

JCI LOCAL ACTION GUIDE

The JCI Member

To fulfill its Mission, JCI counts on hundreds of thousands of members across the world. Each individual member is a pillar on which the organization rests. You have a significant role to play in the success of the organization.

The ultimate goal of JCI is to provide development opportunities that empower young people to create positive change in their communities. Your JCI membership will bring you the opportunity to gain a new outlook on the world and your place in it.



JCI MISSION

As a JCI member, your purpose is to carry out the JCI Mission in your local community.

*“To provide **development opportunities that empower young people to create positive change.**”*

Development Opportunities

Henry Giessenbier, the founder of JCI, said his aim was to *“make a good citizen a better citizen.”* This idea lives on in the phrase “development opportunities.” When JCI members act on the opportunities JCI brings them, they develop themselves, become better citizens and become better at whatever they do.

Empower Young People

Giessenbier said that he brought *“the young [people] of our great city together”* to create a *“constructive approach to civic problems.”* He knew that young people, working together, had real power to address the challenges around them. United in their purpose, they shared a sense of ownership and ability, which empowered them to take action. This idea lives on in the phrase “empower young people.” Part of empowering young people means members must share the JCI Mission and encourage others to embrace their own ability to make a difference.

Create Positive Change

Giessenbier spoke of making *“better citizens.”* he spoke of addressing *“civic problems”* and he said he formed the organization for *“that great purpose of ... advancement.”* All these ideas live on the last phrase of the JCI Mission “to create positive change.” Why do we provide development opportunities? Why do we empower young people? It all comes down to creating positive change. When young people embrace their power to solve the problems that they see around them, they are creating positive change. The result is a better society and future for all.

GOALS

1. Fulfill the JCI Mission

The JCI Mission is at the core of everything you do as a member and an organization. For every action you take, every project you lead and every role you accept, your underlying purpose is to advance positive change in your community and the world.

2. Be willing to learn and grow

As a JCI member you will have new experiences, new responsibilities and a new role taking on the challenges of your community. You will have to invest time and effort to make your JCI experience valuable. What you give to JCI, you will receive back.

There may be times when you feel you are not ready for the next responsibility that comes your way. Approach these tasks with a desire to learn, an open mind and a positive attitude in the face of obstacles. Don't hesitate to ask questions and request help from more experienced members.

3. Be part of the team

JCI is about individuals coming together, working as a group, combining ideas and connecting with each other to solve the problems they see and create impact. Be willing to compromise, share resources, accept other's leadership styles, respect all ideas and work together toward common goals.

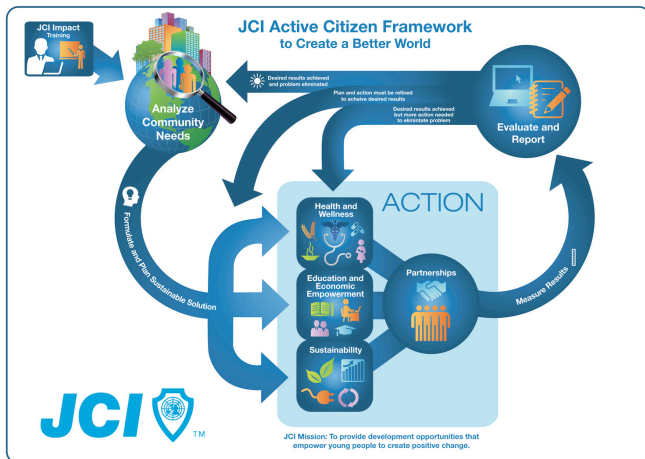
ACTIVE CITIZENSHIP

As global citizens, we all have rights and responsibilities, as well as shared goals. Through active citizenship, we embrace social responsibility and work towards goals that benefit communities worldwide. JCI members embrace new ideas, collaboration and diversity. Guided by the vision and initiative to transform their lives and the world, JCI members have the courage to address the great challenges of our time.

CONCRETE ACTION

As a JCI member, you will only be able to do your part to fulfil the JCI Mission by taking action. Joining and attending meetings is not enough.

The JCI Active Citizen Framework provides a methodology for running sustainable, needs-based projects that create measurable results in communities. The process starts with assessing community needs in health and wellness, education and economic empowerment, and sustainability. By engaging partners and evaluating results, JCI members ensure their projects deliver effective positive change. Read more about the JCI Active Citizen Framework at www.jci.cc.



RESOURCES

The JCI website, www.jci.cc, has many resources that will facilitate your work in JCI. To access them, you will need to create a member account and ensure your Local President has confirmed you as a member in the system. This allows you to maximize your access and keep track of your activities and accomplishments throughout your JCI career. Sign up to receive the JCI e-newsletter to stay up-to-date on everything important for JCI members.

COMMITMENT

Living the JCI Mission requires a commitment to JCI ideals, demands dedication to hard work, and calls for a deep understanding of the problems of others. Your Local Organization needs your contribution and ideas. Most JCI activities require teamwork, and it is up to you to pull your weight and do what is expected of you. When you become a member, you commit to serve your Local Organization to the best of your abilities and to help build a strong and professional organization.

LOOKING TO THE FUTURE

One of the unique aspects of JCI is that it is exclusively for young people. This means that one day your time in JCI will come to an end. However, this does not stop your commitment to positive change. Take the skills you have acquired and become a leader in another sector of your community. Your past JCI experience becomes a valuable tool for continuing your work as an active citizen.

The sky is the limit. Your JCI experience empowers you to take on any obstacles that arise and achieve goals you never thought possible. Become the President of your company, the mayor of your town or even a leader in your national government. JCI teaches each of its members to never give up and take the future of our world into our own hands.

Remember that you will always be an ambassador for JCI and that this is just the start of your personal commitment to create positive change in your community and your nation.

THE JCI WAY OF LIFE

When you transform problems into challenges that you overcome, when you set objectives for yourself that you achieve, and when you merge the talents you now have with the skills you will acquire, you will make a lasting impact in the world and attain personal growth that will give you a new dimension and a new way of life.

JCI LOCAL ACTION GUIDE

Membership Growth

The JCI Mission tells us that JCI exists to provide opportunities that empower young people to create positive change. The impact we can create in the world is limited only by the number of young active citizens who participate in this organization. JCI Local Organizations must therefore continue to share JCI with young active citizens so they can take advantage of the opportunities to empower themselves to create positive change in their communities.

Successful Local Organizations have a clear strategy for the attraction, orientation and retention of new members. A Local Organization needs to continually bring in new members for fresh ideas, to fill the positions of those who move on to higher offices and to replace those who left due to age limits or to assume leadership positions in the community.



TAKING THE LEAD ON GROWTH

Inviting new young people to JCI is the responsibility of every JCI member. Leadership of specific growth activities and the recruitment plan falls under the responsibility of the External Vice President(s), who are most in touch with external stakeholders. The future of JCI lies in the community. You must look outside the organization to find people who can bring new talents, connections and ideas. The committees under the External Vice President(s) have a direct line into the community and know what could make JCI more attractive to young people and where to find ideal potential members.

BUILDING AN ATTRACTIVE ORGANIZATION

To put your organization in the best position for growth, take a close look at your Local Organization. A positive image, a high community profile and unique activities will naturally attract the interest of young people. Engage current members in exciting, meaningful activities that are visible to the community. Build curiosity about JCI. Young active citizens want to be part of a group that is well known and respected for creating positive change in their community.

Build a positive reputation in your community by living and acting through the JCI Mission. Actions speak louder than words; show people what JCI is through concrete projects that create measurable positive change and get to the root of community problems. The bigger impact you create, the more people will notice. See the JCI Active Citizen Framework and the Local Plan of Action/Local Project Plan of Action Guides to get more information on how to run impactful projects that attract young people.

THE IDEAL JCI MEMBER

Attracting new members is not just about quantity, it's about motivation. Those new members who want to join for the right reasons and want to contribute to the long-term success of JCI are the foundation of a strong future. Those who join only to receive a certain benefit will not be members for long. When looking for members, consider these aspects:

1. Is energized by the JCI Mission and purpose

Look for young people who demonstrate passion for the ideas in the JCI Mission and for making a difference. Those who are energized by the idea of creating positive change and being part of something bigger than themselves will be motivated to participate in JCI initiatives.

2. Wants to grow and expand their horizons

Look for young people who are constantly seeking new experiences, new knowledge and personal improvement. Those with an open mind will be able to embrace the challenges of managing complex projects and work well as a team with other members.

3. Is active in the community

Look for young people who are active in other organizations such as volunteers for community service. Those who are tuned in with current events in their local area will be ready to take action on community issues. Also look for individuals that have the time and resources to be an active member and are interested in taking a leadership role.

4. Is somewhat younger than the average age of current members

New members should ideally be younger than the average current members, but avoid a large generation gap so that new members can easily integrate. If the current average age is too high, work on bringing it down little by little.

THE RECRUITMENT PLAN

Recruitment Message

Be ready to share your passion for JCI in a meaningful way to potential members. Emphasize the JCI Mission and the solutions that your Local Organization has created to showcase your accomplishments.

Consider the factors that set your Local Organization apart from other organizations. Sometimes it's not just the activities that are different, but the JCI Mission, the JCI experience and the JCI worldview. JCI helps young people find their own power to improve the world, positively impact the lives of others, become part of a global network and find personal purpose.

Setting Expectations

Let potential members know that JCI is not just about what you get, it is about what you give. Set the expectation that being a member of JCI takes dedication and work. Follow these messages with personal stories of the benefits your members feel they receive as a result of their dedication to JCI. Ensure that the message is not misleading and reflects the realities of the organization.

Setting Realistic Goals

Decide how many members can be incorporated in the current structure and how many can go through the orientation process at one time. Consider how long it takes a new member to become fully integrated. While setting a goal is important, don't get overly concerned about the numbers. Gaining a few dedicated active members is more important than recruiting an army of people who aren't going to meaningfully contribute.

Events

For some organizations, it may be effective to host an open house event where young people can come to learn about your Local Organization in a relaxed setting. You may choose to offer food, activities or combine it with an existing project to make it attractive. Be sure *not* to overtly call it a recruitment event, as attendees may feel pressured to make a decision. Understand that everyone who attends might not join. Be courteous, friendly and welcoming anyway.

Personal Referrals and Contacts

All active members should be involved in a variety of community activities and events. This is a good way to get to know other young people who might be looking for a place like JCI to get more involved. Participate in fairs and networking events where people can feel comfortable getting to know existing members, which will make them more comfortable attending a JCI meeting or event when invited.

Transition to Membership

Once a young person decides to join, the responsibility of membership retention and involvement shifts to the Internal Vice President. After all the efforts to bring in these new members, make sure to work closely with the membership management committee to fulfill their needs and expectations.

THE INDUCTION CEREMONY

When a number of new members have joined the organization, it's time to hold a ceremony to officially induct them. The decision to become a member of JCI is one that should be taken seriously. Taking an oath of membership means that you are committed to the Mission, Vision and Values of JCI. Members are guided by this oath throughout their involvement. This event should be conducted as a solemn and memorable moment in the new member's experience.

Invite all existing members, local, regional and national officers to attend. The Local President, a visiting National Officer or International Officer usually administers the oath. He or she begins by asking the new members to raise their right hand and repeat:

Oath:

"I do solemnly swear that I will faithfully serve as a member of (name of the Local Organization) and will, to the best of my ability, serve as a living example of this organization's philosophy and beliefs and will uphold and enforce the Constitution of the Local Organization, the National Organization and JCI at all times."

After the oath, a JCI pin is offered to the new member along with the welcome letter, Local Organization Constitution and the JCI Mission, Vision and Values (Creed). The JCI membership welcome kit is part of the JCI Local Organization toolkit and can be downloaded at www.jci.cc.

New Member Involvement

New members are eager to jump in to their JCI experience. They have much to learn about your Local Organization, so set up an orientation to make them knowledgeable about what is ahead on their JCI journey. Immediately involve them in a new or existing project so they feel like an integral part of the organization. Give new members special attention to ensure that they feel welcome and involved. Tend to their questions and concerns and show your excitement for the new ideas they bring to your projects and events.

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Membership Involvement

JCI is not just another volunteer organization. JCI membership requires belief in the JCI Mission, participation and action. JCI members share common values and a common goal, which allows them to give their time and energy to solving society's challenges as a unified group.

What makes JCI unique is the JCI Mission, the JCI experience and the JCI worldview. JCI helps young people find their own power to improve the world, positively impact the lives of others, become part of a global network and find personal purpose. Young active citizens in more than 100 countries, since the foundation in 1915, have been embracing their power to create positive change through JCI.



