

Y'S
MEN
INTERNATIONAL



Regional Director's Manual

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Preface

Y's Men International is a volunteer organisation at all levels of its structure, with one exception: the International Headquarters (IHQ). The significance of this is tremendous, but we are so used to saying that we are a volunteer organisation that often we do not realise its tremendous value. Can you imagine how many hours Y's Men leaders and members around the world give to the community and to the YMCA as volunteers carrying out specific tasks?

It is easy to measure the success of any organisation if we do so based on the amount of money collected and contributed, but it is not so easy to transform all the volunteer work into figures that can clearly express the magnitude of this kind of contribution. When we say that Y's Men International is contributing US\$ 250,000 through our Time of Fast Project this year, we are not counting the thousands and thousands of hours given at the same time by Y's Men leaders and members collecting this money and implementing these projects.

You, Regional Director Elect (RDE) / Regional Director (RD), are one of these thousands of volunteers who have accepted a big responsibility in our Movement. The Regional Director position is a key one in Y's Men International. The RD is the bridge between IHQ and the Districts/Clubs, playing the role of active communicator. If the RD plays this role effectively, Clubs will become involved in the international sphere of our Movement. If the RD does not, most of the Clubs in her/his Region will become isolated from the international dimension of the organisation.

At the same time the RD has a double responsibility as motivator and as administrator. As motivator, the RD should have the skill to work with his/ her team, giving motivation to the Regional Secretary (RS), Regional Treasurer (RT), Regional Service Directors (RSDs) and District Governors (DGs) and coordinating activities with them. Building a team for the success of his/her term is essential.

As administrator the RD needs to plan with his/her team the actions to be accomplished during the year. This requires defining goals, making action plans, follow through the execution of those plans and motivating the team when the spirit and dedication is not as it should be. At the administrative level the RD is the resource person with whom IHQ and particularly ISG will work in implementing the annual international calendar. Other very important administrative roles are defined in the International Constitution which gives a clear mandate to the RD regarding the nomination of International President Elect and International Treasurer, the emergency election of International President, the charter of new Clubs, the official declaration of dead Clubs, and many others matters..

I hope that this Manual will give basic orientation to all RDEs/RDs. You will note when reading it that the previous year as RDE is as important as the term as RD. To be prepared to take over as RD demands one year as RDE with a very clear preparation calendar that is included in this manual.

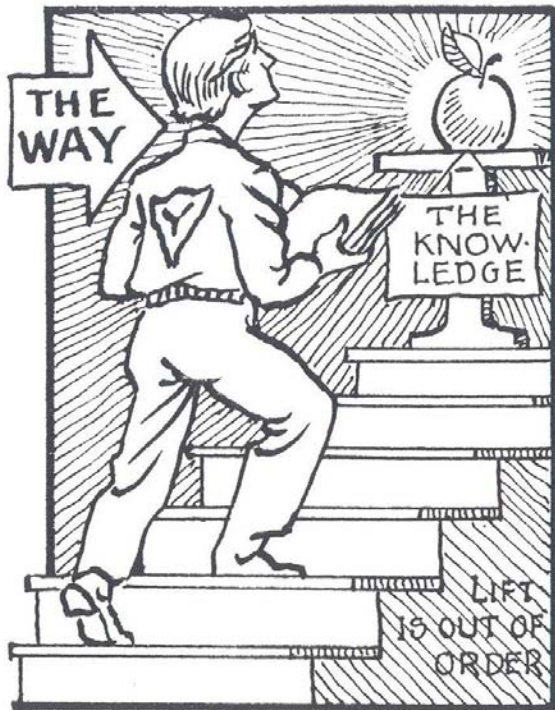
I wish you an enjoyable term as RDE/RD and hope that your dreams become reality for the sake of our Movement and for your personal success.

I will always be ready to support your work if needed.

Rolando Dalmás
Secretary General
Y's Men International

May 2005

Learning



It might seem unnecessary to talk about the need for knowledge to someone who has been elected as Regional Director. However, we have to realise that we come from all corners of the earth with widely varying backgrounds and, therefore, in order to make a centrally-produced Regional Director's Manual meaningful, we need to make sure that all incoming RDs receive the same basic information. You are therefore asked to spend some time learning as much as possible about the different aspects mentioned below. Remember that there is no short cut to learning — you have to go through all the steps.

Step 1 — Learning about Y'sdom generally

The premise of this Manual is that all RDs have at least the minimum basic knowledge of Y'sdom as described in pages 3–7 of the *Club President's Manual*. You are asked to read these pages carefully and familiarise yourself with our history, our organisational structure and the programmes of Y's Men International.

Step 2 — Learning about your Region

It is important for you to learn in detail how your Region is organised. Make sure that you have a file of material related to your Region in which you have a copy of your Regional Constitution,

a copy of a *Model Constitution and By-Laws for Local Club* within your Region and copies of the latest reports from Regional Conferences and Regional Council meetings, so that you have the full picture of programmes and activities within your Region. If your Region does not have a Regional Constitution, it is high time that one was produced (see Article XI, Section 3 of the International Constitution). At IHQ, we have available a *Model Constitution for Region* which we would be happy to send you.

The obvious resource person with whom to be in close contact when learning about your Region is the immediate Past RD.

