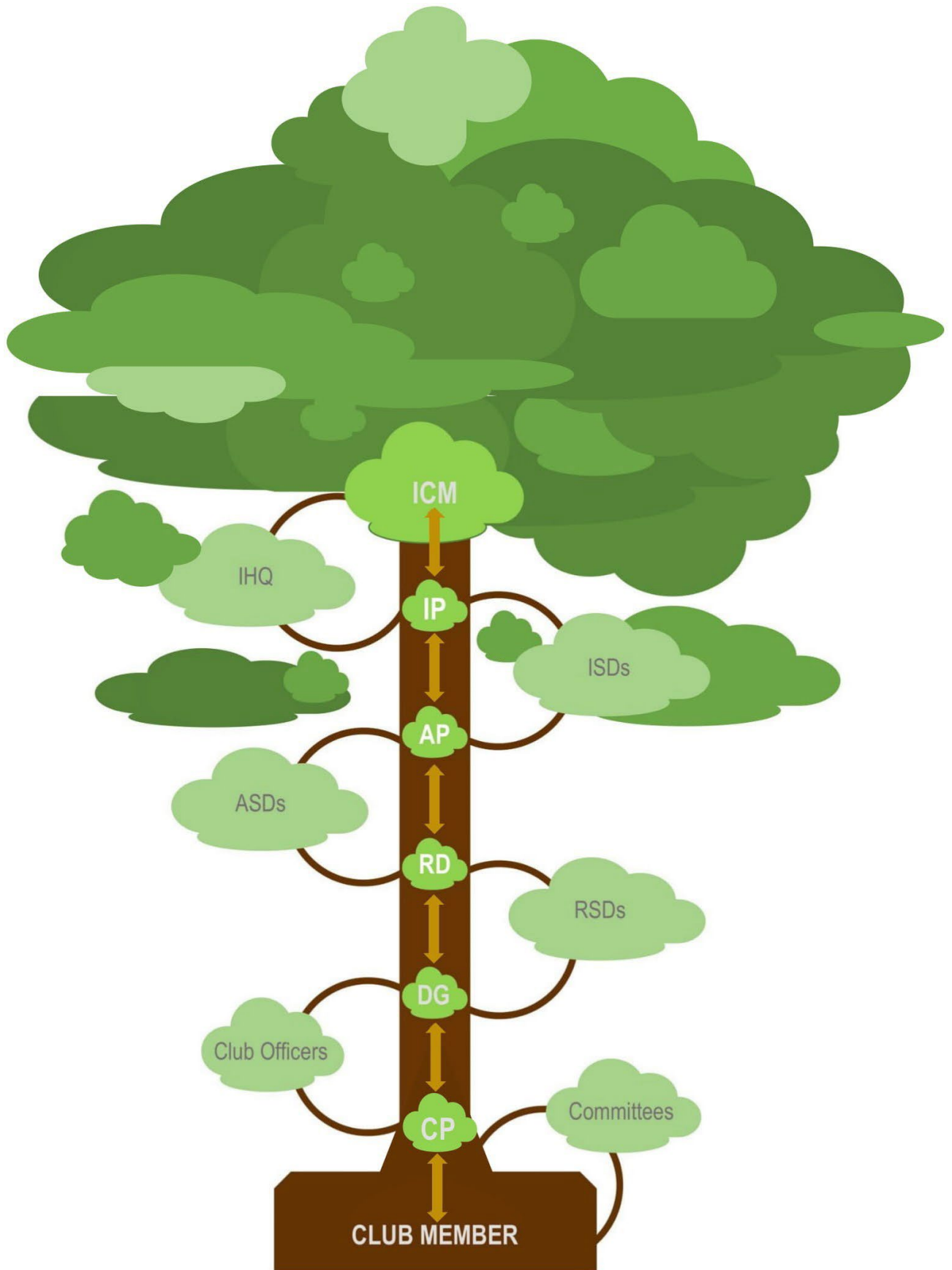
Specific Responsibilities include:

- Being well-informed about the concerns and issues important and/or affecting assigned ISDs
- Explaining such concerns and issues where appropriate, including but not limited to:
 - Online meetings (Zoom, Skype, Go-To-Meeting, etc.)
 - International Council Meetings
- Collaborate with their assigned ISD Mentors copying them in on all communication to:
 - Keep the IP and ISG informed with regular updates on ISD work and any related issues, particularly any motions they may make
 - Ensure that reports are fully understood and can be effectively explained to Council
 - Present the reports of their assigned ISDs and make motions on their behalf at ICM

Original Structural Interface



Revised Structural Interface



YMI COMMUNICATION TREE

ISD Categories

For positions appearing in this manual.

International Programmes	Training & Membership	Partnerships	Communication & Administration	Mission
Brotherhood Fund Promotion	Leadership Training	YMI Liaison to YMCA	Editors Bulletins/YMI World	Christian Emphasis
International Brother Clubs	Extension and Membership Conservation	Alexander Scholarship Fund	Historian	Community Service
Time of Fast Promotion	Gold 2.0	Roll Back Malaria	Public Relations	Endowment Fund Promotion
	Youth (YR and STEP, YIA, iGo)	Y's Menettes	Supplies	

Alexander Scholarship Fund (ASF)

Background

The Alexander Scholarship Fund (ASF) was established as the Paul William Alexander Scholarship Fund at the 1954 YMI International Convention and operated under that title until 1982, when the current name was adopted.

The primary purpose of the ASF is to subsidise the training of YMCA present and prospective staff. While exemplifying our founding objective (service to the YMCA), ASF additionally benefits our movement as YMCA professionals are often instrumental in founding new YMI clubs and/or supporting existing ones. The ASF remains key to cooperation between our two organisations.

Originally the ASF ran like our other international programmes, i.e., was administered by an International Service Director with all contributions being remitted to the International Office. However, in 1974, administration shifted to the Areas. Currently 30% of collected ASF donations are sent to IHQ, which is overseen by an International Service Director. The other 70% is used to support local candidates, meeting independently determined criteria and approved by a corresponding committee per [ASF Policy](#).

Job Description for ASF Promotion Service Directors

As a programme funded by member contributions, meeting the annual collection target for the year is of primary importance and should be the focus of ASF SDs. In addition to the general duties for Service Directors outlined on page two (2) of this manual, ASF Service Directors, at their respective levels, are also expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
	Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.	✓	✓	✓
1.	Promote the ASF actively and solicit contributions regularly, in an inventive and effective manner which optimises fundraising potential.	✓	✓	✓
Suggested Approach: Use past contribution trends and current economic factors to recommend ambitious but attainable goals.				
2.	Encourage applications for ASF funding from the YMCAs and properly disseminate those received.	✓	✓	✓
Suggested Approach: Establish and maintain regular contact with local YMCAs regarding ASF opportunities and application procedures.				
3.	Participate in the process of deciding the successful ASF candidates in collaboration with (and hopefully member of) the relative committee (ASF Policy).	✓	✓	✓
Suggested Approach: Review regularly and suggest updates to candidate criteria and selection processes as necessary.				
4.	Maintain a detailed and accurate record of ASF contributions received at your level of leadership to be shared as requested.	✓	✓	✓
Suggested Approach: Actively seek information on club contributions via locally popular means of communication – whether that be phone, email, video chat/messaging applications, other— and use Excel or a similar programme to log ASF donations as they are reported to you.				
5.	Collect the data on ASF grant recipients in your Region in correlation with the reporting obligations (at least two times per year – see page 5); send to the ASD as requested.			✓
Suggested Approach: Be familiar with the ASF grant allocation process in your Region; are grants provided at club level? District level? Other? Become part of the selection process or at least be a copy recipient on application outcomes.				
6.	Coordinate with your Regional Treasurer to ensure the correct calculation and transfer of 30% of the ASF donations from the clubs to the international office by the programme contribution deadline of 31 May each year.			✓
Suggested Approach: At the beginning of the year, confirm that RT can easily extract information on ASF contributions and remind him that you will need this information on a regular basis.				