WHY THEY JOINED JCI

JCI Mission: To provide development opportunities that empower young people to create positive change.

Because everything we do in JCI is rooted in the JCI Mission, every member must embrace it. We must clearly convey this message to every young person who joins, because the Mission is the basis for a new member's involvement with JCI.

Existing members may be so focused on getting a new member that they may be tempted to emphasize secondary aspects of JCI. However, if a new member is not ready to live the Mission, they will not reach their full potential or stay a member for long. New members must get involved for the right reasons and have a sincere desire to contribute to the Mission.

For new members, the JCI Mission is the true lens through which they will find their place in JCI. Taking action begins with the JCI Mission.

Assign a Mentor

Existing members must take responsibility for new members understanding the Mission and all aspects of the organization. Once a new member has been inducted, an existing member should be assigned to become their mentor, either formally or informally. This personal connection gives the new member a comfortable way to clarify doubts and integrate into the group. The person who invited them to join may be the natural choice, or there may be a membership committee providing mentors.

NEW MEMBER MEETING

Shortly after a new member is inducted, the Local Organization should organize a meeting to educate the new members. The meeting can be held one-on-one by the mentor or in a group by the membership committee, whatever is more comfortable. Create a relaxed environment making new members feel comfortable to share ideas and explore their future with JCI.

There is a free presentation available in the training downloads section at www.jci.cc that is designed for new members to learn about how to get involved in JCI. If possible, you may invite an official JCI Trainer to conduct this presentation for new members. Otherwise, ensure the following ideas are covered and discussed:

- JCI Mission, Vision and Values
- The concept of Active Citizenship
- The Active Citizen Framework
- Procedures, meetings and protocol
- Registration at www.jci.cc and JCI download library introduction
- How to find their role in the organization
- Open forum to discuss new members' goals in JCI

ENGAGING NEW MEMBERS

Understand New Member Aspirations

The Local Organization must understand the goals and needs of the new member. Use the new member meeting as an opportunity to find out how new members are most interested in contributing and where they see themselves in the organization. New members want to belong, to achieve, to be accepted, to grow and learn, to lead and follow, to be active and to be recognized. Mentors and/or the membership committee must take these aspirations into consideration when assisting a new member to find their place in JCI.

Show Opportunities for Involvement

When a new member joins and attends the new member meeting, they will hear about a variety of roles they might take. But these roles remain only conceptual until they see existing members in action. The new members must have a chance to observe and understand what each role, project and committee entails. With this understanding, they can begin to see themselves taking action in one of these roles.

Allow New Members to Choose their Path

Once exposed to the possibilities offered by their Local Organization, it is time for the new member to decide how they want to begin contributing. Avoid pressuring the new member into a specific role or assigning them to tasks where they cannot express themselves or give input. New members mean new ideas and new life for the organization. Existing members must keep an open mind and encourage their input and participation.

Turn Aspirations into Action

After the new member has begun to feel a part of the organization, the mentor should continue to maintain a relationship with the person and follow up with them. Emphasize that they must take action and contribute to the Local Organization to create a rewarding experience for themselves. Ensure they have joined a committee or project team that is aligned with their JCI goals. Check that all their questions are answered and that they understand the workings of the organization. If they are encountering any problems, the mentor can advocate for the new member to ensure their ideas are heard.

Empower Positive Change

Let your new members know very early that the possibilities for improving their community and themselves are endless. It is up to their ambition and initiative to seize their own power to create positive change, impact the lives of others, enjoy JCI's global network and see the impact of real change in the world.

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Membership Retention

Like the rest of society, your members are busy, mobile people. Young people are likely to have a variety of life changes that can happen during their JCI career. Even in the best Local Organization, members will leave due to moving, job change, family situation or age. By accepting and planning for these realities, organizations can avoid instability that could result from the loss of experienced members.

Today, young people have more opportunities than ever to serve their community and be active in groups. Local Organizations must be aware of this competition for your members' time and keep this in mind through all your organization's plans.



BUILDING A BASE FOR MOTIVATED MEMBERS

Use this checklist to create a strong environment in which your members can get involved and your organization can thrive. These building blocks are essential for sustained membership.

1. Fulfill the JCI Mission

JCI Mission: To provide development opportunities that empower young people to create positive change.

Because everything we do in JCI is rooted in the JCI Mission, every member must know and embrace it. We must clearly convey this message to every young person who is a part of JCI.

2. Accurately represent JCI in the recruitment message

When inviting new members, ensure the recruitment message focuses on the JCI Mission and the true purpose of the organization. Emphasize the solutions that your Local Organization has created to showcase your accomplishments. Then, make sure you are fulfilling this promise with activities that advance the Mission and create positive change in the community. When the words, expectations and experience match, the members will be satisfied.

3. Run projects relevant to the needs of the community

The JCI Active Citizen Framework provides a methodology for running sustainable, needs-based projects that create measurable results in communities. Through this framework, JCI members ensure their projects deliver effective positive change and a meaningful experience for members. By looking outward, members grow their talents by giving back to the community and seizing their own power to create positive change. Encourage members to think creatively about finding new and innovative solutions to community challenges. This will build their personal investment in the cause. Read more about the JCI Active Citizen Framework at www.jci.cc.

4. Follow the one-year-to-lead principle

The JCI Constitution states that every JCI organization on the local, national and international levels elects a new board of directors every year. This ensures that there are always new ideas and new life brought forth in the organization. It gives many young people the opportunity to lead, which is one of the avenues of positive change that JCI offers.

Sometimes for smaller organizations it can be tempting to keep a Board of Directors for more than one year for fear that no other members are willing or ready to lead. However, it will have a very negative affect on the progress of your organization. Keeping the same board can entrench the problems that led to the shortage of leaders. The existing leaders must invite and encourage new members to take on a leadership position, even if it appears they don't have enough experience. Learning by doing is central to the JCI membership experience. It is your responsibility to prepare and support a new board. Once they know you trust them and believe in their abilities, they will rise to the challenge.

5. Cultivate a clear and positive reputation

A positive reputation in the community will make your members feel proud to be involved and will set a high expectation for member behavior. Don't try to make JCI an organization that is all things to all people. Be the leading organization of young active citizens in your community, and make sure all the actions and activities of members uphold this standard.

- Empower members to learn and participate**
The Local Organization should cultivate an environment where all members feel comfortable bringing new ideas and collaborating. The leaders set the tone for the organization. Always demonstrate openness and value diversity of thought so that members feel their input will be accepted. Local leaders should project the attitude that they are on the same level as the members. Show the members that their role is just as valuable to the organization as the leader role. Value and recognize those who put the team first.

MOTIVATIONAL TACTICS

Once the fundamentals of your Local Organization are strong, use these motivational strategies to foster a greater sense of engagement, cooperation and enthusiasm.

- Set a positive example**
The leaders' actions set the expectation and standard of behavior for members to follow. The leaders' attitude and confidence in JCI set the precedent. Negative comments rub off on others and breed an atmosphere of negativity. Whereas positive comments lead to motivation and optimism. New members will automatically follow the existing organizational culture.
- Listen**
As a board member, your members elected you to represent them. You must listen to their wants and needs to accurately portray them through your decisions.

- Recognize and show appreciation**
Simple words of praise and public thank-yous go a long way in making your members feel noticed and valued. Demonstrate politeness when communicating with members to develop an environment of mutual respect. For more high-profile recognition, help your members submit their projects for national and international awards. Winning an international award brings great joy and pride to all the local members, which can lead to the confidence to take on even more ambitious endeavors in the future.
- Give constructive criticism in private**
Everyone makes mistakes and we all have room to grow throughout our JCI careers. During the evaluation of your projects, you will find ways to improve upon them. Criticism can be helpful when it is given as suggestions to the members, helping them better their project approach or implementation in the future. Avoid negative reprimands and be sure to help members improve upon the existing aspects of their project. This constructive criticism should be given in private to avoid embarrassment or the chance of making someone feel uncomfortable.

However, praise should be given in public. Recognition in front of their peers will make the members feel appreciated, valued and proud. Positive reinforcement should be given at the meetings to encourage members to stay involved in the current initiatives and be confident with their future ideas.

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Local Board of Directors

Being elected to the Local Board of Directors is both an honor and a responsibility. You represent your fellow members and the interests of the organization in every decision. You must understand your fellow members' motivations and needs and earn their respect.

Your first priority is the members. Make sure you are in touch with the members through constant communication in and out of meetings. They should feel comfortable to contact you about any problem, question or concern regarding the organization. Respecting their opinions, solving their problems and leading with honesty and integrity will earn their trust and confidence.



LEADERSHIP

Authority of the Local Board of Directors

A Board of Directors consists of officers elected by the members and given the authority to make decisions on their behalf. They lead and provide day-to-day oversight of the organization.

However, the Board of Directors does not rule the organization. Ultimate authority remains in the hands of the membership in the form of a General Assembly, who vote on the plan of action, the budget and constitutional amendments. All other decisions are delegated to the Board of Directors, including approval of all projects and activities. The Board bases their decisions on those documents that have been approved by the membership, as well as the JCI Mission and general capacity of the organization. The Board ensures all activities are aligned with the JCI Mission and are in the best interests of the organization. Board members are legally responsible for the decisions they make, and can be overridden by the General Assembly.

Leading By Example

You are a role model for your members, so you must embody the JCI Mission in your actions and attitude. Your positive example will earn their respect for you as a leader. Your active dedication and hard work will inspire your members to do the same.

You also represent your members to other JCI Local Organizations in your area. Ensure that the image you project reflects positively on the JCI name. Even outside of JCI activities, you still represent JCI, so be mindful of your choices in an external setting.

Leading Efficiently

The number of members on the Board of Directors must represent an appropriate percentage of the total membership to serve efficiently. The Board must pay attention to the organizational structure and suggest constitutional amendments accordingly. See the Administrative Structure Action Guide for more information.

The decisions of the Board must also enhance the efficiency of the organization as a whole. When considering activities, consider the scope, resources required, and the capacity of your organization. Ensure all members empowered to participate, but avoid committing to initiatives that are not realistic for the organization to accomplish. Be familiar with all the resources available at www.jci.cc to maximize your members' potential.

RESPONSIBILITIES

1. Ensure all activities are aligned to the JCI Mission

The purpose of every JCI Local Organization is to provide development opportunities that empower young people to create positive change. You are the gatekeepers that every proposal must pass, and you must ensure every activity advances the JCI Mission.

2. Ensure organized administration

The Board is responsible for the administrative duties of the Local Organization, which includes collecting and paying dues on time, meeting all deadlines, locally, nationally and internationally, submitting reports as required and adhering to all constitutional rules.

3. Ensure effective management

The Board of Directors must understand the big picture of the organization and where it's going. Effective management includes implementing all local,

national and international strategies, ensuring the long-term growth of the membership and verifying financial solvency. Management also includes delegating tasks appropriately and engaging all members. See the Membership Involvement Action Guide for more details.

4. Uphold JCI identity and brand standards

Your Local Organization is part of a global network and a global brand. We must all participate to ensure the strength and consistency of our global identity. Use the JCI Corporate Identity Guidelines and the JCI Marketing Manual available at www.jci.cc to ensure your local materials follow the international brand and messaging.

5. Guarantee transparency and accountability

Your Local Organization should be registered with local authorities as a nonprofit organization, and the Board members bear the legal duty to follow the standards of this legal status and ensure the financial integrity of the organization. Make all financial reports available to the membership and ensure the budget is tied to the strategic plan.

6. Grow the organization

Part of managing the Organization is ensuring the long-term stability and growth of the membership. The impact we can create in the world is limited only by the number of young active citizens who participate in this organization. To create more positive change, we must empower more young people. JCI Local Organizations must therefore continue to share JCI with young active citizens so they can take advantage of the opportunities to create positive change in their communities.

7. Cultivate respect and integrity

As the leaders of your Local Organization, you set the expectations for acceptable behavior. Maintaining an organizational culture of respect, honesty, diversity of thought, peaceful and amicable discussion and solution-oriented thinking will set the tone for all actions and decisions. Throughout the world, JCI prides itself on its diversity and its values of brotherhood, service, justice and personality. The Board of Directors carries on this legacy through its leadership.