Step 3 — Learning about the YMCA

No doubt you are well informed about your local YMCA, but do you know how local YMCAs in your Region are held together organisationally? And what do you know about YMCA programmes outside your local YMCA? All these things are crucial for you in your work as Regional Director. You must be knowledgeable about the YMCA so that you can make your Region its most efficient service arm. In some cases, your Region is part of a National Movement of YMCAs but it may also be that your Region covers several National YMCA Movements. It is important that you have a liaison officer (or several) to the appropriate YMCA body (bodies). Appendix I gives a model job description for a Y's Men's Liaison Officer to a national YMCA.

Step 4 — Learning about your Role

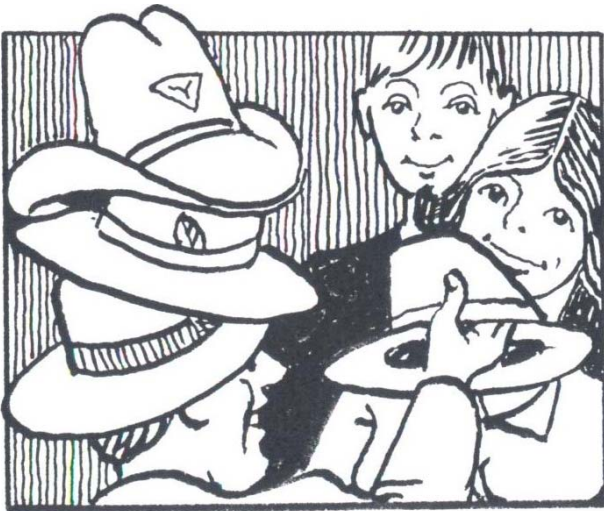
When you have got this far you have some basic knowledge about the environment in which you are going to work. Let us now look in more detail at your specific role in this environment. The International Constitution, Article V, Section 3E, states that you "...shall be responsible for the administration and finances..." in your Region and Article XI, Section 2, states "Each Region shall be responsible for its own organisation and shall conduct its own internal affairs." Before continuing, read Appendix II which gives some information on what kind of responsibilities are implied for you in these words.

Team Building

You will see that you have a range of responsibilities and it is quite obvious that you can never "make it alone." You need to have a team around you to help you accomplish your tasks as RD. **Delegate responsibilities!** Don't try to "wear all hats" yourself.

You will have a staff team and a team of line officers. The staff team is appointed by the RD in some Regions and in others it is elected by the Regional Conference. In either case, you as RD have many possibilities to influence the composition of your staff team. In your team will be the Past RD and the RD Elect. The former will share experiences with you and act as a counsellor. The latter should be involved in the team work as soon as possible as a part of the training process. The Regional Secretary and Regional Treasurer (in some Regions this is one and the same person) work very closely with the RD. It is usually helpful if these live close enough to you for frequent personal contact.

Every member of your team should have a written job description. You will find sample lists of responsibilities of certain team members in Appendix III. These give some basic elements for the jobs but will need to be enlarged so that specific details pertinent to the situation in your Region are covered. You will find it helpful to look in your Regional files to see what kind of job descriptions have been used so far. Make sure to leave copies of your job descriptions in the files for your successor.



It is necessary to have Regional Service Directors (RSDs) for the different programmes within your Region. A *Service Directors' Manual* is available from IHQ which

gives detailed model job descriptions for Service Directors for all programmes of Y's Men International. You should encourage Service Directors to create files on their specific responsibilities, to be handed over to their successors. Make sure each RSD knows exactly what his/her responsibilities are. It is important that they be involved in the goal setting mentioned in the next section.

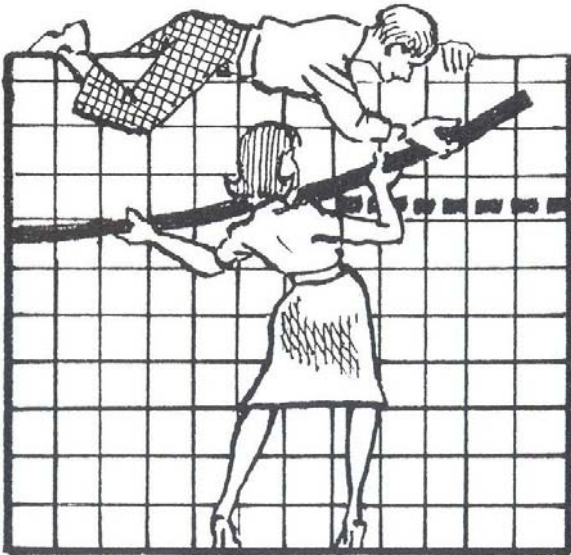
Your line officers are the District Governors (DGs). See Appendix III for a summary job description. A *District Governor's Manual* is available from IHQ. The DG is elected by the clubs in his/her District which means that you have little, if any, influence on the selection. You therefore need to establish personal contacts early with those who will be DGs during your term as RD. In some cases you cannot meet them personally due to the distances involved but you can always establish written contact. In Regions comprising more than one country, the role of the DG becomes even more important as he/she is usually the person who has to translate information from Regional and International levels into the language spoken in the District. If you and a DG have no language in common, it is advisable to arrange that each of you write in your own mother tongue. It is much easier to find someone who can translate from a foreign language into the language where you each live than to find someone who can translate into a foreign language.

This section on Team Building cannot end without stressing again the importance of having good personal contact with each and every one of your team members. Ideally you would call your team together before your term started, but in many Regions this is impossible due to the distances involved. You should therefore take every opportunity to meet your future team members during conferences and meetings you attend.