Brotherhood Fund Promotion (BFP)

Background

The Brotherhood Fund, originally called the Bishop's Fund, was established in 1931 to bring overseas YMI members to our International Conventions, then held exclusively in the USA. Promotion of the international nature of our movement through subsidised foreign travel remains a key component of the BF. However, today the fund has multiple objectives and BF contributions are now allocated to leader and approved delegate travel; project volunteerism; remote club support, training activities; and youth development.

Job Description for BF Promotion Service Directors

As a programme funded by member contributions, meeting the annual collection target for the year is of primary importance and should be the focus of BFP SDs. In addition to the general duties for Service Directors outlined on page two (2) of this manual, BF Promotion Service Directors, at their respective levels, are also expected perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
	Communicate regularly with the person who appointed you. (i.e. ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.	✓	✓	✓
1.	Stimulate the collection of monetary donations to meet, and hopefully exceed, the financial targets set for BF for the service year.	✓	✓	✓
	Suggested Approach: Share information on successful grants and BF travel and activities regularly in eye-catching and easy-to-read communications to inspire contributions.			
2.	Calculate and coordinate the distribution of the BF Awards with IHQ.			✓
	Suggested Approach: Maintain regular statistics on BF contributions from clubs, finalise these statistics through cross checking contribution information collected at IHQ by October the following year.			
3.	Oversee the flow of stamps to the Area Philatelist if one has been appointed.		✓	✓
	Suggested Approach: At the beginning of the year, send out a message reminding club member of the historical significance of stamp sorting and sales - the original income source of the Brotherhood Fund; include the contact information of your local philatelist. Where no philatelist has been appointed, educate yourself on the nearest appointee who may be able to coordinate the sale of stamps collected by your clubs.			
4.	Publicise the BF grants available for delegates from your Area including proper application procedures, while also sharing all opportunities available to clubs through the BF to raise general programme awareness and stimulate contributions.		✓	✓
	Suggested Approach: Contact the BFECC and/or ITC at the end of August to obtain information on available grants for the year and current link to the application form; (re)circulate this information down to the club level.			
5.	Coordinate visitations to clubs by returning BF delegates.		✓	✓
	Suggested Approach: Avail yourself of the travel itinerary of each BF delegate from your Region from the ITC, as well as submitted travel reports; circulate these to the clubs and encourage them to invite the delegate to share his/her experience either in person or through a digital presentation.			
6.	Work with the Regional Treasurer to maintain an accurate record of BF contributions per club, both cash and stamp sale proceeds.			✓
	Suggested Approach: At the beginning of the year, confirm that the RT can easily extract the needed information on BF contributions and remind him/her that you will need this information on a regular basis to be able to fulfil your reporting obligations.			

[BF Manual](#), [BF Policy](#)

BF Travel Coordination (TC)

Background

The Brotherhood Fund, originally called the Bishop's Fund, was established in 1931 to bring overseas YMI members to our International Conventions, then held exclusively in the USA. Promotion of the international nature of our Movement through subsidised foreign travel remains a key component of the BF. As the Brotherhood Fund developed so did the need for dedicated persons to plan and oversee the travel of the approved delegates so to be able to adequately honour the BF's vision of international fellowship and cultural awareness.

[BF Policy](#)

Job Description for BF Travel Coordinators

Note, that while the general duties for Service Directors outlined on page five (5) of this manual will generally fall to the SDs for BF Promotion, BF Travel Coordinators, at their respective levels, are expected to perform the following checked tasks:

RESPONSIBILITIES		ISD	ASD	RSD
1.	Coordinate with the APE on the development of the preliminary plan for any BF Cultural Exchange Delegates into your Area the next year.		✓	✓
Suggested Approach: Reach out to the APE with ideas and hosting offers from August onwards to ensure development of the plan before 1 December, the date for submission to the BFECC.				
2.	Recruit club members to host and coordinate activities for visiting BF delegates; create and share with the ATC and AP a list of important and/or interesting Regional events occurring the next calendar year, as well as key tourist attractions.			✓
Suggested Approach: At the beginning of the YMI year (July/August), send out a preliminary appeal to Club Presidents, follow this in December with a copy of the BF plan.				
3.	Prepare a visitation itinerary, including accommodation, for any BF delegate into your Region based on the travel information provided by that delegate,			✓
Suggested Approach: Familiarise yourself with the travel schedule of the delegate; note and try to honour any special needs or requests where reasonable and not in conflict with BF Policy.				
4.	Prepare invitation letters for visa applications, as needed.		✓	
Suggested Approach: Identify for which countries on the BF travel plan the delegate will need a visa; advise him/her of this fact and offer to prepare the letters, ideally when acknowledging the successful application.				
5.	Receive the prepared itineraries from the Regions; help coordinate transport between Regions; send the finalised itinerary to the concerned delegate at least one month prior to his/her travel, with copy to the ITC.		✓	
Suggested Approach: Encourage cooperation between the host Regions from the early planning stages to facilitate smooth and economically intelligent transfers.				
6.	Arrange the attendance and hospitality for all BF delegates approved to attend your Area's Convention.		✓	
Suggested Approach: Obtain the list of approved delegates from the AP along with their contact information; put the Convention Host Committee and the delegates in contact and act a liaison as necessary.				
7.	Arrange visa letters as needed from the international office, verify and approve travel costs per BF Policy with the ISG and coordinate payment of expenses with the IHQ accountant for all travel funded by the BF programme.	✓		
Suggested Approach: Know when a visa might be required; price check submitted expenses before approving; suggest alternatives as indicated.				
8.	Arrange the attendance and hospitality for all BF delegates approved to attend our International Conventions.	✓		
Suggested Approach: Share the list of approved Convention delegates with the HCC, act a liaison between the HC and the delegates as needed, support the delegates at the Convention and monitor their attendance. (Note: ITC attendance of International Conventions is typically subsidised by International.)				
9.	Maintain the historical list of BF delegates, adding the new delegates each year and making amendments to past entries as needed.	✓		
Suggested Approach: Keep this data in an Excel table spreadsheet. Excel is common programme that is familiar to almost everyone, It can also be imported into almost all data management programmes.				
10.	Request and receive reports on the travel of each BF delegate and circulate to the host ATC and BFECC.	✓		
Suggested Approach: Use a common report form for all delegates; request pictures and permission to share them and key report details publicly on our international website and elsewhere, sending these to the International Webmaster and possibly to the YMI <i>World</i> Editor				

Bulletin/YMI World Editors (BE)

Background

The sharing of information is vital to any organisation. The use of bulletins to disseminate news was first officially introduced in YMI in 1932, with the establishment of an International Convention Daily Bulletin. The movement's international magazine, then called *Y's Men's World*, followed shortly after in 1936.