PLANNING

Plan of Action

Strong planning is the key to accomplishing goals. A plan of action outlines objectives and actions to fulfill the Mission. The outgoing Local President and Local Secretary prepare a draft of the plan of action for the next year. They must refer to the international JCI Plan of Action to ensure the local plan is aligned. The local

Board makes any changes before sending it to the General Assembly. After elections, the incoming Board incorporates changes approved by the General Assembly and distributes it to all members. At the beginning of their term in office, each officer prepares an individual implementation plan. Refer to the Local Plan of Action Guide for more detailed information.

Continuity through Strategic Planning

Every Local Organization must have a plan that goes beyond its yearly activities. The strategic plan creates a map for the future of the Local Organization. It identifies strategic goals and ways by which those goals can be accomplished over a period of time.

Every three to five years, the Board must appoint a Strategic Planning Committee to discuss the Local Organization's future and recommend long-range plans to the Board of Directors and the General Assembly. Use the JCI international strategic plan to ensure alignment. After the plan is approved, the Board is responsible for adherence to the strategy. Refer to the Local Strategic Planning Action Guide for more detailed information.

Evaluation

Throughout the Board of Directors' term, they must constantly evaluate the performance of the organization and make adjustments accordingly.

Policy: Are the policies of the Local Organization relevant and current? Do all members understand and adhere to those policies?

Financial: Is the budget tied to the strategic plan? Is the budget monitored routinely by the Board and general membership?

Organizational: How successful has the Local Organization been in implementing the strategic plan? How successful are your projects at creating measureable positive change in the community?

Community: Does the community benefit from the presence of your Local Organization? Has the community seen an increase in sustainability, prosperity, equality, health and well being as a result of your actions? Has a community needs analysis been conducted recently? See the JCI Active Citizen Framework (in Action Guide 1-The Member) for more information.

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JCI Local President

Being elected a Local President is both an honor and a responsibility. You represent your fellow members and the interests of the organization in every decision. You must understand your fellow members' motivations and needs and earn their respect.

JCI members have a choice as to their level of involvement and investment. They have chosen you, just as they have chosen to dedicate themselves to creating positive change through JCI. They come to JCI to find their own power to improve the world, positively impact the lives of others, become part of a global network and find personal purpose creating positive change. A deep understanding of the organization's purpose and its members is key to leading in the right direction.

You have been elected to serve as the leader of a non-profit membership-based organization – your JCI Local Organization. A JCI organization's primary goal, unlike a for-profit company, is to fulfill the JCI Mission: **To provide development opportunities that empower young people to create positive change.** As Local President, it is your responsibility to mobilize your members to act on this Mission. Because you have only one year to lead, you must build on impactful exciting initiatives and strategies while encouraging new ideas and improvements. Your role is to foster cooperation, nurture a positive outlook and lead with vision.

As a leader, the responsibility will weigh heavily on your shoulders at times. The job may be challenging and sometimes frustrating, but after your year ends, you will see that those challenges are what makes the role of Local President the most fulfilling and enriching position in JCI.

GOALS

1. Align all Activities with the JCI Mission

The JCI Mission represents our organization's purpose for existence. Everything we do must be based on it. As a Local President, you, along with your Board of Directors, will be approving your organization's projects. This process allows you to evaluate initiatives through the lens of the JCI Mission.

2. Implement the Plan of Action

Be familiar with the JCI international Plan of Action and the local plan of action accepted for your year while you were a candidate. Consider the current financial state of the organization and its capabilities. Include goals for membership growth, anticipating the loss of some members during the year. Use the JCI Active Citizen Framework to analyze the needs of the community and maximize the effectiveness of projects. This will ensure the projects will be relevant to the current situation and make a local impact.

3. Maintain JCI Strategy

If your Local Organization already has a long-term strategic plan in place, ensure its continuity from year to year. Your Local Organization may also have more in-depth strategies for specific areas. If it is time to revise or improve the strategy, refer to the JCI Strategic Plan as a framework. The JCI website also provides guides for local planning in the areas of marketing, membership growth and more. Each Local Organization must contribute to accomplishing the international strategic plan so all of JCI can move in the same direction and advance as a global organization.

REPRESENTING JCI

As Local President, you are the primary representative of JCI in your community, both internally and externally.

Internally, you represent your Local Organization on the national and international levels. You also represent your members to other JCI Local Organizations in your area. Ensure that the image you project reflects positively on the JCI brand and serves as a model for others. Even outside of JCI activities, you still represent JCI, so be mindful of your actions and your choices in an external setting.

Externally, it is your responsibility to understand your Local Organization's place in the greater community. It is your role to speak to community officials and members of the press about JCI and your local activities. Be aware of local challenges and the initiatives of other civic organizations. This will help you both in choosing which projects to do and prepare you for dialogue with community leaders.



MANAGING YOUR LOCAL ORGANIZATION

- Plan and chair meetings
- Supervise projects and activities and monitor progress
- See that activities and attitudes are conducive to membership growth
- Delegate tasks to implement the plan of action and local long-term strategy
- Establish clear expectations and deadlines
- Hold members accountable for progress
- When you receive a status report, give timely and constructive feedback as well as encouragement
- Maintain control of the budget and cash flow, and review the budget regularly
- Prepare a report to the general membership at the end of your term on results and achievements.

National Resources

Stay informed about national programs, partnerships and deadlines to take advantage of the national services and recognition opportunities. Sign up for national communications and stay in contact with your JCI National President or assigned National Vice President.

International Resources

The JCI website, www.jci.cc, is your best resource for staying up-to-date on international events, programs and activities. If you are in need of assistance or guidance, the JCI website is the first place to go for tools and guides. Ensure that you have an active user account on the members' website and are signed up for the JCI e-newsletter. This is the most convenient way for you to fulfill your job of informing your members of JCI international events, trainings and programs.

LEADING YOUR MEMBERS

- **Build a strong team around you**
Take responsibility to lead your Board of Directors. Organize and conduct training for all your officers at the beginning of the year. To create a simple and natural division of activities among the Vice Presidents, JCI suggests two categories of Vice Presidents: Internal and External. If you do not have an Executive Vice President as part of your Board of Directors, one of your roles will be to oversee the Vice Presidents and allocate activities among them. See the Executive Vice President action guide for details.

Ensure that each member has the support they need and is taking action to fulfill their role. Guide members with potential to take leadership roles as directors or chairpersons. Monitor progress and reassign duties if they are not being fulfilled. Maintain an open and respectful communication to build a culture of cooperation and teamwork.

- **Understand members' needs and expectations**
Cultivate personal relationships with your members to make them feel comfortable sharing their thoughts and ideas. Listen with an open mind so you can take their opinions into account in decisions.
- **Inspire and motivate members**
JCI members participate because of a desire to contribute, serve and belong. It is your responsibility to consistently rekindle their passion for JCI and inspire them to contribute more. Internal conflict distracts members from the JCI Mission. So, maintain an organizational culture of respect, honesty, diversity of thought and tolerance for differing opinions so members remain motivated. Recognize members for their achievements throughout the year and plan a formal recognition of your Board of Directors for the end of the year.
- **Model parliamentary procedure and protocol**
As you will be chairing all meetings, you'll need to become very familiar with parliamentary procedure and prepare for the meetings well in advance. Know local protocol in order to avoid possible offense to visiting dignitaries, guests or members. Most members learn protocol and parliamentary procedure by watching others, so model proper behavior at all times. Ensure meetings provide a welcoming environment for discussion among members.

LOOKING TO THE FUTURE

Ensure a plan for the NEXT year

While you are in charge of your Local Organization this year, the most important legacy you can leave is a strong, prepared successor. Preparing qualified leaders to take over after you is the only way your organization will survive.

Participate and lead the transition between the incoming and outgoing Board of Directors. Examine the structure to see if it fulfills the needs of the Local Organization. Share your experience with the incoming leaders, both negative and positive to avoid repeating mistakes and continue successful practices. By doing this, you will sustain positive change in the future.

JCI LOCAL ACTION GUIDE

Local Immediate Past President

After your presidential term of hard work and dedication to your Local Organization, you have accumulated an incredible amount of knowledge, experience and new skills.

These experiences could make you an easy choice to efficiently run the Local Organization next year, but as the Immediate Past President, you are no longer the leader. You must allow the opportunity for your successor to acquire the same knowledge, experience and skills you did as Local President.

FROM LEADER TO GUIDE

1. **Advise discreetly:** After finishing your role as Local President, while you are stepping out of the spotlight, you are taking on another crucial role. Be mindful that the new Local President has a lot to learn, so share your advice discreetly but do not impose or take over. It may feel natural for you to step in when challenges arise, but you must let the new Board learn from experience, just as you did.
2. **Mission first:** Just as when you were Local President, you can help ensure all activities are aligned with the JCI Mission by guiding members and giving advice. Use the diplomacy skills you gained as President to suggest ideas, but let others take the lead.
3. **Be a role model:** The new Local President will need your help in serving as a role model for new and existing members. Step in as a mentor to provide advice to new members as they embark on their JCI journey.
4. **Facilitate the transition:** After the new Board of Directors is elected, schedule handover meetings with the old and incoming boards. Guide the transition between officers to ensure continuity. Schedule a separate meeting with the incoming President. Share all documents and ensure the person understands and is ready to continue leading all existing plans including the plan of action, strategic plan and any ongoing initiatives. Ensure the incoming President is registered on the JCI website (www.jci.cc) and is aware of their administrative duties on the local, national and international levels.
5. **Assist with protocol and procedure:** Sit next to the new President at local meetings to assist with parliamentary procedure or any other needs.
6. **Respect the new President:** During your guidance, avoid making direct comparisons between the current year and previous years. Each leader will have their own unique style, strengths and goals. It is your job to support and respect them just as they did for you.
7. **Fulfill your responsibilities:** As Immediate Past President, you are still part of the board and have constitutional responsibilities. You are accountable to the current President and must fulfill the duties assigned by them. Be available for strategic planning. Your long-term view of the organization will be vital to that process.

SERVE AS GENERAL LEGAL COUNSEL

In many Local Organizations, the Immediate Past President serves as General Legal Counsel (GLC). The primary duty of the GLC is to ensure that the Local Organization complies with its Constitution at all times. The Local Constitution is the most important document for a Local Organization. When faced with disputes or challenges, the Board should turn to the Constitution to guide the members to a resolution. Make sure you are very familiar and comfortable with the Local Constitution so you can confidently monitor all actions.

As GLC, you should also know the National and International JCI Constitutions. It is your responsibility to propose any Constitutional amendments necessary to keep the local rules in alignment. While it's important for the Constitution to remain up to date, decisions to change it should not be taken lightly. Always consider the long-term implications of any rule set. See the Local Constitution Action Guide for more details.



BE A COMMUNITY AMBASSADOR

Relative to your term as Local President, you will now find that you have fewer responsibilities and more time. With your in-depth experience and knowledge of JCI, this additional time allows you to represent JCI in the community. Work closely with the External Vice President(s) to feed new external contacts that you make to the appropriate committee for follow-up, such as for partnerships, needs analysis or membership growth.

Community engagement allows you to:

- Learn about other groups active in the community and find possibilities for collaboration or partnership.
- Monitor JCI's profile and reputation externally. An external perspective on your organization is important tool for improvement and evaluation.
- Discover which community needs are perceived as most relevant by the public.
- Find best practices from other organizations and groups.
- Become known to prospective members. The more people you meet, the more people will know and become an advocate for JCI.
- Know your competition. Avoid overlapping events and initiatives that are too similar to existing projects. By knowing what others are doing for the community, you will gain insight into what still needs to be done.
- Be represented in umbrella groups. Investigate if there are any consortiums of nonprofits or young professional organizations in your community. It is important for JCI to be represented in these groups to achieve our goal of being the leading organization of young active citizens.
- Form a relationship with your local chamber of commerce and local municipality. Your community leaders represent resources for community needs analysis and alliances you can leverage during your project actions.

LOOKING TO THE FUTURE

This role is not a step back but a step forward in your JCI career. At this point, your opportunities are endless. You can use this year as a time to explore the possibilities of national or international leadership in JCI. Your role as a community ambassador will allow you to see all the opportunities to continue helping your community and representing JCI even after your JCI career comes to an end. But even after you've graduated from a Local Board of Directors role, you can also choose to return to work on local projects and committees to stay directly involved with the community improvement your Local Organization creates. Continue to use what you've learned as you create positive change in new ways.

JCI LOCAL ACTION GUIDE

Local Executive Vice President

While some Local Organizations do not have this position on the Local Board of Directors, larger organizations may add this role to streamline leadership and communications. The Local Executive Vice President, sometimes also known as the Deputy President, has the role of supervising the Vice Presidents and assisting in local presidential duties.

