



2008 JCI PLAN OF ACTION

July 30, 2007

Introduction:

The 2008 JCI Plan of Action endeavors to build upon the 2005, 2006 and 2007 Plans.

While continuing to focus on the achievements of the last three years, the 2008 Plan will also shift towards a strategic view. In that sense, this document should be seen as a strategic document which will:

- Underpin the changes to-date within JCI.
- Focus JCI on a strategic shift and mindset concerning our position in society.
- Explore ways as to how we can best exploit the products, programs and services we offer.
- Continue to develop services and programs that will attract and retain members.

Successive Plans of Action since 2005 have concentrated on areas that were, at the time, important to the Organization. In particular:

- The development of the JCI Corporate identity;
- The refinement, crystallization and ultimate implementation of the JCI communication strategy;
- The provision of membership services throughout the world;
- The refinement of corporate services at our JCI World Headquarters;
- JCI membership recruitment and development.

This Plan of Action will encapsulate these areas, but also challenge JCI's role as an NGO,

Our Role as an NGO in Society

As has happened with many other non governmental organizations, JCI's membership peaked in the 1970's and 1980's. It can be argued that JCI's membership reflects socio-economic trends and not necessarily JCI's strengths and weakness.

Society has changed and will continue to change. Consequently, any non governmental organization seeking to maintain a position of relevance must articulate its mission, vision and values.

All service clubs, non-governmental organizations and political groups are finding it difficult to recruit and retain members. The end of the twentieth century saw **a moral code of self service** grow and compete effectively with the previous moral ethos of **community service**. This shift has impacted on people's views on society and the responsibility they feel towards community service.

We have seen a significant fall off in *“the volunteer spirit”* or *“active citizenship.”* This decline is universally recognized as a regressive development and not something welcomed. As a result, some governments have already set up discussion forums to examine how to promote a resurgent voluntary sector and more *active citizenship*.

In 2008, JCI will overtly espouse at every level:

- the importance of *active citizenship*;
- the importance of young people being engaged in the society in which they live;
- the importance of young people and citizens at large taking responsibility for their communities, and feeling empowered to make decisions to better improve society.

Active citizenship, that is the active role of people, communities and voluntary organizations in decision making which directly affects them and in turn the voluntary capacity of citizens and voluntary groups working directly together to exercise economic, social and political power in pursuit of shared goals, is under threat from various areas of modern life — the pressures of work, family and financial commitments and, above all, self absorption.

JCI’s two hundred thousand members believe in the importance of *active citizenship*. Without it, much of the progress made from the industrial revolution would not exist.

JCI’s philosophy has remained current, relevant and important to the future development of society for over fifty years. That is why **JCI can position itself as the one true voice of young leaders in society.**

Consequently, JCI is in a unique position **to become the organization of choice for governmental and or non governmental organizations to consult when they wish to know the view of young leaders and entrepreneurs in society.**

This Plan of Action will cover the following areas:

- I. **Membership Services**
- II. **Corporate Services**
- III. **Membership Recruitment**

I. MEMBERSHIP SERVICES

In 2008, JCI will continue to provide updated, appropriate and sufficient services to our members in order to help strengthen our Organization, and give our members the tools to further create new local organizations in their Areas.

To ensure that JCI positions itself correctly within society, national and local organizations will be encouraged to play their part as **active citizens** and to encourage others within their towns and cities to also involve themselves in society at large through JCI, thereby expanding our JCI network.

1. Conferences and Meetings

- a. Every future Area Conference and the World Congress will be required to ensure its agenda is relevant to young people and leaders.
- b. The 2008 Area Conferences and World Congress will deliver a consistent and professional image improving what was done before.

- c. The 2008 Area Conferences and World Congress will also allow for proper exchange of views among delegates in relation to JCI's future development and operations.
- d. Where possible, the 2008 Area Conferences and World Congress will be used to launch new products, programs and training to reach a wider audience.
- e. Conferences and Congress will further enhance the JCI brand and corporate slogan.