An absolute minimum is for you to establish good written contact with all of your team members. If you cannot establish such contact before your term starts, you should seriously consider replacing the team member concerned immediately. Without good communication with all your team members, you will never be able to accomplish your task as RD, nor will your team members be able to accomplish theirs.

Goal Setting

You are referred to page 8 12 of the *Club President's Manual* regarding the basic aspects of goal setting. During your learning stage, you learnt about the programmes and projects within your Region and you may have come to the conclusion that it should be involved in some new programme which you would like to launch. For the "traditional" programmes it is valuable for you to look how well the Region did last year compared with the goals set. This does not mean that you should set your goals according to past accomplishments, but it does help you in



Goal setting is an important aspect of planning which is followed by implementation. Whereas the targets at which long-range planning is aimed should come from the top, the actual goal setting should come from the grassroots level. Ideally the whole membership in your Region should be involved in goal setting.

The Club President Elect should meet his/her Board Elect and set his/her goals for the next year in various fields such as Extension, Membership — Conservation, BF, TOF, Endowment Fund, fund raising, etc.

The DG Elect in turn should either organise a meeting of Club Presidents Elect (those who will be Presidents during his/her term of office) or, if this is impossible, collect by mail their goals for their year of office. He/she should

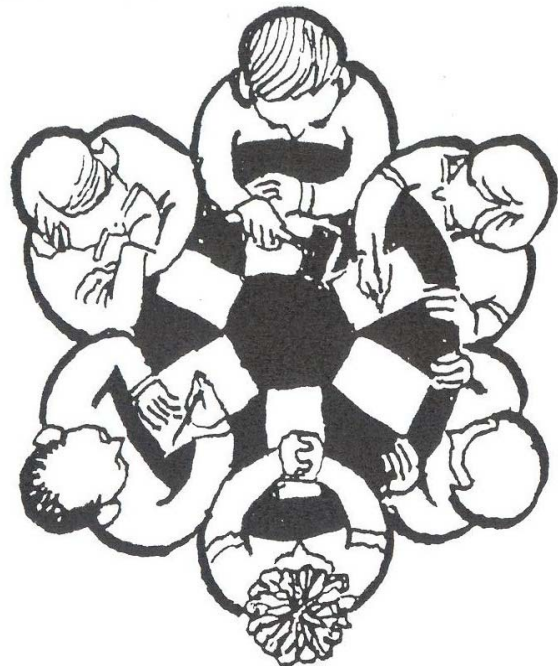
then set his/her goals on the basis of the feedback from the Presidents Elect.

The RD Elect should then collect the goals of the DGs Elect and finalise his/her goals for his/her year as RD. The AP in turn should set his/her goals on the basis of those of his/her RDs Elect, and the IP Elect should set the goals for his/her year as IP based on the goals of the APs Elect.

Let us take one example on goal setting within your Region. In the Extension and Membership Conservation field the "Lagos Plan" adopted in 1987* called for a 6% increase in the number of clubs and an average of two new members in each club. This is an example of a programme where a minimum goal is imposed on your Region.

We will say that your Region is an average Region with 535 members in 22 clubs in 4 Districts as shown below:

North	3 clubs	50 members
South	5 clubs	128 members
East	9 clubs	212 members
West	<u>5 clubs</u>	<u>145 members</u>
Total	22 clubs	535 members



* Challenge 22, the operational plan approved in 2019, introduced new international Extension targets.

A 6% net increase in the number of clubs and 2 new members in each existing club means that at the end of one year your Region should have 23 clubs and 599 members (535 + 22 existing clubs x 2 new members/club + 20 members in the new club).

It is important to clarify that we are talking about net increase. Many members leave our clubs and a club has not fulfilled its goal if it inducts two new members and at the same time loses one or more. The important point is that its membership report should show two members more a year from now. Of course these are average figures only. You might want clubs with low membership to increase by more than two members, while large clubs can aim for *status quo*.

When it comes to increasing the number of clubs in your Region by one, you have first to see whether any club is so weak that there is a risk of losing it during the year. You should then of course work on conserving that club. But for this example let us say that you will lose one club during the year, which means you will have to get two new clubs on your roster during the year.

If you want to reach the goal of chartering two new clubs during the year, you will have to start working on more than two clubs as not all attempts will succeed. One easy approach would be to try and start one new club in each District, but if you look at the figures you will see that this might not be realistic.

You might like to have two new clubs in the North District as it only has three now, but it may be more realistic to create them in the East District because it is already strong and you have the necessary manpower to get the job done in that District.

The final decision will depend on local conditions within each District and the leadership available. It is important to involve all four District Governors and the RSD for E+MC (or the RSD for Extension and RSD for Membership Conservation if your Region has the two) in setting the goals for each District and thus for your Region as a whole.



Planning

The *Club President's Manual* deals on pages 8 – 9 13 with some basics of planning and you should read that section before continuing.

Let us start with a purely administrative matter to show you the principles of time planning. The matter is half-yearly reporting and payment of International dues for your Region. We start by responding to the two questions below.

Who is responsible? You as RD but you delegate much of the work to your Regional Secretary and Regional Treasurer.

What is the goal? List with name and address of each Club President and number of members in each club at IHQ (with copy to Area Office/President) on 15 February for the 1 February report and 15 August for the 1 August report. First semester International dues based on the 1 August Report report and covering the period 1 April July — 30 September 31 January, at IHQ (or Area Office) on 31 August. Second semester International dues based on the 1 February report and covering the period 1 October— 31 March at IHQ (or Area Office) on 28 February.