Job Description for Bulletin Editors

Our editors have the primary responsibility of collecting, publishing and coordinating the distribution of news within our movement. Although still relevant, editors will be less concerned by the general duties for Service Directors outlined on two (2) of this manual than other SDs. Editors their respective levels, are expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
	Communicate regularly with the person who appointed you. (i.e. ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.	✓	✓	✓
1.	Find interesting and newsworthy stories from a variety of sources within our movement and share these with members at the appropriate level in an attractive and accessible manner regularly that corresponds with our brand and style guidelines	✓	✓	✓
	Suggested Approach: Verify content with multiple sources to ensure it is factual; consider quarterly publication which can be supplemented by shorter teasers; use photos and images.			
2.	Coordinate the distribution of bulletins.	✓	✓	✓
	Suggested Approach: Consider modern distribution methods, i.e. via social media, YouTube etc. but do not dismiss traditional formats if appropriate – know your readers.			
3.	Work to develop and maintain a consistent editorial style, ensuring all communication circulated at the international level uses UK English and the accepted written forms of our programmes, abbreviations and the terminologies of our movement.	✓	✓	✓
	Suggested Approach: Look at past publications, reach out to your predecessor and/or IHQ for guidance			
4.	Help disseminate important information from the international level.	✓	✓	✓
	Suggested Approach: Consider using meeting minutes, memos, the international website as possible sources.			

Christian Emphasis (CE)

Background

The concept of Christian Emphasis is as old as our organisation itself. It is inherent in our YMCA heritage, integral to our founder's legacy and embedded within our Mission and our Constitution.

To define the purpose of Christian Emphasis, it is essential to clarify that when we use the word “*Christian*” we are referring broadly to the values expressed in the teachings of Jesus Christ, *such as love your neighbour as yourself. Guideline 201 of our International Constitution specifies that club members be prepared to put His words into action*, using them to guide our decision making, our methods of operation and in accordance, generally adopting a righteous way of life.

The objective of Christian Emphasis is to ensure that the voice and activity of our organisation reflect these core values unflinching and that our mission is expressed in a code of ethics applicable to all levels of our movement in which service to the less fortunate is paramount. Christian Emphasis is about actively sharing our philosophy and vision; and promoting YMI as a worldwide fellowship of persons working together in mutual respect and affection for the common purpose of making the world a better place, open to any like-minded individual, regardless of race, creed, colour, national origin, religious affiliation, etc.

Job Description for Christian Emphasis Service Directors

In addition to the general duties for Service Directors outlined on page two (2) of this manual, Christian Emphasis Service Directors, at their respective levels, are also expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.		✓	✓	✓
1.	Help ensure that the materials, statements, activities at your level of leadership honour our mission, respect our ethics as an organisation and exemplify the teachings of Jesus Christ.	✓	✓	✓
Suggested Approach: Suggest additional text that might tactfully reaffirm our values preferably without relying on overt religious references; evaluate where Christian references are made to determine appropriateness and relevance, develop material that affirms our Christian heritage but also present us as an organisation welcoming to all				
2.	Plan dialogues and workshops on working together productively in a modern, multi-faith setting; stressing the core philosophies that unite us in common purpose.	✓	✓	✓
Suggested Approach: Provide examples of teachings from various religious books to demonstrate the similarities in key messages; share moral dilemma exercises to show the commonality in how we, as compassionate humans, address these challenges, irrespective of religious affiliation.				
3.	Prepare motivational statements to inspire members to a way of life that is virtuous and devoted to building a better world for all humankind as per our Mission Statement.	✓	✓	✓
Suggested Approach: Release these messages around major events, particularly those in which deliberation and decision-making will occur, such as Council Meetings, as well as in annual tribute to our Founder in December. You may also find it appropriate to communicate around the key Christian holidays, Christmas, Easter, etc.				

Community Service (CS)

Background

YMI clubs are often defined by the informal motto “*Service in Action*” with all inductees pledging to actively contribute to meeting our six objectives, beginning with service to the YMCA and support to other worthy organisations. Although volunteering abroad to improve the situation of an indigenous people can also be considered community service, our clubs’ function primarily in their communities, acting to serve the disadvantaged in their neighbourhoods.

It is important to remember that community service is physical, involving a personal commitment of both time and energy that goes beyond simply making a monetary contribution.

Job Description for Community Service Service Directors

In addition to the general duties for Service Directors outlined on page two (2) of this manual, Community Service Service Directors, at their respective levels, are also expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
	Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.	✓	✓	✓
1.	Regularly collect and share information on our community service activities to motivate other clubs and to enhance our public image as an organisation.	✓	✓	✓
	Suggested Approach: Develop and maintain a database to effectively store and sort CS information; establish a monthly or quarterly newsletter and/or e-communiqué to share examples of Community Service projects at appropriate level (Region/Area/International).			
2.	Promote the international Community Service Award.	✓	✓	✓
	Suggested Approach: Actively share the award criteria and application details in a timely manner.			
3.	Promote solidarity and correlated action in times of natural disaster and/or widespread crisis	✓	✓	✓
	Suggested Approach: Liaison to help connect different groups, suggest possible actions and help share their eventual results.			
4.	Outline key community service activities in an attractive format and share with IHQ for use in promotional materials, on our website and social media feeds.	✓	✓	✓
	Suggested Approach: Keep the outline brief, sharing the location of the activity, number of volunteers, objectives, timeframe and hopefully, several good quality photos.			
5.	Coordinate the efforts of the clubs in the Regions to achieve 100% involvement in one or more Community Service projects		✓	✓
	Suggested Approach: Consider themes of service, SDG partnerships (https://sustainabledevelopment.un.org/partnerships/) and instilling a friendly sense of competition though setting specific challenges and offering recognition or awards to those who meet them.			

Extension and Membership Conservation (EMC)

Background

Extension, important to any organisation, became a priority for YMI with the drafting of Vision 2022 in 2009 and the establishment of the subsequent Towards 2022 goals, which challenge us to obtain 50 000 members in 100 countries.

The primary objective of Extension currently is to meet the Towards 2022 mandate, following the associated Challenge 22 operational plan. This is to be accomplished through the chartering of new clubs with special recognition given to those introducing YMI into a new country or territory with the creation of the Extension Beyond Borders Award in 2015 (EBBA), and by increasing membership in our existing clubs. Extension should be both incremental and sustainable.