When you are elected as Local Executive Vice President, you are taking a position that often leads to the presidency. You will work side by side with the President during their year of office, preparing for a future local leadership role.

UNDERSTUDY THE LOCAL PRESIDENT

- 1. Learn the responsibilities of the Local President**

The Local President represents your Local Organization both internally and externally. The President also manages the Local Organization, leveraging national and international resources. The role also includes leading and motivating members. This is your chance to have a first-hand preview of what presidency entails.
- 2. Learn about the JCI structure nationally and internationally**

As a local member, you were primarily focused on local issues and projects. Now as a higher-level board member, you must widen your view and learn the structures, roles and policies that run JCI at national and international levels. This helps you understand how your organization fits in the broader picture of JCI and the world.
- 3. Assist the President**

The Local President oversees many responsibilities in the day-to-day management and leadership of the organization. It is your role to assist in these responsibilities according to the Local President's needs. If there are any tasks you are unfamiliar with, this is your opportunity to learn about them and try them. The role of the President can be challenging, and you have the power to help them solve problems, foster a team spirit and strengthen the organization.
- 4. Step in for the President when needed**

The Local President may not be able to attend every meeting or every event. They will look to you to step in to chair meetings, supervise and represent the organization.

COORDINATE PLANNING

Plan of Action

One of your major tasks as Executive Vice President is to supervise the creation of the upcoming year's plan of action. In accordance with the JCI Active Citizen Framework, a community needs analysis will form the basis of your work in the community for the following year. If this has not recently been done, take the lead on conducting a broad community needs assessment. Use these results to determine which projects continue to be relevant based on the changing needs of the community.

Your close partnership with the President and strong involvement in the Local Organization will allow you to assess current internal goals and see what has been successful and what has not. Use this insight when creating the new plan of action to continue best practices and form new goals in relation to membership growth, communications, and procedure.

While drafting the new plan, reference the international plan of action so your local priorities match international goals.

Strategic Plan

Another major task as Executive Vice President is to supervise the compliance of your Local Organization with your local strategic plan. Every Local Organization must have a plan that goes beyond its yearly activities. The strategic plan creates a map for the future of the Local Organization. It identifies strategic goals and ways by which those goals can be accomplished over a period of time.

Be very familiar with your Organization's plan and the progress that has been made. If three to five years have passed since the creation of the current plan,

consider forming a committee to evaluate the progress and create an updated strategy. All existing and new strategic plans must be aligned with the JCI Strategic Plan, which can be downloaded from www.jci.cc. Each Local Organization must contribute to accomplishing the international strategic plan so all of JCI can move in the same direction and advance as a global organization.

Continuity

In a one-year-to-lead organization like JCI, consistency between years is vital. As Executive Vice President, you are likely to be in a position of local leadership for the next few years. Your experience with the plan of action and strategic plan builds a base for keeping everything in your organization moving in the same direction while addressing challenges along the way.

It may seem advantageous to accept every new idea and to reinvent the organization each year. However, this can cause great confusion surrounding the JCI identity and only short-term community improvement. This is why adhering to a strategic plan is so important to the organization's long-term survival and advancement. Ensure all new and old activities and actions are aligned with and serving to advance the goals in the strategic plan.

COORDINATE VICE PRESIDENTS

To create a simple and natural division of activities among the Vice Presidents, JCI suggests two categories of Vice Presidents: Internal and External. Your organization can elect as many Internal Vice Presidents and External Vice Presidents as needed for your Local Organization's size. In collaboration with the Local President and the rest of the Local Board of Directors, one of your roles will be to oversee the Vice Presidents and allocate activities between the categories of internal and external and then among the Vice Presidents in that category.

Allocating Among Vice Presidents

When deciding whether a committee or project should be assigned to an Internal or External Vice President, ask:

- **Who does this activity serve?**
- **Who does this activity affect?**

Internal Vice President(s)

If the activity primarily serves and affects the members on a local, national or international levels, then it should be assigned to the Internal Vice President. For example, membership development, internal

communications, JCI Events, JCI Training, JCI Programs like the JCI World Public Speaking Championship and the JCI World Debating Championship should be handled by Internal Vice Presidents.

External Vice President(s)

If the activity primarily serves or engages external stakeholders, then it should be assigned to the External Vice President. For example, community needs analysis, community projects, partnerships, external communications and JCI partner programs, such as JCI *Nothing But Nets* and JCI CYEA.

Work Distribution

Once you decide whether an initiative is internal or external, then allocate the project among the appropriate Vice Presidents. Consider workload, interests and experience when assigning projects. Each Vice President should supervise no more than five directors/chairpersons. If a Vice President is supervising more than five chairpersons, consider adding another Vice President in that category. If a project director/chairperson oversees more than 10 committee members, consider working with their Vice President to help them create subcommittees.

Keep close contact with all the Vice Presidents so you can assist them or redistribute their projects as needed. Make sure the responsibility is distributed fairly and that each Vice President feels valued and supported.

LOOKING TO THE FUTURE

As Executive Vice President, an important time in your JCI career awaits you. When you accept this role, you will likely be leading your Local Organization in an upcoming year. These years will bring great responsibilities and also great rewards. Take advantage of this time to learn and observe best practices in your Organization and other JCI Local Organizations. You will need the ability to build a strong team around you, inspire and motivate members, foster cooperation, nurture a positive outlook, mobilize your members to act on the JCI Mission and lead with vision. With your experience and the support of your fellow members, you will be ready to face your future responsibilities confidently.

JCI LOCAL ACTION GUIDE

Local Vice President for Internal Affairs

Being elected a Local Vice President is both an honor and a responsibility. You represent your fellow members and the interests of the organization in every decision. You must understand your fellow members' motivations and needs and earn their respect.

As Vice President, you are the member of the Board of Directors who is closest to the grassroots action that is the driving force behind the positive change JCI creates in your community. The types of activities that you oversee are the lifeblood of your Local Organization. They propel the growth and advancement of the organization.



APPOINTING DIRECTORS/CHAIRPERSONS

One of the first things you'll need to do as Vice President is look at the local plan of action and work with your Local President to determine which goals fall into your assigned area of responsibility. Once familiar with your objectives for the year, start to consider how many people and committees you need to help you meet these objectives. There may be existing directors/chairpersons in place, but you may determine that additional committees need to be formed. Below are some ways to find members to oversee specific duties.

1. **Survey**
Work with the Board of Directors to create a membership survey where members can indicate their interests for the year. Depending on your areas of responsibility, this may lead you to a pool of new candidates.
2. **Discuss in a membership meeting**
Reserve a time on the agenda of a membership meeting to discuss your needs with the members and ask for volunteers for your committee needs.
3. **Make a personal invitation**
After having reached this level of leadership, you have worked with many of your fellow members and know their strengths and interests. If a particular person stands out as being a good candidate for the role, approach them and suggest that they take a responsibility as a director/chairperson for a committee. Share with them why you think they are a good candidate and that you will support them. This may motivate them to accept a role they may not have thought of before.

AREAS OF INTERNAL RESPONSIBILITY

To create a simple and natural division of activities among the Vice Presidents, JCI suggests that the following types of activities be assigned to the Vice President(s) for Internal Affairs:

- **Membership management**
This includes oversight of membership orientation, involvement and retention. Those working in the membership management area will work closely with those responsible for community outreach, who would fall under the responsibility of the Vice President(s) for Internal Affairs. Refer to related action guides for details.
- **Training and member skills development**
This includes JCI Official Courses as well as other JCI Training or skill development seminars. Officer training, project management and other nonprofit management topics would be organized by the committee assigned to this area.
- **Internal Communications**
This includes any communications to local members, via the local websites, newsletters or other publications.
- **JCI Events**
This includes coordinating information and participation in regional, national and international events such as National Conventions, JCI Area Conferences, JCI Global Partnership Summit and JCI World Congress.
- **JCI Programs**
This includes JCI Programs that are related to individual members skills and organizational operations such as 100% Efficiency, Awards, World Public Speaking Championship, World Debating Championship and Twinning.

COORDINATION OF DIRECTORS/CHAIRPERSONS

Once you have chairpersons appointed to cover all of the internal responsibilities, work with the chairpersons to allocate specific tasks among the committees throughout the year. Consider workload, interests and experience when assigning projects. If one committee gets overloaded, consider appointing another chairperson to divide the responsibility. If a project director/chairperson oversees more than 10 committee members, consider helping them create subcommittees.

Keep close contact with all the directors/chairpersons so you can assist them as needed. Make sure the responsibility is distributed fairly and that each director/chairperson feels valued and supported.

As a Vice President, you also need to keep in contact with the other Vice Presidents, especially the others assigned to the internal category. Be mindful that many projects may have external as well as internal components, so communicate accordingly with all Vice Presidents. Pay attention to the reports of all other Vice Presidents so that you are informed about what other projects might have a component that relates to your area of responsibility. Even at community events, there may be elements relating to the responsibility of Vice Presidents for Internal Affairs.

PROJECT MONITORING

Once you have your chairpersons and committees in place, your main role is to oversee and monitor the status of their projects and activities. Periodically attend their committee meetings and stay in close contact with all the chairpersons to receive updates on their progress. Make sure the committees know how to contact you if they have questions or problems along the way.

Depending on the committee's area of activity, they may already have an existing plan in place. Committees that are more project- or event-based will need to create a plan for each new activity. Work with them to ensure they are aware of the tools available to assist with these planning processes. Recommend that they access the online project planning tool available in the members section of www.jci.cc and that they read the Project Planning Action Guide. These tools will help them step-by-step through the planning and execution process, which will not only help them, but also make your management role easier.

Once a project is underway, make sure the committee is measuring their progress and their impact throughout the process. The committee should record the result or response to every action taken.

For example, for a teamwork training for members, the committee should record details prior to the training about the level of teamwork efficiency existing in the organization. Keep track of how many people were invited, what methods were used to contact them, what was the response rate, how many people attended, what were the results of the survey of attendees, and how teamwork efficiency changed in the organization after the training. Data of this type will allow the committee and you to effectively evaluate the strengths and weaknesses of the initiative. Compare these results to the goals set out in the project plan to create a complete evaluation of the activity and make informed decisions in the future.

When the project is complete, help the committee prepare a report to the local Board of Directors, the local membership and on the JCI website to create a record and to share the successes and challenges. Your experience will not only help your local members, but also other members around the world.

JCI LOCAL ACTION GUIDE

Local Vice President for External Affairs

Being elected a Local Vice President is both an honor and a responsibility. You represent your fellow members and the interests of the organization in every decision. You must understand your fellow members' motivations and needs and earn their respect.

As Vice President, you are the member of the Board of Directors who is closest to the grassroots action that is the driving force behind the positive change JCI creates in your community. The types of activities that you oversee are crucial to your organization's identity in the community. They fulfill the promise of action for positive change that JCI makes to the community.



APPOINTING DIRECTORS/CHAIRPERSONS

One of the first things you'll need to do as Vice President is look at the local plan of action and work with your Local President to determine which goals fall into your assigned area of responsibility. Once familiar with your objectives for the year, start to consider how many people and committees you need to help you meet these objectives. There may be existing directors/chairpersons in place, but you may determine that additional committees need to be formed. Below are some ways to find members to oversee specific duties.

4. **Survey**
Work with the Board of Directors to create a membership survey where members can indicate their interests for the year. Depending on your areas of responsibility, this may lead you to a pool of new candidates.
5. **Discuss in a membership meeting**
Reserve a time on the agenda of a membership meeting to discuss your needs with the members and ask for volunteers for your committee needs.
6. **Make a personal invitation**
After having reached this level of leadership, you have worked with many of your fellow members and know their strengths and interests. If a particular person stands out as being a good candidate for the role, approach them and suggest that they take a responsibility as a director/chairperson for a committee. Share with them why you think they are a good candidate and that you will support them. This may motivate them to accept a role they may not have thought of before.