2. JCI Programs

JCI currently runs and manages the following programs:

- a. The Outstanding Young Persons of the World (TOYP)
- b. Creative Young Entrepreneurs Award (CYEA)
- c. Best Business Plan Competition (BBP)
- d. 100% Efficiency Program
- e. JCI Awards Program
- f. JCI World Public Speaking Championship
- g. JCI World Debating Championship
- h. Business Networking Event
- i. Twinning

All of the above will be examined early in 2008. If necessary, improvements will be made. It is anticipated that each of these programs will be retained and developed, unless the general membership does not consider the program effective.

A new program will be introduced in 2008 under the heading "Corporate Social Responsibility." It is anticipated that this program will be run with the support of the JCI Senate, in conjunction with the UN Global Compact, which will encourage members to focus on Corporate Social Responsibility and its relevance in society today.

3. Training

During the past two years the JCI University has reviewed current courses and created new ones aimed at developing new and better trainers who, in turn, will be responsible for delivering the training needed at the local and national levels in order to enhance the effectiveness of officers and members in general. In 2008, the JCI University will focus on:

- a. Developing and conducting courses to train local officers. Courses will include JCI Admin (local officers' management course), JCI Advance (local officers' leadership course) and JCI Adventure (team-building course for local organizations);
- b. Preparing trainers who can efficiently and correctly (in accordance with JCI Training Standards) deliver the new courses to local officers and members;
- c. Seeking new courses from candidates to International Graduate (IG) and International Training Fellow (ITF) status, as well as from other trainers interested in designing courses for JCI. These courses will be published online to be downloaded for free by certified trainers;
- d. Supporting new and young trainers by continuing with the Head Trainer course aimed at developing JCI Certified Head Trainers who, in turn, will mentor and coach young trainers to become certified Head Trainers;

- e. Continuing efforts to enhance the level of JCI training courses by enforcing the application and use of the JCI University Training Standards, Rules and Procedures aimed at creating more uniformed, standardized and effective training courses;
- f. Investigating and where possible developing training courses aimed at young business people.
- g. Examining the possibility of hosting and developing a Young Political Academy to ensure that young people entering politics today are aware of the challenges, obligations and moral responsibilities which they will face.
- h. Improving the database of JCI Trainers.
- i. Providing information dissemination of web tools.

4. National and Local Resource Material

Following on the success of the Local Organization Toolkit in 2007, additional Toolkits will be examined and proposed for possible development to include areas such as recruitment, starting local organizations, effective press releases and other areas that may be identified during the year.

5. JCI Senate

The JCI Senate will be encouraged to actively support our members at the national and local levels. We will continue to work and cooperate with the JCI Senate and further promote the concept of the JCI Senator with a view to increasing the number of JCI Senatorships granted in 2008.

6. JCI Foundation

JCI will continue to work with the JCI Foundation to explore new ways of securing revenue to support the work of the JCI Foundation.

JCI will further continue to handle the JCI Foundation Reception at JCI in Conferences and Congresses in 2008.

JCI will develop the JCI Foundation website which describes current projects and accepts financial support.

7. New Officer Appointment

In line with the development of Corporate Social Responsibility as a key area for JCI in 2008, we propose appointing a CSR Commissioner for each Area.

The role of JCI CSR Commissioners will be to coordinate JCI's CSR strategy in each Area working with the JCI CSR Committee Chairman and the assigned Executive Vice President.

8. Marketing

It is critical that in 2008 the Organization becomes active in promoting itself. This must also happen at national and local levels. To that end, JCI's marketing strategies will focus on:

- a. Encouraging the national and local organizations to continuously and regularly promote JCI to all available media outlets, and to publish a monthly press release of their meetings and activities;
- b. Further enhancing the position of the JCI Programs to national and local organizations by seeking corporate partnerships for JCI Programs;
- c. Increasing our promotion of Conferences and Congress to national and local organizations;
- d. Developing concrete external links with corporate partners;
- e. Developing concrete external links with governmental organizations;
- f. Implementing tools, programs and training material to help local and national organizations recruit members and heighten their profile in their communities.

9. JCI Website

The JCI website, one of the most effective tools for internal and external communication will be further enhanced as a recruitment and communication tool.

Accordingly, the website will be re-examined to ensure that it is maximized to promote the organization among external partners and new members, and to serve existing members as a resource center and an area to exchange best practices.

A JCI Foundation website will be developed.