Job Description for Extension Service Directors

In addition to the general duties for Service Directors outlined on page two (2) of this manual, Extension Service Directors, at their respective levels, are also expected to perform the following checked tasks:

Extension Responsibilities		ISD	ASD	RSD
Communicate regularly with the person who appointed you. (i.e. ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.		✓	✓	✓
1.	Develop your annual plan for extension including targets per country/club and corresponding budget; actively explore extension opportunities in new countries.	✓	✓	✓
Suggested Approach: Familiarise yourself with SDS eligibility and application procedures, be realistic in your plans, preliminary contact should have been made and interest indicated before being included in any written proposal.				
2.	Attend World and National YMCA meetings as budget allows to explore opportunities for collaborative extension efforts	✓	✓	✓
Suggested Approach: Use your Y's Liaison to keep up to date on upcoming YMCA meetings that might be of interest to your Extension efforts and use his/her contacts to support your attendance of such events.				
3.	Keep statistics on Extension progress and share the figures with the Areas regularly with revised targets as needed so the Areas can devise an appropriate action plan in collaboration with the IP.	✓		
Suggested Approach: Share these statistics with the New Club Announcements from IHQ.				
4.	Create a general plan for the introduction of YMI clubs in new countries, share and develop with the Areas and Regions.	✓		
Suggested Approach: Coordinate with the Y's Men's Liaison (YL) to the YMCA, the ISG as well as with the World Alliance's Liaison to YMI (WAL) to determine locations where new clubs could be formed together.				
5.	Ensure that the Areas and Regions understand the availability of Special Development Funds to reimburse the expense of chartering a new club, when and how to apply for them.	✓		
Suggested Approach: Share this information with the APs at the beginning of your term and send a reminder each time a new club is chartered to the relative leadership.				
6.	Establish dedicated teams for Extension, within the Challenge 22 framework.		✓	✓
Suggested Approach: Include your liaison to the YMCA or another YMCA representative in your Extension teams and coordinate actively with the YMCA to identify and introduce clubs in partnership.				
7.	Take note of and recirculate as necessary the "New Club Announcements" from IHQ to ensure the news reaches the club level.		✓	✓
Suggested Approach: Include this information with a personal note, congratulating leaders on their successes, while also setting new, specific extension challenges for the next period				
Membership Conservation Responsibilities		ISD	ASD	RSD
1.	Help locate and train mentors to ensure that newly chartered clubs in your Region have the proper support; encourage these mentors to also work with any existing clubs which may be struggling to maintain membership.			✓
Suggested Approach: Be in regular contact with the RD to keep informed of new club charters and membership reporting figures.				
2.	Identify clubs which have lost members between the first and second semester reports and contact the relative CPs to identify and coordinate appropriate MC activities.			✓
Suggested Approach: Request the necessary statistics from IHQ in April.				

Endowment Fund Promotion (EFP)

Background

The Endowment Fund, created in 1958, is an international investment account managed by a five-member Board of Trustees and supported by Y's Men clubs and individuals, holding gifts, donations or bequests in the form of cash or other property for the exclusive benefit of YMI. Donations are directed into a non-speculative, interest-bearing portfolio at the direction the Board of Trustees. While the principal of the EF cannot be leveraged, the income on the investments may be made available and provide a source of funding for exceptional programmes and projects like Special Develop Support (SDS).

The EF Promotion programme was created in 1967 to encourage capital contributions to the fund by establishing a system of personalised recognitions for donations of CHF 50 or more. A record of these special contributions is maintained by IHQ staff in Geneva, in what is known as the "Golden Book".

Job Description for Endowment Fund Promotion Service Directors

As a programme funded by member contributions, meeting the annual collection target for the year is of primary importance and should be the focus of EFP SDs. In addition to the general duties for Service Directors outlined on page two (2) of this manual, EFP Service Directors, at their respective levels, are also expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
	Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.	✓		✓
1.	Stimulate the collection of monetary donations to meet, and hopefully exceed, the financial targets set for EF for the service year.	✓	✓	✓
Suggested Approach: Circulate regularly information on the various EF tributes to stimulate interest.				
2.	Be familiar with the different <u>Endowment Fund contribution types</u> and qualifications; ensure that your team, as well as potential donors, also know the details.	✓	✓	✓
Suggested Approach: Access the information from our website, EF Donation Categories or request IHQ to send the one-page document on the subject; circulate it regularly with your EFP related communications.				
3.	Share news of Golden Book inductees, Honour Roll Members and Paul William Alexander Fellows, as well as any other noteworthy fund contribution.	✓	✓	✓
Suggested Approach: Regularly check the <u>EF indexes</u> manage at IHQ for new entries; publish the information across the variety of our media, while also watching for EF related news on the YMI website and social media.				

History (HI)

Background

It is important for any organisation to keep record of its important events not just for the sake of posterity but to actively serve in its governance. By making available information on past actions, both successful and not, present-day leaders have at their disposal vital data to assist them in making, intelligent and informed decisions, avoiding past mistakes.

During the early years of our movement, the job of preserving our past fell to self-appointed Historian, George W. Keital, a USA leader, who took it upon himself to publish three different history books in 1945, 1953 and 1972. However, it was only in 1996 that YMI officially recognised the need to maintain its history with the appointment of the first International Historian, PIP Jim Mueller. The establishment of this Service Director position was accompanied by the formation of a Task Force commissioned to write our 75-year history, chaired by another USA leader, Harold Westerberg. This Task Force later became the History/Archives Committee and still exists today with the International Historian being a key member. The History/Archives Committee and the International Historian work closely together with the primary objective of maintaining an accurate, easily accessible record of our past. Examples of items to send to the Archives include newsletters, photos from conventions, awards, etc.

Job Description for Historians

In addition to the general duties for Service Directors outlined on page two (2) of this manual, Historians, at their respective levels, are also expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.		✓	✓	✓
1.	Be familiar with the Archives, the processes to request information as well as the items that need to be preserved. Act as or coordinate with the Digital Archives Coordinator at your level.	✓	✓	✓
Suggested Approach: Cooperate with your predecessor and the University of Michigan Library Archivist working with our documents to become properly educated; practice using the Finding Tool.				
2.	Share information on the Archives — what is available, what items are considered important for inclusion and how to submit them.	✓	✓	✓
Suggested Approach: See that a list of items appropriate for the Archives is easily available, for example on your website, and regularly remind members to submit corresponding material.				
3.	Work directly with the International Presidents to obtain copies (digital or paper) of their important speeches and documents and arrange placement in the Archives. Liaise with the Archives and the Areas to ensure the proper submission, treatment and cataloguing of historical documents.	✓		
Suggested Approach: Be in touch with both regularly to keep informed on documents being sent and received.				
4.	Liaise with IHQ and the Archives to ensure the existence of a reasonable contract for the handling of our records	✓		
Suggested Approach: Conduct a regular review of the contract and suggest updates and modifications as needed to ensure optimal record keeping.				
5.	Maintain and update the international list of Historical Events with the support of IHQ	✓		
Suggested Approach: Use ICM Minutes as a primary resource for information.				
6.	Collect and send appropriate items to the ISD for submission to the Archives and for use in the development of balanced, representative and motivational materials highlighting our legacy to inspire current club members and potential ones.		✓	✓
Suggested Approach: Be aware of important events and deliberations occurring in your Region and ensure that someone is assigned to properly record them, if possible, with photos. Request the resulting documents and evaluate their suitability for submission to the ISD.				
7.	Receive items from the Regions, evaluate and send appropriate submissions on to the Archives in cooperation with the ISD; work directly with the Area Presidents to obtain copies (digital or paper) of his/her important speeches and documents and arrange placement in the Archives.		✓	
Suggested Approach: Advise the ISD of any planned submission to the Archives and avail yourself of his/her support.				
8.	Work actively to develop and maintain a history of your Region, including copies of important documents and photos of key events; identify items that might be of interest to the ISD in his/her promotional work (particularly in relation to major YMI events, such as our centennial and other noteworthy anniversaries.)			✓
Suggested Approach: Contact the ISD to determine what material is desired and to evaluate what you may be able to provide when.				