A detailed time plan to achieve this is shown in Appendix IV. You might need to adapt this to the conditions in your Region, but it shows you the kind of planning which is needed. Remember that this seemingly dull and uninteresting matter (which nobody loves) constitutes a golden opportunity for you to check the communication channels within your Region.

Next, let us see how you could proceed with planning to reach your goal for E+MC.

Who is responsible? Your RSD E+MC, or RSD Extension and RSD Membership — Conservation (as for all programmes within your Region, you as RD have the ultimate responsibility).

What is the goal? A 6% net increase in the number of clubs and an average of 2 new members in each existing club during the year, as which for our example means increasing from 22 clubs and 535 members to 23 clubs and 599 members in one year.

— There are several ways to approach this problem. Let us take the one where we break down the E+MC programme into its three components: Extension — Membership — Conservation.

Extension: We said that in our example we have to count on losing one club, which means the goal should be to charter two new clubs during the year. In the previous section preliminary consideration was given to where to start these two new clubs. The time has now come for definite planning and this requires some background knowledge. Ask your RSD to make a survey of YMCAs in the Region which do not yet have a Y's Men's Club, if no such survey already exists. It may show one YMCA without a Y's Men's Club in District North, five in East, two in South and three in West. You may at this stage hear that all 11 YMCAs have been contacted before without any positive result. You should be expecting that kind of comment and not let it discourage you.

Ask instead for a list of when each YMCA was contacted, by whom and the reason for the lack of positive response. The answers may show that in six cases the conditions have changed

so that a new approach is worthwhile. Of these six YMCAs, two are so remote from existing Y's Men's Clubs that you have to give them second priority for the time being. You may end up with two reasonably good prospects for two new clubs in the East District and one each in South and West.

The four DGs were probably involved in the process of survey but, if not, it is high time to get them involved now. It becomes their immediate responsibility to assign a sponsor club for each of the YMCAs where you will try starting a new club.

You may feel that your part in the planning process is now over and that responsibility rests with the selected local clubs, but this is not the case. You must make sure that the local clubs receive the necessary help for their planning.

They need to find answers to questions such as:

Whom should we approach for the first contact? The approach will differ depending on

whether the contact person is a lay person or a YMCA staff person.

When would be the best time for the first contact? Make sure that the first contact is not at a time when the person to be contacted is involved in some time-consuming and frustrating work.

Who should be responsible within the sponsor club? It is advisable that a special Extension Committee be created for this.

What would be a feasible time plan for charter in 12 months? This plan has of course to be shared with the group formed to constitute the new Y's Men's Club.

These and other questions have to be asked, and answered, in the planning stage and you must make sure that the local clubs receive the necessary help for effective planning to achieve the goal.

Membership: In today's world with its high mobility, two or three people in a club may leave the locality during the year and thus have to leave the club. So the goal of a net increase of two members means the club has to plan on inducting 4–5 new members during the year and this does not happen all by itself. It is up to you and RSD E+MC (or RSD MC) to explain this to the local clubs, getting them to understand that your Region will never reach its goal unless each local club works on reaching its individual goal. You may want to plan on giving special emphasis to membership during one month or to let it become an ongoing priority throughout your term. It all depends on the conditions in your Region, but you have to make up your mind together with your RSD and plan accordingly.

Conservation: It is a fact that we sometimes lose clubs and it is important to work at avoiding this. Take a look at the membership statistics for the last couple of report dates and you will see the trends for each local club and thus be able to spot clubs that are likely to be in danger. However, clubs can also disappear very suddenly due to poor leadership or personality clashes on the local level and you have to involve your RSD E+MC (or RSD MC) and the DGs in planning how to monitor the situation within each District. The main responsibility for Conservation rests with the Club Presidents. District Governors should provide support, encouragement and suggestions as needed.

In all E+MC work personal contact is of utmost importance. But the availability of information material about Y'sdom is also helpful. Does your Region have material adapted to your conditions? If not, what is most urgent to complement the material available from IHQ? How about a video or PowerPoint presentation on Y'sdom in your Region for lease to local clubs?

Contact the appropriate YMCA authorities to have an article on Y'sdom printed in the publication for professional YMCA staff in your Region and another in a YMCA publication for lay people. Sample articles for use in a European country are shown in Appendix V and VI. Obviously these would need to be adapted to your conditions, but they show how such articles can be written.

E+MC is an ongoing programme. You will sow some seeds without having time to reap the harvest, but you may also be in the position of reaping the harvest sown by your predecessor, so these will balance out. It is extremely important that you keep in close touch with your predecessor and successor in all your work, especially in E+MC.

For all programmes within your Region you have to make similar detailed plans together with the respective RSD. You will not have time to be involved personally in all the details, so when setting goals together with the RSDs you have to give them some outline of the kind of planning needed and ask them to submit the plans in time for you to go over them and adjust them as necessary.

As RD you should have a Master Time Plan for your term with all the important dates marked on it: not only conferences but also deadlines you have to meet and dates when you expect reports from your Regional Team. There will be no two identical Master Time Plans as conditions are so different. The example shown in Appendix VII is based on a Region in the Northern Hemisphere which has its Regional Convention in May and virtually no club activities during the summer months of July and August.