AREAS OF EXTERNAL RESPONSIBILITY

To create a simple and natural division of activities among the Vice Presidents, JCI suggests that the following types of activities be assigned to the Vice President(s) for External Affairs:

- **Community engagement and outreach**
This includes working with external sources to analyze the needs of the community. According to the JCI Active Citizen Framework, a needs analysis of your entire community should be performed every one to three years to create targets for action. This will lead to greater public awareness of JCI. Work closely with the partnership committee to identify potential partners. Refer to the JCI Active Citizen Framework needs analysis tools for details.
Another facet of community engagement is identifying potential members as you develop relationships with external entities. When you meet an individual that fits the JCI profile, invite them to a meeting and refer them to the membership management committee. Work closely with that committee for membership management, who would fall under the responsibility of the Vice President for Internal Affairs. Refer to related action guides for details.
- **Community project management**
This includes all hands-on projects that are run in the local community that specifically address problems identified in the needs analysis and the UN Millennium Development Goals. There may be one or more committees in this area of activity, depending on the number of community projects are being run at any given time. These projects will serve as showcase projects for your Local Organizations, demonstrating the tangible impact created by JCI in your community.
- **Advocacy and awareness**
This includes championing solutions to problems identified in the needs analysis and the UN Millennium Development Goals that cannot be solved by JCI in your community. This might include advocating for policy changes at the local government or raising

awareness of a problem so that you can gain the support needed to create the solution.

- **Partnership and sponsorship management**
This includes identifying among your community stakeholders individuals and entities that share the same goals and values as JCI. Members working in this area of activity reach out to potential partners, develop mutually beneficial agreements to work together to improve the organization and the community. This also includes maintaining partner relationships long-term.
- **External communications**
This includes any communications to external stakeholders and the media, via the local website, newsletters, press releases or other publications.
- **External JCI Programs**
This includes running JCI Programs that target and serve those outside of the membership, such as JCI Nothing But Nets, UN Global Compact, JCI TOYP and JCI CYEA.

COORDINATION OF DIRECTORS/CHAIRPERSONS

Once you have chairpersons appointed to cover all of the external responsibilities, work with them to allocate specific tasks among the committees throughout the year. Consider workload, interests and experience when assigning projects. If one committee gets overloaded, consider appointing another chairperson to divide the responsibility. If a project director/chairperson oversees more than 10 committee members, consider helping them create subcommittees.

Keep close contact with all the directors/chairpersons so you can assist them as needed. Make sure the responsibility is distributed fairly and that each directors/chairperson feels valued and supported.

As a Vice President, you also need to keep in contact with the other Vice Presidents, especially the others assigned to the external category. Be mindful that many projects may have internal as well as external components, so communicate accordingly with all Vice Presidents. Pay attention to the reports of all other Vice Presidents so that you are informed about other projects that might have a component that relates to your area of responsibility. Even at member events, there may be elements relating to the responsibilities of Vice President(s) for External Affairs.

PROJECT MONITORING

Once you have your chairpersons and committees in place, your main role is to oversee and monitor the status of their projects and activities. Periodically attend their committee meetings and stay in close contact with all the chairpersons to receive updates on their progress. Make sure the committees know how to contact you if they have questions or problems along the way.

Project Plan

Depending on the committee's area of activity, they may already have an existing plan in place. Committees that are more project- or event-based will need to create a plan for each new activity. Work with them to ensure they are aware of the tools available to assist with these planning processes. Recommend that they access the online project planning tool available in the members section of www.jci.cc and that they read the Project Planning Action Guide. These tools will help them step-by-step through the planning and execution process, which will not only help them, but also make your management role easier.

Measuring Impact

Once a project is underway, make sure the committee is measuring their progress and their impact throughout the process. The committee should record the result or response to every action taken.

For example, for a community project that targets child health through vaccinations and hygiene skills, the committee should record details including the demographics of the community targets, child health statistics for that group, how many families were invited to participate, what methods were used to contact them, what was the response rate, how many people received treatment or training, and how did statistics, such as rate of disease, change after the project. Data of this type will allow the committee and you to effectively evaluate the strengths, weaknesses and impact of the initiative. Compare these results to the goals set out in the project plan to create a complete evaluation of the activity and make informed decisions in the future.

Reporting

When the project is complete, help the committee prepare a report to the local Board of Directors, the local membership and on the JCI website to create a record and to share the successes and challenges. Your experience will not only help your local members, but also other members around the world.

JCI LOCAL ACTION GUIDE

Local Secretary

Being appointed or elected to the position of Local Secretary is a recognition of your loyalty to the organization. This shows a respect for your capabilities to organize efficiently and manage details within a constant flow of information. This position also recognizes your integrity and trustworthiness.

The Local Secretary oversees and executes all administrative duties of the Local Organization. This person serves as organizer and communicator for the Board of Directors and membership as a whole. Though the role may seem simple, every step is crucial to the smooth day-to-day operations of the organization.

ASSISTING MEETING PREPARATION

The Local Secretary facilitates effective and efficient meetings, along with the Local President. Good meetings encourage membership involvement and the basis for the organization of all local decisions, action and initiatives. Make sure you are very familiar with meeting procedure and the Local Organization Constitution. Ensure the following steps are followed for each meeting:

1. Meeting time and date

The planning of any meeting starts at the end of the previous meeting. Ensure that the time, date, location and focus of the next meeting are confirmed at that time.

2. Prepare agenda

Work closely with the Local President to prepare the agenda well in advance. Be available to all the members and the Board of Directors so they can contact you with agenda items. Post the agenda on the website for members to view well in advance so they can prepare for relevant items.

3. Meeting notifications

Work with those in charge of internal and external communications to send out meeting reminders to all members, potential members and/or relevant community stakeholders. Include the time, date, location, directions, agenda and any other logistic information necessary for them to arrive prepared and on time.

4. Check the venue

Before the day of the meeting, confirm all logistic details with the venue, including time, room capacity, room setup, technical requirements, Internet availability and/or refreshments.

5. Prepare documents and venue

Print any agendas, fliers, sign-up sheets or other documents that might be needed at the meeting. Arrive at least 30 minutes prior to the start of the meeting to check that the tables and chairs are set up properly, as well as any audio-visual equipment and refreshments.

6. Take minutes

At the meeting, sit near the person who is chairing the meeting so you can clearly hear all motions and all main points. Record all decisions made at the meeting and any other points stated for the record.

7. Clean-up

After the meeting, make sure you assist the host in leaving the room as clean as you found it. Take any stray papers or items that remain after attendees have left. This is important to leave a positive impression of your Local Organization to the host venue.

8. Send minutes

Within a few days, work with those in charge of communications to send out meeting minutes to all attendees, members and stakeholders interested in the topics discussed. These minutes should include the time, date and location of the next meeting.

ASSISTING THE BOARD OF DIRECTORS

The other main duty of the Local Secretary is to act as a liaison between the membership and the board of directors. The Secretary organizes all records of the Local Organization, making them a key source of information.

Duties include:

- **Keep records**

Organize all agendas and minutes from past meetings so they are easily accessible for reference. This may seem nonessential, however when questions arise about official decisions, or an outside

JCI LOCAL ACTION GUIDE: Local Secretary

entity asks to access the records, these documents become crucial. Also, keep an archive of photos from every event throughout the year. Contact the person responsible after each major event to request a copy of the photos for the archive. This will also serve as a backup for this very important evidence of the impact you create in the community.

- **Manage the Local Organization calendar**

As a center of organization and communication, you are well-placed to ensure there are no scheduling conflicts between projects, meetings and events within the organization. Keep in contact with all committee chairpersons, Vice Presidents and work with those in charge of the website to keep it up-to-date with the time and date of all scheduled activities.

- **Assist with Local Organization communications**

Be sure to work with those in charge of communications to send out reminder e-mails and notifications prior to big events and meetings. Depending on the size of your organization, you may need to take the lead on internal and/or external communications, including sending membership newsletters, writing and sending press releases or

designing fliers.

- **Provide administrative support**

Be available to the entire Board of Directors, especially the Vice Presidents, to assist with preparing and printing documents. This could include certificates, packets of information, fliers and proposals. The Local Secretary should use clear and concise writing skills with correct grammar to help prepare letters and thank-you notes. Look for opportunities to send notes of courtesy or other correspondence, as this will build a positive reputation for the organization and reinforce the relationship with stakeholders.

- **Prepare annual report**

Work with the Board of Directors at the end of the year to compile a record of all initiatives and accomplishments from the past year. This is when your accurate records will be important to documenting the year. Refer to the archive of photos you have gathered to produce an engaging visual report for your stakeholders. Make it available to all members. Work with the External Vice President(s) to determine which external stakeholders should receive a copy.



JCI LOCAL ACTION GUIDE

Local Treasurer

Being appointed or elected to the position of Local Treasurer is a recognition of your integrity, trustworthiness and loyalty to the organization. This shows a respect for your capabilities to handle sensitive information accurately while showing great attention to detail. This position also recognizes your high level of accountability and sense of responsibility.

As Treasurer, you manage all of the finances of your Local Organization, a nonprofit organization. This role is crucial to the structure of the organization because the Treasurer ensures the transparency and solvency of the organization.

THE NONPROFIT PERSPECTIVE

Managing the finances of your Local Organization, a nonprofit, is a serious responsibility and your actions greatly affect the stability of the organization. While handling this significant responsibility, remember that management of the finances of a nonprofit differs from that of a for-profit. While the main purpose of a for-profit is to make money, the main purpose of a nonprofit is to further its mission. Finances are an integral part of every project or event, but success in a JCI Local Organization is primarily measured by how well it advances the JCI Mission:

To provide development opportunities that empower young people to create positive change.

Keep this Mission in mind when evaluating financial choices and making decisions regarding the budget of the organization. Also keep in mind that nonprofits are seen as models to the community and are often held to a higher standard of accountability, honesty and transparency than for-profit businesses. Handling a Local Organization's finances with utmost integrity is essential for maintaining a positive reputation for JCI.

DUES MANAGEMENT

Flow of Dues Payments

In JCI, members pay dues to their Local Organizations to be affiliated, to access the resources provided there and to have the opportunity to participate in all local initiatives and leadership. In turn, the Local Organization pays dues to the regional or National Organization for affiliation, and the National Organization pays \$10.50 per member to JCI for affiliation and the right to use the JCI name and identity. These dues on the international level provide for resources such as JCI Training, JCI events, links to international partners, and all JCI World Headquarters administrative services, such as the JCI website and local tools including this guide.

Local Dues Management

Part of your job is to manage the collection and payment of dues at the local level. Your Local Organization's constitution should outline the cost of affiliation for an individual member in your Local Organization and dues payment procedure, such as frequency of payment or payment plans.

Dues Collection

Learn about the existing timeline for dues collection for your Local Organization. As treasurer, you can suggest improvements to the system as you see fit. When it's time for an individual member to pay dues, issue an invoice in advance of their membership expiration which includes the amount due, the membership period covered by the payment, the accepted payment methods and deadline for payment. After the invoice has been issued, follow up with the member to ensure timely payment. Once the payment is received, provide a receipt of payment. Be available to respond to questions or concerns from the members.

Dues Payment

On a schedule determined by your regional or National Organization, your Local Organization will need to declare its membership and submit its dues payment based on number of members. Contact the appropriate person in your National Organization to find out when the declaration and payment deadline is and the dues amount so you can submit on time. Failing to pay the Local Organization's dues on time can result in suspension of privileges and services to all members in your organization, so be sure to strictly meet all deadlines.



BOOKKEEPING

In addition to dues-related income and expenses, the Local Treasurer is responsible for all bookkeeping tasks, financial records and compliance with local tax and government regulations. Meet with the outgoing Treasurer to get up-to-date with the status of all the accounts. Ensure that the previous year's accounts have been audited by a qualified accountant who has no connections with the Local Organization. Learn about all local laws and tax rules that apply to your organization's nonprofit status.

On a day-to-day basis, manage the following duties:

- Record all income and expenditures
- Record acquisitions, property, fixed assets
- Satisfy accounts payable
- Manage income and outgoing cash flows
- Manage any online systems for collecting money
- Manage collections of other income such as sponsorship payments, event registrations, training registrations, donations
- Issue reimbursements for JCI purchases made with members' personal funds and retain a copy of their purchase receipt
- Offer receipts for all payments received
- Submit any documents and financial/tax reports to government agencies
- Prepare monthly financial statements to the membership and an annual financial statement
- Be involved in budget preparation during creation of plan of action for following year. Estimate your income conservatively and your expenditure liberally
- Produce appropriate finance forms (e.g., project budget plan, request for reimbursement form, officer allowance form, etc.)
- Relate all activity and program discussions to budget allocations in order to prevent overspending
- Maintain an amount of money as a reserve for emergencies or unforeseen costs

SAMPLE OF LOCAL BUDGET CATEGORIES

Revenue (Income)

- Membership dues
- Non-dues revenue
- Advertising (funds from advertisement in your newsletters, website or other media)
- Events registrations
- Donations (funds donated by patrons)
- Grants (from other organizations)
- Interest accrued
- Product sales
- Sponsorship

Expenditure (Expenses)

- Advertising (marketing and recruitment)
- Authorized Travel
- Communications/ Publications
- Conventions and Meetings registration and travel costs
- Insurance
- Officer visits (hosting official officers and visitors)
- Office Supplies
- Programs
- Products
- Public Relations
- Rent (secretariat building rent, if any)
- Staff Salary (payroll for staff, if any)
- Taxes (if any)
- Telephone/Fax/Internet

JCI LOCAL ACTION GUIDE

Local Director

The purpose of JCI is to create positive change in communities throughout the world. Positive change only happens when concrete actions are taken. JCI is a grassroots organization where every action we stand for takes place at the local level.