International Brother Clubs (IBC)

Background

The International Brother Club programme promotes partnership between two or more YMI affiliated clubs in different countries, which join forces in international fellowship and cooperation. Regular contact is maintained through email, social-networking, letters, club bulletins, videos, visits, etc. The first IBC relationship was recorded in 1948.

Job Description for IBC Service Directors

In addition to the general duties for Service Directors outlined on page two (2) of this manual, IBC Service Directors, at their respective levels, are also expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
	Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.	✓	✓	✓
1.	Actively communicate the importance of the IBC programme in developing the international scope of our movement through good promotional materials.	✓	✓	✓
Suggested Approach: Include examples of some successful IBC relationships and their activities in order to inspire interest.				
2.	Assist clubs interested in becoming an International Brother Club to find a partnering club or clubs.	✓	✓	✓
Suggested Approach: Establish the interested club's preferred Area or Region for partnership and contact the corresponding AP/RD and ASD/RSD IBC, where appointed, to initiate the search for a brother/sister club.				
3.	Sign and return all IBC certificates received in a timely manner.	✓		
Suggested Approach: Provide IHQ a digital copy of your signature so that the office can assist you in issuing good quality certificates, as needed.				
4.	Assist in maintenance of the IBC Directory so that new relationships are added as they are formed and any changes in existing relationships noted appropriately.	✓		
Suggested Approach: Conduct a regular review of the Directory and suggest updates and modifications as needed to ensure optimal record keeping.				
5.	Coordinate the issuance and signing of IBC certificates in your Area or Region and the mailing of them to the ISD, using the approved lines of communication.		✓	✓
Suggested Approach: Make sure to use the current certificate template (available from IHQ); issue a copy for each partner; consider digital certificates as an option to paper - if requested IHQ may provide hard copies either blank to be completed at a Convention where the signatories will be present or issued with scanned signatures.				

Internships 4 Global Outreach (iGo)

Background

The Internships 4 Global Outreach programme (IGo) was developed in 2021 as a programme for young people aged 18 to 30 in conjunction with the closing of the non-functioning Youth Educational Exchange Programme (YEPP). IGo is a cooperative endeavor with the YMCA in which participating YMCAs and YMI clubs members owning, or operating businesses offer short term work experience opportunities throughout the year. The programme is open to both persons within the YMI movement (children/grandchildren of active club members, club members themselves within Y's Men International, Y's Menettes or Y's Youth) and YMCA young professionals.

There are 4 key actions associated with iGo:

1. **ENGAGE** (Build global engagement.)
2. **CONNECT** (Build professional and social networks.)
3. **BUILD** (Build resumes.)
4. **EMPOWER** (Build skills and confidence.)

Job Description for iGoService Directors

In addition to the general duties for Service Directors outlined on page two (2) of this manual. iGo Service Directors, at their respective levels, are also expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.		✓	✓	✓
1.	Disseminate news of each iGo internship, promote each opportunity actively and encourage applications from qualified young persons.	✓	✓	✓
Suggested Approach: Use the popular communication tools. Do not limit yourself to one medium, consider newsletters/bulletins, social media, chat groups, etc.				
2.	Work to find interested and interesting internship providers within local YMCAs and YMI affiliated clubs.	✓	✓	✓
Suggested Approach: Use your personal contacts and the fellowship network within YMI.				
3.	Work to find club members with the assistance of the ASDs and RSDs who might be interested in hosting an iGo intern, create and maintain a database of these persons.	✓		
Suggested Approach: Consider approaching known STEP families as a first step.				
4.	Investigate ways in which to support outgoing (finance) and incoming (host and invite to Y's Men club activities) interns.		✓	✓
Suggested Approach: Consider creating special campaigns and calls to action.				
5.	Receive copies of reports of completed internships within your Area/Region or by a person from your Area/Region and actively share the highlights, ideally with photos.		✓	✓
Suggested Approach: Use the popular communication tools. Do not limit yourself to one medium, consider newsletters/bulletins, social media, chat groups, etc.				

Leadership Training

Background

An organisation which ignores the training of its leaders will grow weak for lack of direction and continuity. Leadership Training and Organisation Development has been a key component of our Forward Plan since 2005, with a purpose “to ensure availability and implementation of a common YMI Leadership Skills Training Programme for all our leaders and to achieve substantial improvement in our members’ perception of YMI through this programme.”

The prime responsibility of Service Directors LTOD is to support the IP by maintaining, circulating and helping to develop pertinent, modern, cohesive and effective training documents and tools, as well as to lead training symposiums as requested in order to promote good governance in our organisation. The system of SDs LTOD has been established to ensure that appropriate training material and support is available for all the different levels of leadership within our movement, from the club to the international level.

A Service Directors for Leadership Training and Organisation Development should have some expertise in training, either from experience or from his/her occupation.

Job Description for LTOD Service Directors

In addition to the general duties for Service Directors outlined on page two (2) of this manual, LTOD Service Directors, at their respective levels, are also expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
	Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.	✓	✓	✓
1.	Work with YMI administrators at the corresponding level (ISD/IEOs, ASD/AP troika, RSD/RD troika, etc.) to identify, recruit and educate trainers for all key service areas.	✓	✓	✓
	Suggested Approach: Ask RDs to reach out the District Governors (DGs) and clubs to nominate members who might possess the character and interest to become a trainer; offer to coach these persons so they obtain the requisite skills and help them find relevant resources.			
2.	Work with YMI administrators (ISD/IEOs, ASD/AP troika, RSD/RD troika, etc.) to develop a calendar of annual training objectives, events and subject matter. (This should be completed and published by the end of August each year.)	✓	✓	✓
	Suggested Approach: Share subjects which you have identified as priority and coordinate with training organisers to create suitable programmes with effective facilitators.			
3.	Encourage the planning and execution of regular trainings and subsequently review sessions; ensure that your availability as a trainer and/ or training agenda coordinator are known, including information on preparation time so that requests are sent within a timeframe that allows adequate planning and thus, optimal materials	✓	✓	✓
	Suggested Approach: When reviewing the planned training activities with the IP, AP, RD at the beginning of the year suggest additional programmes and offer to lead them where you feel appropriate.			
4.	In addition to the (two) regular reports due per annum, produce, by each 30 July, an evaluation of the trainings held within your jurisdiction that year, noting attendance, positives (things to continue/reinforce) and negatives (things to eliminate/improve).	✓		
	Suggested Approach: Draft this report to be a reference for future SDs LTOD.			
5.	Hold training sessions for ICMs and APEs before the International Council Meeting, the Mid-Year Meeting, the International RDE Summit or as requested.	✓		
	Suggested Approach: Coordinate the APE and ICM training agenda with the IEOs and ISG; if not previously indicated to you, confirm with IHQ your subsidised attendance of MYM and ICM in time to secure visas (if required) and reasonably priced travel.			
6.	Help to develop and circulate LT materials using or based on the current International Training Modules available on our website, updating and assisting in their revision so that they remain current and appropriate for the participants.	✓		
	Suggested Approach: Prepare material appropriate for your students, not just in content but in presentation.			