Implementing

So far you have been in the preparation phase. Your takeover on 1 July is approaching. Contacts with your predecessor are increasing in number and depth and you have established good personal contact with each member of your Regional Team (often only via correspondence). Goals have been set and plans drawn up for achieving them. You are all set to go and are looking forward to a successful year. If you have made preparations carefully your chances of success are good, but to succeed you need to maintain a high momentum all through your term. A look at the Sample Master Time Plan in Appendix VII confirms this. Four important aspects of your work as RD can be seen.

i. Train your Team

You should by now have provided your Regional Team — Regional Secretary, Regional Treasurer, RSDs, Past RD, RD Elect and DGs — with written job descriptions. If at all possible, you should also have a training session with them where you can highlight what you expect from each of them and they in turn can ask you questions. If you cannot have such a session with them all at the same time, you have to utilise occasions like District Conferences, club visits, business and vacation trips for such training sessions.

There is also a need to train the Club Officers in your Region. If a joint session with all of them is not possible you will have to delegate the responsibility for their training to the DGs. In some Regions this is the only realistic solution due to distances and/or linguistic and cultural barriers. Make sure that you explain clearly to your DGs what you expect of them with respect to training the Club Officers and see that any training session is adapted to the conditions of your Region. Adequate time for questions and discussion is essential.

ii. Communicate

As RD you must be a good communicator. Most information from Area and International

level goes via you. *You* receive Minutes of International Council Meetings, *you* receive memos and *you* receive special information on programmes. If *you* do not share that information with the clubs in your Region the members will never get to know about it. The best way to communicate is via personal visits but in many Regions this is impossible due to the distances involved. Telephone and e-mail communications are possible almost everywhere. Failing these, you can always communicate in writing.

All Regions should have a Regional Bulletin or Newsletter. This need not be a costly high-quality publication. Content and regularity are more important. A simple photocopied quarterly sheet is much better than ambitious plans for a printed bulletin with glossy photos which never materialises due to lack of time or financial resources.

The Sample Master Time Plan in Appendix VII gives an idea of when your Regional Bulletin could be issued and some of its contents. This should be seen as a minimum of correspondence on your part to the local clubs in your Region.

There is the question of whether the Regional Bulletin should be distributed to each club member or whether it is enough to send one copy to Club Presidents. If all members in your Region speak the same language a Regional Bulletin to each member is preferable, otherwise it is enough to send a copy to each Club President. In this case it is very important that you make it perfectly clear to the Club Presidents during the Club Officer training session that it is their responsibility to share information in the Regional Bulletin with club members. Each club can solve the problem of translating from your language to that of the club.

It is important that you keep an updated mailing list for your Regional Bulletin as well as information from Area and International levels to be circulated within the Region. This list should also include appropriate YMCA

officials within your Region as well as past Regional and International leadership — including our International Historian.

To be a good communicator means responding promptly to letters and requests coming to your desk even if you do not always have the necessary information to respond adequately. There is nothing more frustrating than sending letter after letter without receiving a response, so the least you can do is to acknowledge receipt of any request promptly and either give the necessary information or say that it is not available at the time but will be at a later (clearly specified) time.

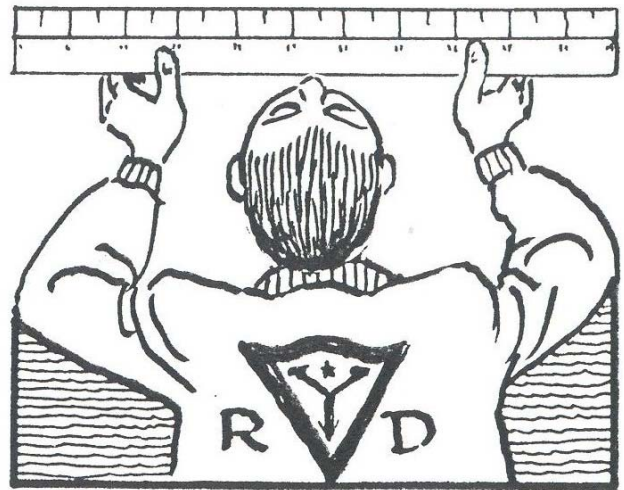
iii. Monitor

You have set goals, communicated them to your membership, planned how to achieve them and trained your team to help in their achievement. It is now very important that you measure their progress.

In the Sample Master Time Plan it is proposed that you ask your RSDs and DGs to report to you regularly. You might find that the first reports do not come when expected but if you ask for them immediately after the deadlines you will find that subsequent reports come without reminders.

Another helpful tool for monitoring progress in your Region is to keep up to date a simple report form, such as that shown in Appendix VIII. This is a job for your Regional Secretary and Regional Treasurer. On 1 October you will already have a good test of how your communication channels with the local clubs are working. By then you should have received the 1 October Report from each club and any blanks on your report form immediately indicate possible trouble with these clubs. It can be of great value simply to circulate a copy of your updated report sheet regularly to the clubs. Those which have sent in their reports and cash contributions to various programmes will be recognised and those which have not will be reminded to increase their activities.

PROGRESS



iv. Report

Just as you expect to receive reports from your Regional Team and clubs, so you are expected to report back to your Region, to your Area and to International. Publishing the updated report form together with your Regional Bulletin is one way of reporting to your membership and you are of course expected to give a report at the Regional Conference on all activities during your term.