II. CORPORATE SERVICES

The 2008 Plan of Action will focus on the internal and external functions of the JCI World Headquarters. Accordingly, the Corporate Services Plan of Action will include:

1. Internal activities
2. External activities

1. Internal Activities

a. Strategic Planning and Review Committee

In line with our constitutional requirements, a Strategic Planning and Review Committee (SPC) will be appointed to examine JCI's long term position.

The SPC appointed in 2008 will be constituted by various members with varying degrees of experience from all over the Organization.

The SPC will be required to report to JCI in time for its proposals to be considered at the 2008 JCI World Congress.

b. Corporate and Governmental Links

JCI officers and staff frequently come into contact with potential sponsors, corporate partners and governmental representatives. Presently no database of whom we interact with exists. Software will be acquired in 2008 so that there is a full database at the disposal of JCI staff and officers. This database will help

identify potential partners and sponsors for our JCI Programs and services. Considered urgent, this matter will be addressed at the earliest.

In addition, the database will help identify JCI alumni who may be of benefit to JCI.

Furthermore, JCI Officers and staff will continue to promote all of our major programs, training seminars, academies, conferences and congresses.

c. JCI Partnership agreements

JCI has entered into several formal partnerships with other organizations.

Many of these partnerships need to be examined to ensure that every partner of JCI is meeting its obligations to JCI, and that JCI is meeting its obligations to them.

In addition, current partnerships will be built upon and improved if necessary. No new partnerships will be entered into in 2008 until a set of criteria is established. Such criteria will be used as a benchmark upon which to measure all future relationships with partner organizations.

d. Corporate Social Responsibility (CSR)

It is proposed that a training program be developed and sponsorship sought and for the program. It is also proposed that new JCI CSR Commissioners be appointed to further coordinate and enhance what has been done to date. Ultimately, it is hoped JCI becomes a leading NGO in the area of CSR.

e. Finance and Budget

The JCI budget has been run efficiently since 2005. In 2008, JCI will continue this approach to fiscal rectitude and tight management of our financial affairs.

We will present financial documentation on a monthly basis to our Finance Committee and send JCI's financial status to the Board of Directors quarterly.

f. Administration

The Organization will continue to administer itself as transparently as in the past. Further, all staff members will have detailed job descriptions. As before, the expected procedures and targets will have been outlined in advance to ensure efficiency in evaluating and improving the employees' performance.

The Secretary General will be responsible for the overall appraisal of all staff at the JCI World Headquarters and will report to the Board of Directors on any issues that may arise in 2008.

All JCI officers will be obliged to report their expenses on time and to stay within their allocated budgets.

Areas where costs can be reduced in 2008 will be identified in each expense line item and, where possible, savings will be made.

2. External Activities

a. **Communications**

In 2008, JCI will focus on continuing to implement the JCI Communications Strategy by means of:

Feature News. News will be drafted and posted in English, Spanish and French to keep members informed, to motivate them to establish new Local Organizations and increase membership, and to promote *active citizenship*.

JCI Info. JCI Info, JCI's newsletter, will be drafted, posted and broadcasted monthly in English, Spanish and French with news from JCI officers and members. Objectives will include celebrating successes, making pertinent documents available through links, and keeping members informed and motivated to establish new Local Organizations and increase membership, and to promote *active citizenship*.

JCI in the Media. We will look for news published by the media worldwide in English, Spanish, French and other languages, and post them on JCI's website with a link to the original article or to scanned news. The goal will be to inform national presidents, JCI officers, and staff officers about news in the media so they may further use them to promote JCI's website and the good practices of the local organizations that receive media coverage. A newsletter including all articles published in the media during the previous month will be broadcasted at the beginning of each month.

Press Releases. We will draft, post and broadcast press releases in English, Spanish and French to promote the organization and to highlight accomplishments worldwide. We will also post press releases from national and local organizations on JCI's website to disseminate successful ideas.