Portalbuzz (PB)

Background

In 2014, in an effort to move our organisation into modern and more efficient system of membership management that would be effective for the reduced IHQ staff, YMI adopted Portalbuzz an versatile platform designed for NGOs like ours. Portalbuzz gives us the capability not only to record our member information and issue relative invoices but has many other built-in features such as meeting planning and document storage, customised distribution features, event calendars, committee and special group management and more.

Job Description for Portalbuzz Administrators

Although still relevant, Portalbuzz Administrators will be less concerned by the general duties for Service Directors outlined on page five (5) of this manual than other SDs. PB Administrators their respective levels, are expected to perform the following checked tasks:

RESPONSIBILITIES		ISD	ASD	RSD
1.	Collect and coordinate the input and maintenance of club membership with the RD and ASD PB using the required format.			✓
Suggested Approach: Use only the Excel form provided by IHQ to record membership as this is the only way in which data can be successfully imported; once initial data is in the system communicate changes in membership to the ASD who can update the database.				
2.	Make sure membership is up to date on 1 August and 1 February in cooperation with the RD; communicate any changes to ASD PB.			✓
Suggested Approach: Make sure that the ASD PB knows that updates within Portalbuzz must be made before the 10 th of the month to ensure accurate and timely billing.				
3.	Keep club membership updated in Portalbuzz as you receive information from Regional Directors or RSDs PB; confirm with IHQ /ISD PB that the membership figures are correct by 10 August and 10 February to allow for proper issuance of the semesterly invoices for membership dues.		✓	
Suggested Approach: Make changes as they are received to minimise oversights.				
4.	In collaboration with IHQ accountant, manage the issuance invoices and tracking of membership dues; create distribution lists such as the Official Family List and otherwise use the system to provide effective management for the international office.	✓		
Suggested Approach: Be in regular communication with the ASDs PB, ensuring that they are properly educated and using the database as intended.				

Public Relations

Background

Public relations involve managing the type and frequency of communication shared with specific recipients in order to foster a favourable reputation and productive relationships in the community. PR strategists decide if, when and how to share information by studying how its release may impact public opinion. It is their job to coordinate the release of information in way that promotes a positive response among the most people. They are also expected to reach out to potential partners to explore opportunities for cooperation.

The first Director for Public Relations was appointed in 1951. The role became part of the Service Director system in 1998.

Job Description for PR Service Directors

PR Service Directors should have education in or previous experience in public relations. How they perform their job can have serious consequences for our movement. In addition to the general duties for Service Directors outlined on page two (2) of this manual. PR Service Directors, at their respective levels, are also expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
	Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.	✓	✓	✓
1.	Mobilise volunteer designers, journalists, PR consultants with professional training/experience from within our organisation to create a PR resource pool to be used for the promotion of YMI.	✓	✓	✓
	Suggested Approach: Consider “advertising” for these persons on various YMI social media feeds, bulletins and websites.			
2.	Use the pool of professional volunteer resource people to create high quality marketing and publicity materials (brochures, videos), using the approved style guide/format – for example, for our global projects and programmes – keep this material updated and fresh.	✓	✓	✓
	Suggested Approach: Keep current on modern publishing trends, look at what similar organisations, such as Lions or Rotary, and of course, the YMCA, are producing and use these as a reference.			
3.	Develop a content marketing strategy in which you define which communication methods you will adopt, when, for which audiences with measurable performance indicators for proper evaluation; have your strategy officially endorsed by the IEOs before implementation.	✓	✓	✓
	Suggested Approach: Fine tune your communications to your target audience while keeping them modern, i.e., good use of visual content and digital distribution using SEO (Search Engine Optimisation), Push Notifications etc.			
4.	Promote important YMI events actively, such as our International Conventions, Founder’s Day, as well as special UN days related to our work, e.g., World Malaria Day, community service day, family day etc.	✓	✓	✓
	Suggested Approach: Use the online UN World Days calendar – https://www.un.org/en/sections/observances/international-days/ as well as our international website for news.			
5.	Work to develop collaborative relationships with like-minded individuals and organisations, particularly those which might raise public awareness of YMI; establish regular communication and news sharing with them.	✓	✓	✓
	Suggested Approach: Research local and international NGOs which might be interested in working together and reach out to them; add partner links and news pages to YMI websites at the various levels.			
6.	Work with the ASDs and RSDs to consolidate the impact stories and other news from clubs into a global narration of our movement	✓		
	Suggested Approach: Consider the use of podcast/audiobook format to complement text editions			
7.	Coordinate on the development of our international brand in terms of publicity styles, as well as marketing and communication standards as requested; help ensure that these are known and adopted for all PR activities at the various levels.	✓		
	Suggested Approach: Circulate and use the current brand guidelines and style guides available from IHQ.			
8.	Collect impact stories from the clubs – i.e., short descriptions of activities which have had significant and positive influence in the community or elsewhere.		✓	✓
	Suggested Approach: Be in contact with IHQ regarding stories submitted; work with the individual contributors to produce an edited, professional end result, primarily in English but also ideally in the language of the club.			

[Guide for PR Service Directors](#), [Communication Style Guide](#)

Roll Back Malaria (RBM)

Background

YMI is currently engaged with the World YMCA in a multi-stakeholder partnership that has been created to support The Global Fund to Fight Against AIDS, Tuberculosis and Malaria. DFID, the international development arm of the UK government has committed to providing double-matching funds. One recipient of funding is the RBM Partnership to End Malaria, with which we have been engaged since 2010. The RBM Partnership to end Malaria (RBM) is the global framework for coordinated action against malaria and forges consensus among key actors in malaria control, harmonises action and mobilises resources to fight malaria in endemic countries.

Job Description for RBM Service Directors

As a programme funded by member contributions, meeting the annual collection target for the year is of primary importance and should be the focus of RBM SDs. In addition to the general duties for Service Directors outlined on page two (2):

Responsibilities		ISD	ASD	RSD
Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.		✓	✓	✓
1.	Regularly share information from The Global Fund website and the RBM website , particularly news and available partner resource	✓	✓	✓
Suggested Approach: Create a newsletter to highlight the ongoing work of The Global Fund and the RBM partnership in a manner to inspire donations.				
2.	Be aware of share developments in the YMI / IFRC collaboration and any planned RBM activities using our donations.	✓	✓	✓
Suggested Approach: Check the RBM page of our international website and periodically ask for updates from IHQ.				

Short Term Exchange Programmes(STEP)

Background

The Short Term Exchange Programmes offers special travel opportunities for the children and grandchildren of YMI club members, as well as independent young members who have been part of an affiliated club of the International Association of Y's Men's Clubs for at least three years. STEP is for 18 to 25-year-olds and participants stay with a Y's Men family in another location for a period of 3 to 11 weeks.