You are where this concrete action begins. The results that you and your committee produce will determine the success of JCI as a whole. While your project may seem small, always remember there are thousands of other young active citizens like you leading initiatives through JCI to improve the world. Collectively, though your local actions, we can create a better future for all.

PROJECT PLANNING

As a local director or chairperson, you have been selected to be in charge of a certain area of activity within the Local Organization. You will be reporting directly to a Local Vice President, depending on the area of activity to which you are assigned. A Vice President is either in charge of internal activities, which primarily serve and affect the members on a local, national or international level, or they are in charge of external activities, which primarily serve or engage external stakeholders. Examples of activities assigned to an Internal Vice President include membership development, internal communications, JCI Events and JCI Training. Examples of activities assigned to an External Vice President include community needs analysis, community projects, partnerships, external communications and JCI partner programs.

Why Plan?

Now that you have accepted your assignment, begin planning your project or activity. Every activity must be aligned with the local plan of action and strategic plan. Be familiar with these Local Organization documents to ensure the activities under your responsibility serve to advance the primary goals of the organization. To be effective, every activity, no matter how simple, needs its own specific plan. Only by planning can you prioritize resources and foresee challenges.

Draft Your Plan

If your project involves an ongoing activity with the organization, meet with the prior director to learn about past activities and any existing plan. Ask for their evaluation of past activities and any recommendations as you move forward. As you work through the existing plan and make adjustments, consider transferring the existing plan to the online project planning system.

If your assignment is new, work with your assigned Vice President to outline your scope of responsibility and goals. When you begin planning your specific activities, use the online project planning system, which will provide step-by-step guide for organizing any event.

Online Tools

The online project planning system found at www.jci.cc provides many convenient tools and features for organizing your project, including online access for the committee members you assign, step-by-step planning and budgeting assistance and a partnership management section. The project planning system will also allow you to submit the plan electronically for local board of directors' approval and when finished, one-step posting to the local, national and international project galleries.

You may be assigned to an area of activity that does not involve events or meetings, such as communications or promotions. In that case, access other JCI action guides and manuals in the downloads section of www.jci.cc to assist you with your planning.

BUILDING A COMMITTEE

Based on the plan, you will have an idea of the number of committee members needed to successfully complete the activity.

Identify people within the organization who have shown interest or passion for the topic in the past. Their intrinsic motivation will lead to a more motivated committee. Consider ways to engage the individuals you have identified. You



may bring a sign-up sheet to a general membership meeting where members can indicate interest. Communicate with your Vice President to find out if there are any members they would like to assign or suggest for the committee. Then, follow up with those who have indicated interest or have been recommended so you can gauge their interest, availability and skills. Invite them to work with you on the committee.

Also, think about individuals, organizations, businesses or other stakeholders outside JCI who are interested in the topic. For young people who are not members, inviting them to join your committee may be a good way to introduce them to JCI. You may want to involve potential partners or stakeholders at an early stage so they feel invested in the process and more committed to seeing the activity succeed.

COMMITTEE MEETINGS

The First Meeting

Plan your first committee meeting shortly after the committee is formed to maintain the excitement and interest you have generated. Look for a time and location that is convenient for everyone. While committee meetings don't necessarily have to follow Robert's Rules of Order, it is important to prepare an agenda before every meeting to define the scope of the meeting and keep the discussion focused.

Email an invitation to the meeting with the time, date, location and agenda. Send a reminder email the day before the meeting.

At the first meeting, establish how frequently the committee needs to meet to achieve its goals. Think realistically about the amount of time needed for meetings. Consider schedule of key members and evaluate the time and location of the meeting to see if it will be convenient in the future. Schedule future meetings far in advance so committee members can make it a priority. Stick to the time allotted for each meeting. Refer to Planning Meetings and Chairing Meetings Action Guides for more information.

Present the idea of the project plan to the committee and discuss potential action steps. Ask for their feedback and suggestions about how to improve the plan. Engage everyone from the very beginning. As you make the first complete draft, confirm the commitment of each committee member to a certain area of responsibility for the project.

Obtain Approval of Plan

Submit the plan to your Local Board of Directors for approval. If you are using the online project management system, you will be able to do this electronically.

Moving Forward

After obtaining approval from the Board, meet with your committee to get to work. Delegate tasks according to personal strengths and interests. Give specific assignments with deadlines that you can follow up on. Don't leave a task unassigned or without a deadline. Keep committee meetings concise and on task. Allow for adequate discussion, but stay on agenda and reiterate decision once a certain action or decision has come to the forefront to confirm agreement.

LEADING WITH MOTIVATION

Managing the Progress

Maintain close communications with committee. Supervise group members, and be ready to help when difficulties arise. Recognize the workload of each person. Evaluate progress and hold each person accountable for what they are responsible for at every meeting. If they miss the meeting, follow up by email or phone to keep the project moving forward.

Resolving Conflict

In any group situation, conflicts may arise. Be prepared to mediate and settle differences of opinion diplomatically. Watch for people who say they will do something and don't follow through, as this can bring down the morale of the committee. If there is a committee member with persisting problems, talk to that person in private. Look for the root of the problem and work with them to decide if they need to be assigned to a different task, leave the group or another effective solution.

Building a Positive Attitude

Maintain an upbeat attitude and encourage teamwork and cooperation. Make sure the committee is aware of the current progress of the project, highlighting successes along the way. This will maintain forward momentum and motivate committee members to continue their commitment. Always praise in public and criticize in private to ensure positive group morale.

As the project Director/Chairperson, you set the example and the tone for the committee. Make decisions in the best interest of the project and the committee will follow your lead.

JCI LOCAL ACTION GUIDE

Local Administrative Structure

The organizational structure of a Local Organization must be suited to meet its own needs. But every Local Organization needs the following components:

- 1. General Assembly.**
It is through this body that the control of the Local Organization is exercised. It consists of all of the members.
- 2. Board of Directors.**
The function of the Board of Directors is to provide direction to the Local Organization and facilitate its administration.
- 3. Project or Program Committees.** The Project or Program Committees, lead by Chairpersons/Directors, are the means through which the work of the Local Organization is carried out. Each member should be assigned to at least one committee.



A ROLE FOR ALL MEMBERS

The JCI Mission states:

“To provide development opportunities that empower young people to create positive change.”

In order to fulfill the JCI Mission and offer every member an opportunity to get fully involved, the organization’s structure should accommodate and provide a role for everyone. Each individual has their own strengths, interests and leadership aspirations. Ensure that all new and existing members know the opportunities available and ask them to communicate their interest. Allowing people to work on tasks that interest them makes them more likely to embrace their role and succeed at their tasks. When each member is contributing to their full potential, we can build a strong team.

RATIONALE OF ADMINISTRATIVE STRUCTURE

The suggested organizational structure provides for all necessary operational tasks for managing a non-profit organization and core JCI activities that fulfill the Mission. You can find sample charts of Local Organization structures on page 2 of this document.

Internal and External Categories

To create a natural division of activities among the Vice Presidents, JCI suggests two categories: Internal and External. This division is based on the stakeholders affected by the activities in that category: members or nonmembers. Your organization can elect as many Vice Presidents for Internal or External Affairs as needed for your Local Organization’s size. The Local President and Executive Vice President oversee the Vice Presidents and allocate activities between the categories of internal and external, and then among the Vice Presidents in that category.

If the activity primarily serves or engages external stakeholders, then it should be assigned to the Vice President(s) for External Affairs. For example, community engagement and outreach, community project management, partnership and sponsorship management, external communications and JCI Programs that target and serve those outside of the membership. If the activity primarily serves and affects the members on a local, national or international levels, then it should be assigned to the Vice President for Internal Affairs. For example, membership management, member training, internal communications, JCI Events and JCI Programs related to members skills and organizational operations.

Adapting the Structure

The needs of every Local Organization are different. The administrative structures discussed here are guides to help you get started or revamp your existing structure. The structure is flexible enough to handle additions and reductions of people and programs, as well as any other changing needs of your organization. Be ready to add new chairpersons or sub committee directors when workload gets too big for existing leaders. Any leader should supervise no more than five people. Also be prepared to reassign individuals to new roles as tasks change throughout the year.

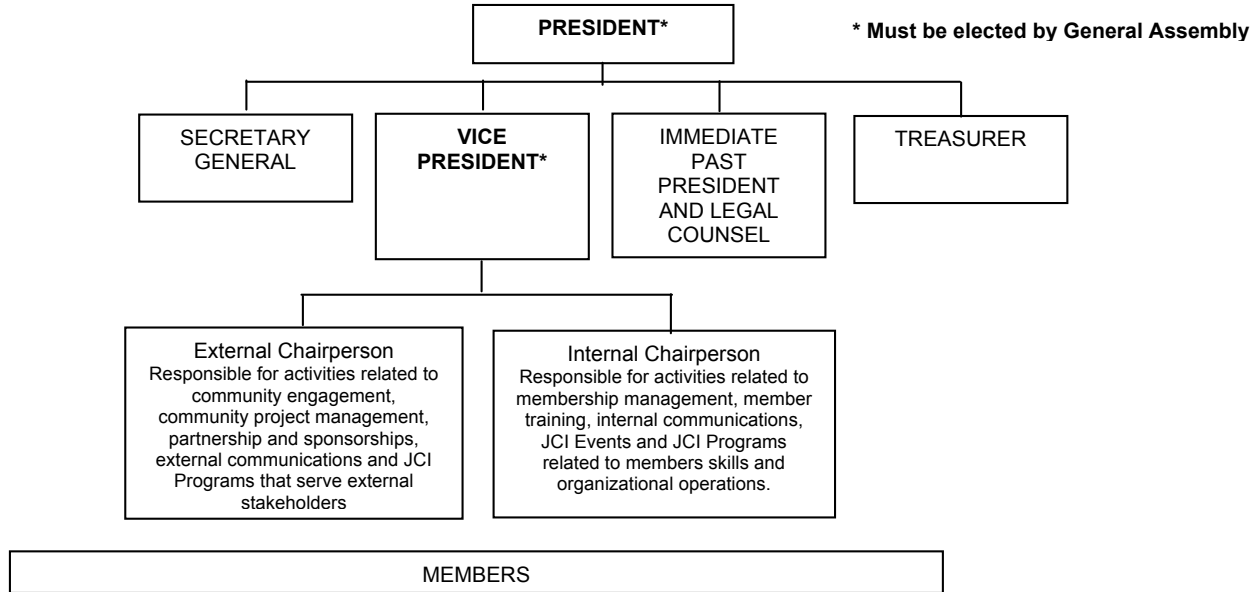
When considering a change in the structure of the board of directors, consult your Local Constitution and follow proper procedure for constitutional amendments if needed.