Your AP will regularly ask you for reports and you are requested to report twice a year to International as outlined in Appendix IV.

Sometimes you may receive requests for reporting over and above the "official" reporting mentioned above. If you have the requested information available, it is easy for you to respond promptly. Sometimes you simply photocopy one of your report sheets. You do not usually need to write a letter of explanation. If you do not have the information available, a few lines saying so are always in order and should be the minimum response to any request.

Appendix I

Regional Y's Men's Liaison (YL) with the YMCA

Job Description

The Y's Men's movement and the YMCA can benefit mutually by having a qualified person to serve as liaison between the two entities. The person selected for this assignment should be an active Y's Man with good knowledge of the YMCA and its programmes at national and local levels. It should be the responsibility of the Y's Men's representative to liaise and communicate on all matters of common concern.

Suggested approaches:

1. Develop and maintain a communication link between the YMCA and Y's Men at the national/regional level.
2. Be willing to participate in National Board Meetings of both organisations as a member or an observer.
3. Promote the Y's Men's movement and interpret it to the YMCA within the Region/ country at every opportunity — and assist in the programmes and extension of Y's Men's Clubs.
4. Promote the YMCA and its programmes and interpret them to all Y's Men's Clubs in the Region/country.
5. Communicate the concerns of the YMCA vis-a-vis Y's Men to the Regional Director (RD) of Y's Men and the concerns of Y's Men vis-a-vis the YMCA to the appropriate persons of the YMCA.
6. Provide and arrange where authorised collaborative services at national level, e.g., office service.
7. Suggest and assist in implementing possible YMCA/Y's Men partnership projects.
8. Prepare a written report semi-annually or as often as needed for your RD/Regional Board so as to keep the leadership of your Region appropriately informed.
9. Submit suggestions to the RD and Area YL for revision of this job description.
10. Relinquish all records to your successor.

Appendix II:

Responsibilities of the Regional Director

1. Representation

Represent "International" in relation to the Region — and vice versa.

- Inform the membership of International aspects of our work via the Regional Bulletin, at the Regional Conference and through club visitations.
- Make the opinions and work of your Region known at International Conventions (through personal attendance if possible), to the International Council (through your AP and Area representatives) and to appropriate International Officers (through correspondence).

Represent the Region in relation to the YMCA.

- Make sure that good relationships exist between Y's Men and the YMCA on all levels in your Region. Invite YMCA staff and lay leaders and attend YMCA meetings if possible.

Represent the Region in relation to other organisations and the public.

- Ensure that there is adequate information in both directions. It is especially important to make the work within your Region known to others.

2. Inspiration

Inspire the clubs in your Region to increase their services to the YMCA and the community.

- Set realistic (but challenging) goals for your Region in close cooperation with the respective RSD. Work closely with the RSDs and DGs in making sure that the goals are achieved.
- Ensure that the Regional Conference is well planned, with enough time for inspirational messages, exchange of ideas and experiences, fellowship and spiritual renewal.
- Make your Regional Bulletin attractive and visit clubs if possible.
- Promote attendance at Area and International Conventions and participation in International projects.

Inspire the clubs to start new ones.

- Work closely with DGs and RSD(s) for E+MC on this.

3. Administration

Coordinate the work within your Region.

- Work normally via the DGs and RSDs. Give each officer a clear-cut job description.
- See to it that the process of selecting BF Delegate(s) from your Region is carried out as agreed upon.

Conduct training programmes.

- Plan and conduct Regional Leader Training courses (via correspondence if meetings are impossible). This is especially important for the RD Elect and his/her incoming team.

Plan the Regional Conference.

- Plan and circulate the programme and agenda items for the Business Session well in advance, so that items can be discussed in the clubs before the Conference. Work closely with the Host Committee regarding practical details.

Administer the funds of your Region.

- Make a budget and follow it. Work closely with your Regional Treasurer, who should be the executor of financial matters. Pay your Region's share of International and Area budgets.

Keep an up-to-date list of Officers and Members in your Region.

- Work closely with your Regional Secretary and Area Office, if one exists, on collecting and compiling necessary information.

4. Reporting

Report to the membership in your Region.

- Use your Regional Bulletin and club visitations if possible. Give a report at the Regional Conference.

Report to "International".

- Report regularly to your AP as requested. Transmit reports and dues as requested by IHQ (or the Area Office). See Appendix IV: "Half yearly reporting and payment of dues."

5. General

Assure continuity — and try something new.

- This is by no means a contradiction. Always work closely with the Past RD and the RD Elect, as *change has to be planned*.

Particular Responsibilities of the RD as outlined in the International Constitution