The primary goals of STEP are:

1. **FELLOWSHIP** (Promoting cross-cultural understanding and acceptance through hands-on experience)
2. **LEADERSHIP** (Teaching about the global activities of Y's Men International and moulding international citizens to become future leaders in our organisation)
3. **YOUTH DEVELOPMENT** (Helping young people develop self-confidence, responsibility and maturity)

Job Description for STEP Service Directors

In addition to the general duties for Service Directors outlined on page two (2) of this manual. STEP Service Directors, at their respective levels, are also expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
Communicate regularly with the person who appointed you. (i.e. ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.		✓	✓	✓
1.	Encourage applications from qualified young persons.	✓	✓	✓
Suggested Approach: Reach out the AYRs and RYRs where they are present.				
2.	Oversee the coordination of the travel and visitation itineraries, as well as the placement and accommodation of approved applicants.	✓		
Suggested Approach: Once an application has been approved put the new student in contact with the appropriate ASD and/or RSD.				
3.	Request and receive the programme evaluation and experience report of returned students in a timely fashion.	✓		
Suggested Approach: Circulate the report form to the students with a "welcome home" message the week after the completion of their trip; send reminders, as necessary.				
4.	Provide recommendations for applicants you know and support.		✓	✓
Suggested Approach: Consider using the applicant evaluation form which will be emailed to you when applications are received from persons from your Area/Region.				
5.	Find host families for successful applicants into your Region.			✓
Suggested Approach: Reach out the CPs; where possible try to keep a database of Y's Men interested and able to welcome a STEP student.				

Supplies (S)

Background

The term “supplies” refers to our various leadership pins (official supplies), as well as to brand merchandise (non-official supplies), such as T-shirts, mugs, etc., available to members. Such items acknowledge our leaders, instil a sense of community and increase our visibility.

In 1948, a Supplies Committee was instituted. Supplies management became the jurisdiction of Service Directors in 1998.

Job Description for Supplies Service Directors

Service Directors for Supplies have the primary responsibility of ensuring the availability of authorised supplies. Although still relevant, they will be less concerned by the general duties for Service Directors outlined on page two (2) of this manual than other SDs. Supplies Service Directors, at their respective levels, are expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.		✓	✓	✓
1.	Produce and maintain a catalogue containing descriptions and prices of all “non-official” supplies available at your respective level.	✓	✓	✓
Suggested Approach: Ask your local webmaster about the possibility of incorporating an on-line store.				
2.	Ensure the use of our official emblem and logo on all new merchandise, while allowing for the use of old stock where deemed acceptable.	✓	✓	✓
Suggested Approach: Coordinate with IHQ and Public Relations at your level to produce attractive and accurate items in order to strengthen our brand identity.				
3.	Be a first point of contact for all “official supplies” and help to coordinate their order and delivery through the approved supply office.	✓		
Suggested Approach: The manufacture of supplies can be outsourced, and supplies need not be produced or stocked in your location. Use the ASDs and RSDs to determine an optimal location for the production of high-quality, reasonably priced materials in cooperation with IHQ and the eventual international supplies office and the online store.				
4.	Obtain the catalogue of “Official Supplies” and circulate it. This may be done via our website-may be used: https://www.ysmen.org/supplies/		✓	✓
Suggested Approach: Consider adding a link to catalogue within your email signature.				

Time of Fast Promotion (TOFP)

Background

Time of Fast is an international service programme of our movement which allocates funds for YMI and YMCA projects which provide durable support to the needy. Ideally, TOF initiatives have both local and global impact. Since 2016, projects must align with the United Nations' agenda and address at least one of the Sustainable Development Goals.

The concept of the programme is that YMI members give up at least one meal and donate the cost of the meal to the fund. Traditionally, February has been reserved for TOF fasting and fundraising activities but of course, donations can be collected and submitted at any time.

TOF was introduced in 1972. Project criteria were established in 1977, followed by programme operating guidelines in 1988. Both are now contained in the document, [TOF Policy and Guidelines](#).

Job Description for TOF Promotion Service Directors

As a programme funded by member contributions, meeting the annual collection target for the year is of primary importance and should be the focus of TOF Promotion SDs. In addition to the general duties for Service Directors outlined on page two (2) of this manual, TOF Promotion Service Directors, at their respective levels, are also expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
	Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.	✓	✓	✓
1.	Stimulate the collection of monetary donations to meet, and hopefully exceed, the financial targets set for the service year.	✓	✓	✓
Suggested Approach: Share information on successful projects and updates on active projects regularly in eye-catching and easy-to-read communications to inspire contributions.				
2.	Share information on the projects approved and completed each year.	✓	✓	✓
Suggested Approach: Find this information in ICM Minutes or on our international website.				
3.	Share TOF project updates published on our International Face Book page.	✓	✓	✓
Suggested Approach: Use the share feature of Face Book; include a link to the relative web address in all communications.				
4.	Coordinate with the TOF Committee Chair to develop accurate promotional materials.	✓	✓	✓
Suggested Approach: Ask the TOF Committee Chair to control and suggest content for TOF promotion purposes.				

Web

Background

A good website can be a very effective, modern medium for communicating information about our organisation and our activities, not only to our members but also to the general public.

The Service Director position for Websites was introduced in 2003 with PISG Ingvar Wallin being appointed as the first International Webmaster.

Job Description for Webmasters

Webmasters have the primary responsibility of developing and maintaining topical websites for our Movement. Although still relevant, webmasters will be less concerned by the general duties for Service Directors outlined on page five (5) of this manual than other SDs. Webmasters, at their respective levels, are expected to perform the following checked tasks:

RESPONSIBILITIES		ISD	ASD	RSD
1.	Develop and maintain a website for International, your Area or Region depending on your position.	✓	✓	✓
Suggested Approach: Consider a professional website designer to customise your site if budget allows.				
2.	Update content regularly, including organisation news and a calendar of upcoming activities and events.	✓	✓	✓
Suggested Approach: Obtain content and photos from a variety of sources across our Movement.				
3.	Establish and maintain suitable contracts with a reputable web hosting service company.	✓	✓	✓
Suggested Approach: Research reviews on the Internet.				
4.	Establish strong security protocols and protection mechanisms to minimise the risk of breaches.	✓	✓	✓
Suggested Approach: Be aware of the available security options and how to apply them to your website.				

Youth Involvement & Activities (YIA)

Background

An organisation must involve its youth to grow strong, to develop new leaders, for continuity and as an ongoing vital source of membership. As an auxiliary to the Y's Men movement, Y's Youth Clubs play an especially important role in service to the YMCA and the local and world community. Beginning as simply Youth Activities in 1987, the programme named evolved in 1996 to emphasise the importance of including our affiliated Youth in all aspects of our movement.

YIA primarily consists of finding way to strengthen the cooperation and coordination between our movement and our Youth Clubs so that we can meet our common purpose.

Job Description for YIA Service Directors

In addition to the general duties for Service Directors outlined on page two (2) of this manual, YIA Service Directors, at their respective levels, are also expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
	Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.	✓	✓	✓
1.	Be aware of the key concerns of our Youth, as well as the position of YMI.	✓	✓	✓
Suggested Approach: Look at the comments regarding the Youth reports to ICM and any related motions in the Minutes.				
2.	Help arrange productive cooperation between Youth Representatives and YMI clubs, find common ground to work together, developing mutually agreeable ways to increase youth involvement in YMI work and leadership	✓	✓	✓
Suggested Approach: Propose shared community service activities and programmes.				