LEADERSHIP OPPORTUNITY

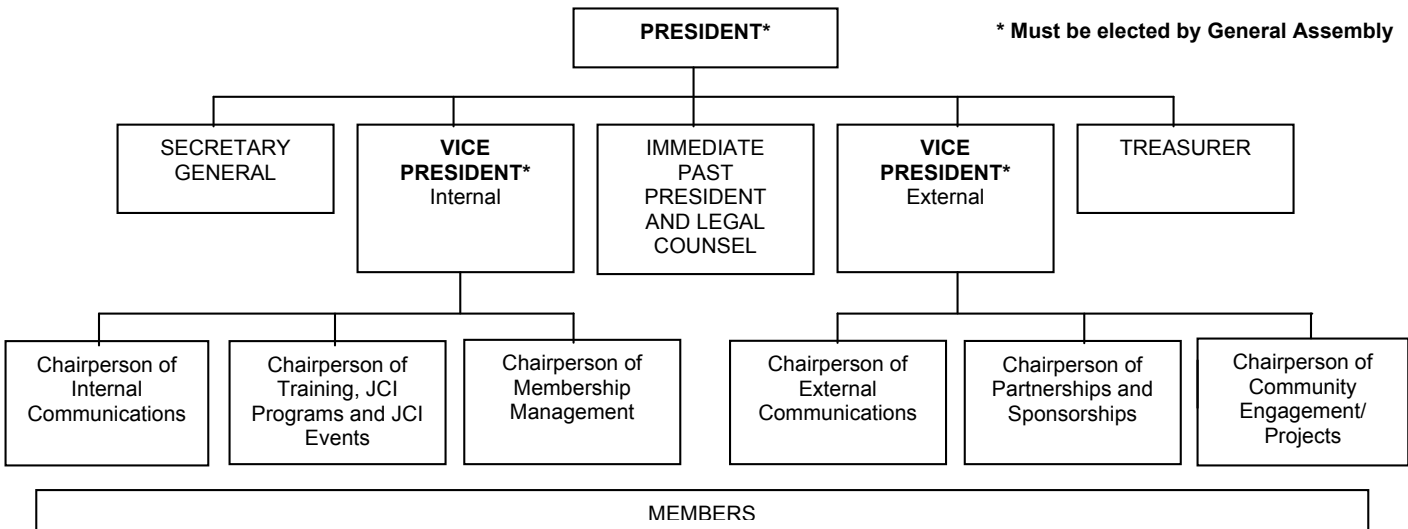
Being a one-year-to-lead organization, we know our founders intended JCI to be a place where many young people could learn to lead. The suggested organizational structures were designed to have about 20% of the members on the Board of Directors. It's important that each year, new members enter the Local Board to bring new ideas and allow for more people to hold leadership roles.

While JCI offers many opportunities for young people to lead, not every member will necessarily want to take a Board of Directors role. While we invite and empower all members to lead, we should also embrace those that want to participate only in projects or only take on a certain task according to their interests. The primary purpose for JCI is to create a positive change in the world. Any member contributing to that goal is a valuable member.

Local Organizations with about 20 members



Local Organizations with about 30 members



**If your Organization has 40 members or more, refer to the JCI Local Constitution Guide.

JCI LOCAL ACTION GUIDE

Local Plan of Action

Strong planning is a prerequisite to accomplishing goals. A plan of action outlines *now* what to do in the *future* to effectively fulfill the mission and objectives of the project or activity.



PLANNING PROCESS

A plan of action lays out clearly the goals that a Local Organization sets out to accomplish in a given year. A plan of action must fit in with the Strategic Plan of the organization. A plan of action must answer the following questions:

1. Why does the organization exist? – The **mission** or **purpose**.

The mission of an organization is the reason for its existence, the definition of its purpose. Each Local Organization is unique and will have its own mission, but it must be closely related to the mission of JCI:

"To provide development opportunities that empower young people to create positive change."

2. Where will the organization concentrate its efforts? – The **Key Result Areas**.

The mission should now be divided into Key Result Areas, which will determine where the organization and the officers should invest most of the time, talents, energy, and money.

The Key Result Areas are the areas where the organization needs to focus its primary attention and where **results**, not activities, **are significant**.

3. What do we want to do? – The **Objectives**.

Objectives form the basis for determining what activities to perform. Objectives also help to establish criteria for evaluating how well the activities are being conducted.

An objective is a statement of a result to be achieved and must start with the word "to," followed by an action verb. It must be **clear**, **achievable** and **measurable**.

4. Who will be responsible for it? – The **Officer Responsible**.

Each objective must clearly indicate who will be responsible for the coordination of the action and the accomplishment, as well as the development of strategies and the assignment of new responsibilities to each strategy.

5. When should it start and be completed? – The **Deadlines**.

Include dates to begin and end or a time period within which the result is to be accomplished.

6. How much is it going to cost? – The **Budget**.

The objective must stipulate the maximum investment the Local organization is willing to authorize.

7. How will each objective be done? – The **Action Steps**.

The objective is now divided into smaller steps, general actions to accomplish the objective. The action steps must also indicate the person responsible, the deadline and the cost.

After the above process is completed, the actions should be spread over the yearly calendar.

THE PLANNING SCHEDULE

The following steps should be taken during the development of the Local Organization's plan of action:

1. Draft the plan of action.

The President and the Secretary have the responsibility to prepare a draft of the plan of action for the next year. It is important to note that it is the outgoing Board that develops the plan of action for the succeeding year.

2. The Board of Directors amends the draft.

The draft is discussed by the Board of Directors and amended if necessary.

3. Final Proposal goes to General Assembly.

The proposal is submitted to the general membership and amended if necessary at the annual General Assembly.

4. Incoming Board incorporates the changes approved by General Assembly.

The final Plan of action is now printed and distributed to all Local Organization members.

5. Board members prepare individual plans.

Each officer of the incoming Board prepares individual plans of Action after receiving their assignments and responsibilities for various objectives.

6. Approve individual plans.

The Board of Directors approves each officer's plan of action during the first month in office.

7. Design yearly schedule of events.

The Secretary can now spread the activities over a yearly calendar and send it to all members with the deadlines and assignments.

8. Supervisors follow up with team.

Now is the time for action, and the immediate supervisors of each officer should follow up with their team members to ensure everything is going according to plan and schedule.

9. Evaluate and make recommendations for the future.

The President and supervisors should evaluate the progress every month and make recommendations on actions or objectives to be included in the next year's plan of action.

10. Draft next year's plan of action.

Go back to the first step. By properly using the evaluation and recommendations, it is easy to draft next year's plan of action.

SUMMARY

A clear and achievable plan of action is both a guide to direct the efforts of officers and members but is also a tool that helps communicate the directions and purposes the group is aiming for.

A plan of action is not cast in stone once it is printed. Review your plans monthly and update them quarterly, or whenever circumstances in the Local Organization change significantly.

JCI LOCAL ACTION GUIDE

Local Strategic Planning

Every Local Organization must have a plan that goes beyond its yearly activities. The strategic plan determines where an organization is going over the next three to five years and how it's going to get there. The committee must think in broad terms about the future path the organization must take.

While leadership changes every year, the Local Organization must maintain a long-term strategic focus that positions it in the community and continues to empower young people to create positive change. To maintain a unified identity around the world, all JCI Local Organizations must align local strategy with national and international strategy.

STRATEGIC PLANNING COMMITTEE

Start the process by appointing a committee consisting of a chairperson and a broad range of the membership. This should include new, experienced and past members, and may also include partners that have a close relationship to the organization. Consider avoiding heavy influence by the existing board so that the concepts are not tied to a specific year. Consider involving an outside consultant to facilitate the process and provide transparency. Form the committee early in the year so the strategic plan can be completed before the creation of the next year's plan of action.

Background Information

After the committee is formed, begin by gathering the following reference documents:

- JCI Mission, Vision and Values
- International JCI Strategic Plan
- National strategic plan
- Previous local strategic plan and/or SWOT analysis, if available
- Previously conducted surveys of membership or community
- Demographics of the local community
- Trends or statistics about the local community
- Strategic plans of other similar non-profit organizations

SURVEYS

Internal – Existing members

Create a survey to determine the expectations of the existing membership. Collect demographic information, including age range, gender. Create questions directly related to the operations and goals of the organization, as well as general questions about their outlook on life and their opinion and vision of the community.

External – Community Stakeholders

Create a second survey for outside leaders, partners, potential members, other similar organizations and other community stakeholders. Collect demographic information, including age range, gender and occupation. Create questions that ascertain their perceptions of JCI, as well as their outlook on life, their opinion and vision of the community, and their role in it.

Survey Creation

All surveys should be easy-to-answer and multiple-choice. To avoid misinterpretations of the statements, two or more people should proofread the questions and answers and discuss their understanding of each point. You may include open-ended questions to get new ideas, however, keep in mind that multiple-choice answers allow you to quantify your results.

Survey Distribution and Collection

Identify methods to distribute the surveys and collect the results. Consider incentives for completing the survey, such as a small gift or free admission to an event. Work with partner organizations to reach a broad range of external community stakeholders. Prepare a data management system in advance to track answers in a way that will display the data usefully and accessibly.

Expectations and Objectivity

From the very beginning of the strategic planning process, it is crucial to strive for an open mind and objective viewpoint. If committee members enter into the process expecting certain results, they will likely see only what they

expect and miss other trends. Every person has his or her unique point of view, which will be reflected question phrasing and data interpretation. While no one can completely free themselves of bias, it is important to be honest with yourself about how your own background and experiences with JCI might affect your views and assumptions. Being aware of your own frame of reference allows you to maintain the most objective point of view possible.

IDENTIFY KEY FOCUS AREAS

Once you have gathered and reviewed all the data from the reference documents and surveys, hold a meeting with the committee members as well as other JCI members and stakeholders. Together, identify five to eight key areas of focus for the strategic plan. Look at trends in the data, including recurring ideas, points of weakness and core functions of a nonprofit. Example areas could be: membership, partnerships, projects, finance, communications or training.

Then, determine various broad questions to guide the discussion surrounding each focus area. Keep in mind the purpose and mission of JCI and the changing environment in which the organization operates. For example, questions surrounding the focus area of membership could be: How can we cultivate a membership that will enhance our ability to fulfill the JCI Mission? What should you start or stop doing to maintain an active and motivated membership base? Where do we see the membership in three to five years?

Brainstorm

After identifying the key focus areas and developing questions for each focus area, divide into groups with each group assigned to one or two focus areas. Brainstorm as many ideas regarding the topic as possible in 45 minutes, using the questions as a guide. Write down ALL ideas, no matter if they seem relevant. Focus on quantity of ideas rather than quality at this point. and do not evaluate any ideas yet. Focus on broad suggestions and avoid specifying action steps.

Takes 15 minutes to highlight all ideas on the board that are both practical and realistic. Have a rapporteur make notes on those ideas of highest priority and frame them in terms of broad concepts and goals. For example, rather than suggesting "send two e-newsletters to the membership each month," make the suggestion capture the idea behind this action. The strategic recommendation might be "improve frequency and consistency of internal communications." Bring all groups together to present ideas to larger group. Take questions and input from other groups.

DEFINE GOALS

The Strategic Committee should then take the reports from each group and in a separate meeting, form one overarching goal per key focus area, and some strategic recommendations under that goal. The main goal should be visionary, not operational. The strategic recommendations must be broad, not specific or detailed actions. Consider including monitoring mechanisms to track progress on the goals. You may include notes about the rationale behind individual recommendations to ensure that future boards of directors and members will understand the document.

USING THE STRATEGIC PLAN

Gain Support of Membership

All local members and officers must understand the concepts and reasoning behind the strategic plan to implement it effectively. Committee members are responsible for presenting the plan to the membership and serving as long-term advocates of the plan. Circulate the plan through membership prior to adoption and publish it on the local website so all members, partners and stakeholders can access it. Provide it to National Organization for their reference.

Align Plan of Actions with Strategic Plan

Create each year's plan of action use the structure of the strategic plan, with the key focus areas as titles. Ensure every year's plan of action flows from strategic goals and recommendations. Treat the plan of action as an implementation document with specific action steps that will advance the strategic plan.

Establishing a Precedent of Progress

As a member of the strategic planning committee, you have a responsibility for the future direction of the organization. By taking your task seriously, you will establish a professional tone for years to come. This document is a legacy and roadmap you will leave for future boards of directors to ensure the organization's success. Future members are counting on you to lay the groundwork for them to make a lasting impact in the world.

JCI LOCAL ACTION GUIDE

Budget and Sponsorship

In preparing a budget:

1. List all administrative (not project) expenses, including advertising for marketing, travel, communications, utilities, supplies, rent, taxes, etc.
2. List all secured sources of income, including advertising on Local Organization website, secured donations and grants, interest, product sales, etc.
3. List the projected number of paying members to give you an estimate of income from membership dues. Do not estimate for members who are not members yet. A safe calculation is the average of members in the last few years.

RECOMMENDATIONS

The difference between income and expenditure must be covered by membership dues. You will not find sponsorship for administrative expenses. They must be covered by membership dues. If the expenses are higher than that income, one option is to increase dues and the other is to reduce expenses. Another option to consider is increasing your membership. You cannot have a budget with more expenses than income.

Projects and programs can have sponsorship. Projects can attract sponsorship if sponsors see value in your projects, and not necessarily because they attract the media and large public attention. When seeking potential partners, look for organizations that you can offer value to, who have similar goals and objectives.