Art III	Sec 5	To confer "Member-at-Large" status to a person.
	<i>Guidelines</i>	<i>304 Regional Liaison to the YMCA (if Region = country)</i> <i>305 Regional requirements to charter a new Club.</i> <i>306 Check "Charter Application" and send it with "Charter Check List" to IHQ.</i> <i>307 Determine when a Club is defunct and notify ISG of this decision.</i>
Art IV	<i>Guidelines</i>	<i>406 Share information from Minutes of ICMs and MYMs within the Region.</i> <i>410 About "club in good standing" rules.</i>
Art V	Sec 1C	About election of RD and sub-Regional Officers <u>all serving one-year term(s)</u> .
	Sec 2A	About Regions submitting a maximum of one name for each candidate to be nominated for election to IP Elect and IT Elect.
	Sec 2D	That Regions (rather than Clubs) vote in an "emergency election" to elect a new IP Elect if needed outside of "normal election procedures".
	Sec 3E	General responsibilities of RD - including the duty to report to respective AP.
Art VII	<i>Guidelines</i>	<i>701 That Regions (rather than Clubs) vote in an "emergency election" to elect a new IP Elect <u>Elect</u> if needed outside of "normal election procedures".</i>
Art IX	Sec 1	That amount of International Dues is determined by the International Council and has to be ratified by the Regions.
	Sec 2A	That Regions collect all International, Area and Regional Dues.
	Sec 2B	That Regions pay International and Area Dues on a semi-annual basis.
	Sec 2C	That Regions transmit all required international reports to IHQ.
	Sec 4	That Regions might delegate some of its responsibilities to the Area Office if one exists or to IHQ subject to prior agreement.
	<i>Guidelines</i>	<i>904 About dues structure to be decided within each Region. Delinquent clubs.</i> <i>905 That Regions pay International and Area Dues based on 1 August and 1 February Reports every year.</i> <i>906 Definition of a "delinquent club".</i> <i>907 Responsibility of Regions to indicate to IHQ which are clubs "in good standing" or "delinquent". Failure to do so, gives the IEOs the right to determine the status of individual clubs.</i> <i>908 That RD may seek exemption from "club in good standing" rules via respective AP to the IEOs.</i>
Art XI	Regions	Whole article and all Guidelines refer.

Appendix III

Responsibilities of Certain Regional Officers

A. Regional Secretary

It is the responsibility of the Regional Secretary to:

- assist the RD in all correspondence;
- take the minutes at the Regional Conference and Board Meetings;
- implement the regular reporting to Y's Men International according to the agreed method;
- keep the Region's rosters and files;
- assist the RD in preparing the report for the fiscal year.

B. Regional Treasurer

It is the responsibility of the Regional Treasurer to:

- keep the accounts of Regional funds and administer the same;
- execute disbursements as decided upon (such as payment of International and Area dues);
- give a financial report to the Regional Conference;
- propose the budget for the coming year (in cooperation with the RD and RD Elect);
- get the accounts audited.

C. District Governor

It is the responsibility of the District Governor to:

- ensure that the clubs function well and that they send in their reports and dues as requested;
- work together with the RD and RSDs to eliminate weaknesses in the clubs and inspire them to new activities to strengthen their service;
- plan and conduct an annual District Conference;
- plan and conduct Club Officers' Training;
- contact places in the District where no Y's Men's Clubs exist in order to get clubs started (in cooperation with the RSD for E+MC);
- report to the RD upon request and to the District Conference.

Appendix IV

Half Yearly Reporting and Payment of Dues

	Deadlines	
	1 August	1 February
1. RD receives from IHQ half-yearly report form (list of clubs, membership per club and Club President's name and address)	15 June	15 December
2. Regional Secretary sends forms in bulk (drafted within the Region to meet its needs) to each DG with covering letter giving directions, deadlines, etc.	20 June	20 December
3. DG sends set of forms to each Club President with covering letter giving directions, deadlines, etc.	1 July	1 January
4. Clubs return forms to DG. If deadline is not met, DG acts immediately (letter, phone call or visit).	15 July	15 January
5. DG keeps one copy from each club and sends the rest to Regional Secretary. If deadline is not met, Regional Secretary acts immediately.	25 July	25 January
6. Regional Secretary compiles summary list (see 1 above) which is sent to IHQ (or Area Office). If deadline is not met, IHQ (or Area Office) acts immediately.	1 August	1 February
7. Regional Treasurer sends bill to each club on International+Area+Regional dues.	5 August	5 February
8. Clubs pay according to bill to Regional Treasurer, who acts immediately if deadline is not met.	10 August	10 February
9. RD receives bill on Regional assessment of International dues from IHQ (or Area Office).	15 August	15 February
10. Regional dues are kept and International+Area dues are sent to IHQ (and/or Area Office). If deadline is not met, IHQ (or Area Office) acts immediately.	20 August to reach IHQ by 31 August	20 February to reach IHQ by 28 February

NOTE: It might be preferable in your Region to combine steps 2 and 3 so that the Regional Secretary sends one set of forms to each club, and also to combine steps 4 and 5 so that clubs send their completed forms directly to the Regional Secretary with just a copy to the DG for follow-up.

Appendix V

Sample Article for a YMCA Secretaries' Publication

Does your YMCA need

a complement to your adult work?

- improved contacts with your community?
- financial support?
- practical help from time to time?

To all these questions many YMCAs around the world have found that the **Y's Men's Club*** is the right answer. So we offer this idea also to *your* local YMCA.

What is a Y's Men's Club?

A Y's Men's Club consists of men, women or both working together in meeting the needs of the YMCA. There are no specific age limits. Our members are people who are looking for possibilities of fellowship and service.

Why create a separate Y's Men's Club?

The Y's Men's Club has at least two specific advantages in responding to the above-mentioned questions:

- A Y's Men's Club offers its members a great fellowship at the same time as challenging them to give service. Y's Men experience fellowship and service on a Christian basis both in the local club and worldwide. A good balance between all these aspects is very important.
- A Y's Men's Club is an organisation on its own and does not need support by *you*. The programme and projects are planned and carried through by the Y's Men themselves.

Why then contact *you*?