JCI History Web Section. We will continue to develop the JCI history web section to offer members reference material, to help them understand the noble principles that inspired JCI's founders, and to promote *active citizenship*, exemplified by our founders' community spirit.

b. **Corporate and Governmental Links**

After the introduction of a new database, corporate and governmental bodies that should be regularly updated on our activities will be identified to deepen relationships to help us secure financial or other forms of support.

c. **Corporate Social Responsibility**

In line with the development of the Corporate Social Responsibility strategy, a sponsor will be sought to underwrite the costs anticipated with this new program.

d. **Database**

The new database as outlined above will be used to regularly communicate with potential external corporate patrons and governmental institutions. In 2008, JCI will begin a policy of regularly updating these organizations regarding our activities.

e. External Publications

In 2008, JCI will examine the possibility of developing promotional and marketing material exclusively for potential corporate partners, sponsors and governmental institutions. The purpose of this material will be to further heighten our profile externally and explore potential revenue streams.

f. Finance

All of our JCI programs and some of our training will be examined to see which will be suitable for potential sponsorship or corporate patronage. The 2008 Board of Directors will focus on potential sources of revenue from corporate sponsors.

g. United Nations (UN) Affairs

Following on our successful JCI-UN Leadership Summit in 2007, the 2008 Plan of Action will seek to implement the Resolutions from that Summit to help achieve the Millennium Development Goals (MDG's). In particular, the 2008 Board of Directors will examine the proposal related to the acquisition of one million bed nets for areas affected by malaria by 2015.

h. United Nations (UN) Global Compact

JCI will investigate the possibility of becoming a member of the UN Global Compact, as well as the corresponding obligations and commitments. As the UN Global Compact focuses on business responsibility in the community, it is seen as an area where JCI could have a natural role to play.

It is proposed that the next JCI UN Summit will pay particular attention to Global Compact. The Summit will be planned for summer 2008.

i. Media Relations

The JCI World Headquarters will examine how JCI's media exposure can be used more effectively, mainly regarding the JCI Area Conferences and World Congress.

JCI will also develop a media relations strategy.

III. JCI MEMBERSHIP RECRUITMENT & RETENTION

Recruitment is given a specific section as it does not fall within membership services or corporate services exclusively. Recruitment is the responsibility of every JCI member and staff officer.

JCI's mission is clear, put succinctly — **to contribute to the advancement of the societies in which we live.** If we wish to advance society, we need to advance and hasten the recruitment of members.

There is now clear branding of JCI. Our programs have been refined and more recently, the communications strategy and corporate slogan have now been adopted.

It is now **time for all of us to become active in the area of recruitment.**

Growth of itself is not a goal. Growth is the by-product of successful recruitment and retention, which are the direct result of being identifiable, relevant and attractive to the public.

Consequently, the 2008 JCI Plan of Action will demand that:

1. Every member — from the oldest to the newest, including life members and JCI Senators — see themselves responsible for the continued recruitment of young people in order to fulfill JCI's mission.
2. National and local organizations actively focus on recruitment and retention, the continued development of JCI, and the fulfillment of JCI's mission. To that end:
 - a. Every national organization will identify towns or cities of at least 25,000 inhabitants to establish a JCI local organization there;
 - b. Every local organization will ensure that its membership does not fall below 25 members;
 - c. The JCI World Headquarters will continue to develop recruitment aids and tools to further facilitate and empower the JCI national and local organizations. However, each JCI national and local organization will recognize that its own unique environment may require specific approaches to yield results;
 - d. A forum will be set up on the JCI website for National and Local Organizations to exchange successful recruitment strategies and information;
 - e. JCI will focus on retention as the average tenure of a JCI member is currently too short. National and local organizations will be encouraged to learn why members have left JCI to "plug the holes" where possible;
 - f. JCI will promote a flagship project that can be implemented in all Areas.

Above all, every JCI member will be encouraged to simply ask someone to join JCI. Most of our members were themselves asked to join by someone they knew.

CONCLUSION

The 2008 Plan of Action will encourage JCI members to promote *active citizenship* at every level of society. This philosophy, already enshrined in our mission, together with the other aspects of this Plan of Action, will empower JCI to become the organization of choice for governmental or non governmental organizations to consult when they wish to seek the views of young leaders and entrepreneurs.

By promoting active citizenship and implementing this Plan of Action, **JCI, as the Organization of Young Leaders and Entrepreneurs**, will successfully solve the old challenges that remain and be ready to meet the new challenges as of yet, unforeseen.