YMI Liaison to the YMCA (YL)

Background

Since its foundation in 1922, Y's Men International has worked in partnership with the YMCA. Having a qualified YMI member acting as a liaison between our two movements is important and mutually beneficial to both organisations. Our representative to the World Alliance Executive Committee is the YL (YMI Liaison). (In turn, the YMCA's representative to YMI is the WAL – (World Alliance Liaison). In 1981, we invited the first WAL to attend a Y's Men International meeting. In 1988, the World Alliance of YMCAs amended its constitution to recognise our YL as an official member of its Executive Committee without vote.

Job Description for YLs

Our liaisons to the YMCA have the primary responsibility of developing and maintaining communication with local and national YMCAs in the interest of strengthening our partnership. Knowledge of and connections in the YMCA are essential for any YL and ideally, any liaison appointee will be a member active in both YMI and the YMCA. Although still relevant, YLs will be less concerned by the general duties for Service Directors outlined on page two (2) of this manual than other SDs. Webmasters, at their respective levels, are expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.		✓	✓	✓
1.	Develop and maintain connections at the appropriate level within the YMCA.	✓	✓	✓
Suggested Approach: Start building your network from your local YMCA by developing personal relationships using your connections; introduce these YMCA contacts to our movement by inviting them to YMI conferences and local club meetings/activities.				
2.	Share news from YMI with the YMCA and from the YMCA with YMI.	✓	✓	✓
Suggested Approach: Use website and social media, as well as email. Send your YMCA connections YMI news for dissemination and ask them to send you YMCA news for circulation among our members in return.				
3.	Identify areas for collaboration between the two organisations; where none exist, suggest possible joint projects or programmes.	✓	✓	✓
Suggested Approach: Outline clearly the envisioned role and responsibility of each organisation in any new programme plan. Help to ensure that YMCAs are aware of existing opportunities through ASF, TOF, etc.				
4.	Define and secure YMCA relationships through the signing of Principles of Partnership documents.	✓	✓	✓
Suggested Approach: Suggest the signing a POP (which confirms partnership) only after establishing good communication and receiving positive feedback regarding future collaborative efforts from your YMCA contact.				

Youth Representative

Background

Auxiliary to the Y's Men movement, Y's Youth Clubs play an important role in service to the YMCA and to the community. They are recognised source for future YMI membership and as such, appropriate dialogue must be established.

In 1994, Teemu Koivisto from Finland served as the first elected Youth Representative to the International Council. At the same time an IC Member was appointed as his mentor. In 1997, the first YR Manual was approved.

Youth Representatives are expected to speak on behalf of YMI youth at the appropriate leadership forum and to help other young leaders within our movement fulfil established goals.

Today, YRs select YMI Mentors at their discretion where they feel the need for support and guidance of a YMI member in completing the duties of the position. The Mentor is expected maintain regular contact with his/her IYR to support and to guide him/her in the processes and etiquette of YMI, particularly those related to International Council Meetings.

Job Description for Youth Representatives

YRs have the primary responsibility of acting as a liaison between the Youth, movement and YMI. Although not officially YMI members, YRs fulfil many of same essential functions as our Service Directors. In addition to the general duties for Service Directors outlined on page two (2) of this manual, YRs, at their respective levels, are also expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.		✓	✓	✓
1.	Act as the voice for the Y's Men Youth, advocating for them and ensuring that the concerns of our Youth Clubs are heard and addressed.	✓	✓	✓
Suggested Approach: Attend legislative meetings of YMI when possible and participate to the extent authorised.				
2.	Foster a cooperative and respectful relationship between Youth and YMI.	✓	✓	✓
Suggested Approach: Be sensitive and peaceable in all interactions.				
3.	Plan Youth meeting and convocations, ideally in conjunction with YMI meetings, conferences and conventions.	✓	✓	✓
Suggested Approach: Work with the YMI leadership troika at your level to develop a cooperative programme				
4.	Chair the International Youth Committee	✓		
Suggested Approach: Organise regular online meetings of members.				
5.	Attend the annual International Council Meeting of YMI as a participant with voice but no vote.	✓		
Suggested Approach: Read fully the reports to be considered at the meeting and consider how the issues raised within may impact Youth.				
6.	Inform youth leaders at all levels of decisions made by ICM related to youth.	✓		
Suggested Approach: Send out a memo with brief minutes of ICM actions regarding youth matters within the month following the meeting, ideally in conjunction with IHQ's release of the complete Minutes document.				
7.	Participate in the development of the next IYC programme and assist in the election of the next IYR.	✓		
Suggested Approach: Actively involve your AYRs to ensure that all are equally represented in the programme.				
8.	Work cooperatively to develop and maintain an effective Youth structure and governance.	✓		
Suggested Approach: Perform periodic review of the Youth structure to ensure proper administrative and legislative procedures are in place and understood; work to establish consensus on how best to strengthen and grow the Youth component of YMI and the existing partnership.				
9.	Coordinate with the IYR on the development and organisation of the programme of the International Youth Convocation.		✓	✓
Suggested Approach: Develop a planning committee.				
10.	Communicate issues that merit consideration by the YMI Council so that they reach the IYR to be included in his/her report and addressed at ICM as appropriate.		✓	✓
Suggested Approach: Draft a comprehensive and conclusive end-of-year report in early June.				

Y's Menettes

Background

Y's Menettes are nearly as old as our movement, with the first Y's Menettes Club established only two years after our founding, in 1924. In 1949, the first International Director for Y's Menettes was appointed, and a declaration of association was established with YMI the following year. Between 1957 and 1991, when they were recognised as an independent entity, Y's Menettes were auxiliary to our movement.

Y's Menettes may be wives of Y's Men or any women who wish to enjoy fellowship and assist in the projects of Y's Men, the YMCA and the community. It is up to the individual Y's Menettes Club to decide whether it wants to admit as members women who are neither wives nor widows of Y's Men.

Job Description for Y's Menettes Directors

Although not YMI members, Y's Menettes Directors fulfil many of same essential functions as our Service Directors. In addition to the general duties for Service Directors outlined on page two (2) of this manual, Y's Menettes Directors at their respective levels, are also expected to perform the following checked tasks:

Responsibilities		ISD	ASD	RSD
Communicate regularly with the person who appointed you. (i.e., ISD with IP, ASD with AP, etc.), as well as with other appointed service directors directly above and below you.		✓	✓	✓
1.	Oversee the administration of Y's Menettes under your jurisdiction and communicate news of your operations to YMI.	✓	✓	✓
Suggested Approach: Prepare a periodical newsletter.				
2.	Identify areas for collaboration between the Y's Menettes, Y's Men, and eventually Y's Youth; where none exist, suggest possible joint projects or programmes.	✓	✓	✓
Suggested Approach: Outline clearly the envisioned role and responsibility of each organisation in any new programme plan.				
3.	Attend the annual International Council Meeting of YMI as a participant with voice but no vote.	✓		
Suggested Approach: Read fully the reports to be considered at the meeting and consider how the issues raised within may impact Y's Menettes				
4.	Communicate issues that merit consideration by the YMI Council so that they reach the ID Y's Menettes to be included in her report and addressed at ICM as appropriate.		✓	✓
Suggested Approach: Draft a comprehensive and conclusive end-of-year report in early June.				



Y'S MEN
INTERNATIONAL

Av. Sainte
Clotilde 91205
Geneva
Switzerland
ihq@ysmen.org