The following steps are necessary to start a new Y's Men's Club:

1. Identify the **needs** of the YMCA which are not yet met;
2. Find a group of **people** willing to work on meeting these needs;
3. Call a **meeting** to discuss what needs to be done, introduce the Y's Men idea and let the group start working with its own leaders.

Steps 1 and 2 require *your* help; for step 3 written information and possibly a personal visit by existing Y's Men can be provided. Once the Y's Men's Club is started it is important to maintain good contact and therefore we hope to see you as a member.

For further information please contact:

National Council of YMCAs or Name and address of RD, RSD E+MC or DG

* A local club may also be called "Y's Men and Women's Club" or "Y Service Club"

Appendix VI

Sample Article Introducing the Y's Men Idea to the General YMCA Membership

Here is an Answer

Experience shows that very often people who "grow out of" the youth work of the YMCA disappear from the YMCA itself. This is the time when people settle down and maybe get married and they often have difficulty finding the sort of fellowship which meets their personal needs.

Have you found such a fellowship

- in which you are able to share your joy and sorrow and discuss your personal problems?
- which offers you a spiritual concept?
- which develops your personality?
- which offers you the possibility of contacts with many different people, also in foreign countries?

Is this fellowship really active, that is,

- is it ready to deal with the problems of today?
- is it able to utilise your ability in the best way?
- is it able to offer you self-realisation by allowing you to serve others?

We have found this fellowship on a worldwide scale in the **Y's Men's Club*** (Service Club to the YMCA) and offer this idea to you as a local possibility.

Our objective is to found clubs in which men, women and couples are able to find an answer to the above questions.

To strengthen the fellowship we meet regularly and have many different activities. Added to this fellowship within the club are our efforts to meet the needs of the local YMCA and community as well as service to the YMCA on an international level through support for its worldwide projects and our own Y's Men's projects.

Contact with members of other clubs in the country and abroad are very valuable. This worldwide fellowship, together with a good club life with meaningful service to other people, gives our members personal enrichment and unforgettable experiences.

When we talk about a "worldwide fellowship" we are talking about Y's Men International in 2005 having over 1,500 clubs in 72 countries all over the world.

Do you want to know more? Please write to:

We are ready at any time to give you more information and to help you become a member of a Y's Men's Club.

* A local club may also be called "Y's Men and Women's Club" or "Y Service Club"

Appendix VII

Master Time Plan

Sample for Region in the Northern Hemisphere with May Regional Conference

May-June

Regional Team selected and Regional goals set. Inform AP and IHQ.

July

Plans for achieving goals ready for all programmes within the Region.

Receive "RD File" with report on activities and finances during previous fiscal year from predecessor.

31 July

Send Regional Bulletin No. 1:

Present goals for all programmes;

Report from International or Area Convention.

Send possible corrections to Regional Team List to IHQ and AP.

Send Nomination request for International Council Members to clubs.

August

Regional Leaders' Meeting

Leader Training I (RSDs, DGs)

Leader Training II (Club Officers)

5 August

Send bills for first semester Regional + Area + International dues to clubs.

Send completed 1 August Report forms to IHQ

20 August

Contact DGs asking them to check that the 31 July mailing has reached all clubs and that all clubs have started working.

31 August

Transfer first semester Area and International dues as requested

1 September

Send nomination proposal for International President Elect and International Treasurer Elect to IHQ.

Oct.-Nov.

Attend District Conferences if possible.

15 October

Receive first quarterly report from RSDs and DGs.

1 November

Send Regional Bulletin No. 2:

Report on programmes;

Highlights from International Council Minutes;

Promotion of attendance at Regional Conference and Area or International Convention.

15 November

Send voting ballots for International Officers and International Council Members to clubs.

Nov.-Dec.

Plan for Regional Leaders' Meeting in January.

Ask RSDs and DGs to come with written half-year reports (or send if they cannot attend).

January

Regional Leaders' Meeting:

Monitor and evaluate all programmes;

Take corrective action as necessary;

Plan for Regional Conference in May.

5 February

Send bill for second semester Regional + Area + International dues to clubs.

Send official invitation with agenda for Regional Conference.

Send written reports regarding previous year.

Send 1 completed February Report forms to IHQ

20 February

Send Regional Bulletin No. 3:

Report on programmes in the light of January Regional Leaders' Meeting;

Result of election (International Officers + International Council Members);

Promotion of attendance at Regional Conference and Area or International Convention;

Registration form for Regional Conference.

28 February

Transfer second semester Area and International dues as requested.

Preliminary report on activities during the fiscal year.

March

Receive proposals for agenda items for Regional Conference from clubs.

Plan for Regional Conference with RD Elect.

Make budget proposal for next fiscal year together with RD Elect and RT.

15 April

Receive quarterly report from RSDs and DGs.

May

Regional Conference

Send Regional Bulletin No. 4:

Highlights from Regional Conference;

Preliminary Reports on activities for the fiscal year.

June

Final planning for changeover to your successor on 1 July.

Receive last quarterly report from RSDs and DGs.

This manual was initially prepared at IHQ in June 1977. A minor revision was made in April 1984. A Task Force chaired by S. Ramachandran, Quilon, India made a more thorough revision during 1986/87 and a further revision, in the light of the Long Range Plan adopted by the International Council Meeting in Lagos, July 1987, was made in July 1989. These revisions were approved by the International Council Meeting in Madras, July 1989. Editorial revisions were made in 1995. The manual was further amended in 2010.

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