BUDGET IMPLEMENTATION STEPS

The following are the basic steps to implement strong monetary control in the Local Organization:

1. Preparation of the budget:

- a. The Board members (and finance commission, if it exists) indicate the requirements, according to the proposed plan of action
- b. The Treasurer estimates the administrative expenses.
- c. The Treasurer conservatively estimates income.
- d. A balanced budget is the final result.

2. Approval of the budget:

- a. The final draft is presented to the Board of Directors for consideration.
- b. The Board amends and approves the budget proposal.
- c. The final proposal is presented at the General Membership meeting for consideration.
- d. The Local Organization's budget is amended and approved by the Local Organization General Assembly.

3. Review of the budget:

- a. The Treasurer reviews the budget weekly and prepares a monthly report to the Board, including the current status and the projections of income and expenditures for the next months.
- b. The Board reviews the budget and future projections once a month.
- c. The Board makes the necessary amendments and corrections to the budget.

4. Financial records:

- a. The Treasurer keeps a book to register income and another book for expenditures.
- b. All payments should be made by check, signed by the Treasurer and the President.
- c. The Treasurer prepares a monthly report on cash balance, payments during the last month, and projected payments for next month.

DONATIONS AND SPONSORSHIP

There are two ways a Local Organization can secure extra income: sponsorship and donations.

Because not all projects have a sponsorship appeal, and no organization will

sponsor administrative expenses, Local Organizations can seek donations that can help cover administrative costs and projects that lack sponsorship appeal.

Types of donors

Here are some suggestions for different types of donors:

1. **Past members:** A person who credits much of his or her success to past participation in JCI.
2. **Value to the community:** A past member or others who see the value JCI provides for the community and young people.
3. **Partners:** Suppliers or other organizations you work with who have witnessed the value of JCI.

Types of sponsorships:

1. Financial investment and value

A company wants to be associated with the project and get more business from the sponsorship. The project must have public appeal, either by attracting a large crowd to a location where the sponsor's ads or products can be seen or by getting large media attention, where the sponsor's ads and products can be seen with the subjects of the media attention.

2. Exchange for benefits

When a Local Organization is developing a project, there are other resources needed in addition to money. If the project manager of a Local Organization is creative and resourceful, many of the items needed to successfully run the project can be donated by outside companies despite a lack of monetary donations by the company.

Rather than trying to raise money for the event over and above the registration cost, the project manager may decide to approach a hotel for a donation of the room or a special rate on room rental.

In exchange, the hotel would receive three spots in the JCI Training course for three of its managers or other employees, plus an advertisement in your newsletter and/or your website. In this way, you can barter with the hotel rather than asking for a monetary donation.

This approach can be especially effective to create long-term partnerships with a company. In the example above, it is possible that one of the hotel managers ultimately will join your Local Organization.

3. Small shared sponsorship for a specific purpose

Sometimes, it is better to ask for sponsorship donations in small amounts that are tied to a specific purpose so that people can see the immediate benefit of their donation.

Of course, this could be done with any donation level. You could break it down into donations of \$50 or \$75 for a specific reason, rather than asking for \$2,500 to sponsor an entire project.

The project manager can seek donations from large companies, small businesses, entrepreneurs, friends, acquaintances and co-workers. The budget for a project does not have to be sponsored by one or two main sponsors. You can be just as effective with many smaller sponsorship donations.

SUMMARY

All projects should have a basic budget. At agreed times, compare the budget figures with actual figures and inform the members of the financial commitment for that project.

Give monthly reports at general membership meetings of the financial status including budget figures compared with actual figures.

JCI LOCAL ACTION GUIDE

Local Protocol

One of the most important highlights of a JCI year is the visit of an international officer to your Local or National organization. As you gear up to host international officers this year, we would like to share some ideas about protocol with you.

Protocol is particularly important during official ceremonies and functions such as local and national meetings, receptions, hosting a JCI officer, JCI Conferences, World Congresses, etc.

International protocol helps us deal with cultural differences in a formal manner. Just as each country may have its own protocol, so does each organization or company.

PHILOSOPHY

JCI, like most organizations, has a set of rules, etiquette or norms that are used in ceremonies or events. But local norms are also considered, and they vary from one area to another.

The term “protocol” has many meanings and connotations. For our purpose, we’ll say that protocol is “the generally-accepted code of etiquette and precedence within a particular group or entity.” In other words, it’s an ***expected and acceptable way of behaving in a given social situation.***

BASIC RULES

A general rule of protocol is that the guest follows the rules of the house.

Inform your guest about the appropriate dress code for the function, the suggested time of arrival, the point of entrance, where to park, who will greet the guest and where, persons to be introduced to the guest at the point of entrance, order of procession to the hall, seating arrangements, order of speeches, and order of departure after the event.

In general, elected JCI officers rank higher than appointed officers. For example, an elected Executive Vice President ranks higher than an appointed Secretary General, Treasurer or General Legal Counsel.

During official ceremonies, lower-ranking officers speak and are introduced before higher-ranking officers. If too many lower-ranking officers are present for all to be introduced, just mentioning their names will be enough to recognize their presence.

PROTOCOL FOR SPEAKING

Ensure that pronunciations and punctuation are correct. In general, lower-ranking officers speak before higher-ranking officers, for instance:

1. Local President
2. National Board Member
3. National President
4. JCI Vice Presidents
5. JCI Executive Committee Members
6. Government officials
7. JCI President
8. Country’s president or head of state

Remember:

- To check the visiting officers’ titles, names of countries, etc., to make sure they are announced correctly.
- To display national and organizational flags properly.
- To recite the JCI Creed at the start of any official function or meeting.
- To play the national anthem if necessary.



PROTOCOL OF SEATING

Seating arrangements are typically designed not just to honor an important guest or friend but also to enhance the flow of good conversation during dinner.

At an informal dinner, a toast or grace may not be expected. In a formal dinner or ceremony, a grace, invocation or toast may be given to honor or celebrate a particular person or a significant event or date of the organization.

It is customary to allow the main guest or VIP to make brief remarks or deliver a “message of greetings” just before dinner or immediately after.

The host should have the last intervention with a “vote of thanks.”

Gifts or presents may be exchanged before or after dinner.

In most organizations, guests are seated according to rank or seniority.

Emphasis should be to ensure that guests are placed in their proper seats.

Proper salutations and recognition of important dignitaries in the room is also the norm.

For seating arrangements, please note the following:

- Important dignitaries, VIPs or high-ranking officers should be seated in the front row and low-ranking officers in the rows behind.
- To avoid any confusion, seats can be reassigned with name cards placed on each seat or on back of the seat.
- Foreign guests rank higher in order of seating than local guests.
- Both husbands and wives are granted the same status as their higher-ranking spouses. Thus, if the host National or Local President is a married woman, her husband is seated according to her rank.

SUMMARY

Above all, recognize that people are different, and spend a little time building relationships and learning how people from other cultures think and behave. The world can then open up to you.

As stated in our JCI Declaration of Principles, “...*the brotherhood of man transcends the sovereignty of nations...*”

JCI LOCAL ACTION GUIDE

Marketing Plan

A marketing plan is a written document outlining the actions needed to achieve your marketing goals. A marketing plan organizes your marketing efforts clearly and in great detail.

When creating a marketing plan, begin by choosing the place, time and people involved. Because marketing involves nearly every aspect of the organization, the local board of directors should participate.

A Marketing Plan begins with analyzing your current situation, both internally and externally. First research what the community needs, possible competitors, and the market demographics. Then, define the objectives and goals of your organization, which should always start with the JCI Mission and Vision.

SITUATIONAL ANALYSIS

Your situational analysis, also known as external research, is the main aspect of the marketing plan. It is composed of three main areas: market summary, SWOT analysis and competition.

All JCI organizations exist within a community. By examining your external environment in your situational environment, you will be better equipped to address your community's needs in your marketing plan..

Market Summary

The market summary includes market needs and market demographics. Research for market needs include the major problems of your community that need to be addressed. Which of those problems are members most connected to? What kind of projects would gain public notice?

Market demographics take into consideration the potential target market (members, sponsors and partners) in the community.

SWOT Analysis

The SWOT analysis is both an internal and external market analysis. First, examine the internal strengths and weaknesses of the Local Organization. An internal strength could be strong organizational skills and a weakness could be a lack of physical resources (i.e. office space, computers, etc.).

Then, begin examining the external opportunities and threats. An opportunity could a large demographic of young active citizens in the community. A external threat could be a lack of potential sponsors and partners to donate more to the organization or projects due to an economic downturn.

Competition

Be aware of other community-based organizations that might attract potential members other than JCI, as well as other JCI Local Organizations. If your Local Organization is in a large city amongst other JCI Local Organizations, make sure the lines of communication are kept open so that the different Local Organizations do not focus on the same problems or try to attract the same members and sponsors as one another.

In dealing with other organizations outside JCI, focus on the key selling points of JCI that make JCI unique. Some unique selling points to remember are JCI's global network, our young active citizens and creating sustainable change.

MARKETING STRATEGY

Marketing strategy encompasses the larger goals and objectives of the organization and then outlines how to obtain those goals and objectives. It begins with the JCI Mission: to provide development opportunities that empower young people to create a positive change. The Mission sets the purpose and the overall direction of the organization. After defining goals, the outline the target market by the different groups affected by JCI. The last aspect of the marketing strategy is the marketing mix.

Goals and Objectives

The objectives and goals of the organization are to further the key ideas stated in the Mission. Other key goals important to every organization include

JCI LOCAL ACTION GUIDE: Marketing Plan

attracting new members, keeping current members, establishing a positive profile in the community, attracting sponsors and partners, obtaining support and recognition for positive actions and projects in the community and staying connected to other JCI Local and National Organizations and JCI World Headquarters.

Target Market

Your target market defines who your efforts are directed towards and who is affected by your efforts. For your organization this includes: potential members, potential partners/sponsors, current members, current partners and sponsors, the community and JCI alumni. Consider the needs of each group, then explain how your Local Organization can fulfill those needs.

Marketing Mix

The marketing mix is the tactics used to obtain the marketing objectives. The marketing mix is composed

of four areas, known as the 4 Ps: product, place, price and promotion.

- The JCI **product** includes three major parts: Mission, Vision and Values, the JCI experience, and tangible offerings like projects, training and events.
- The **place** is defined by the locations of meetings, events and projects.
- The **price** is an area that each Local Organization must determine individually. A few things to consider are the budget of the organization and what the Local Organization pays to the National Organization per member.
- **Promotion** is how you get the word out about your organization. It's is much more than just advertising, but also public relations efforts and any way you increase awareness. Promotion is present through everything the organization does, from wearing JCI t-shirts, to how your members present themselves in public.



JCI LOCAL ACTION GUIDE

Internal Communications

JCI would not exist without the 200,000 dedicated young active citizens who are members around the world. Internal communications focuses on communicating both with current and former members. After laying out a communications plan, this section details the tactics to approach internal communications.



PLANNING

Before beginning your internal communications efforts, take the time to consider some important factors that will influence your decisions.

1. Target audience

Consider who you are targeting with your efforts. In internal communications, this includes members and former members (alumni, Senators, etc). Examine the needs of the different groups and subgroups within your target audience. Knowing your members will help you communicate with them. Because of their positive JCI experience, many people wish to remain involved even after they turn 40. These former members are excellent resources for knowledge, history and development opportunities.

2. Goals

Determine the goals of your project. Include broader goals – furthering the JCI Mission, presenting a clear and consistent JCI image in the community – and more specific goals – keeping members up-to-date on JCI activities or increasing attendance at JCI events.

Internal communications goals can include:

1. To further the JCI Mission, Vision and Values
2. To keep members up to date on JCI activities at the local, national and international levels
3. To inspire members and keep them motivated to be involved
4. To present a clear and consistent image of JCI, internationally, nationally and locally in order to reinforce this image and build the brand

Other goals may be added for each individual project, such as raising attendance at an event or increasing participation in a program. Though some goals – such as furthering the JCI Mission – are abstract, it's important to have measurable goals as well. This helps you to measure your progress after the project is complete. Setting the goal of “increasing the number of new members who go to a meeting” is less effective than “increasing the number of new members at a meeting by 15%.”

3. Plan of Action

Draft a plan of action to help make decision about your message and how it will be delivered. As you think through the best course of action, consider the right time and right place to reach your target audience. This will help you decide which tactic to use for each goal.

EXECUTION

You will accomplish your strategy and plan of action with communications tactics. The strategy for choosing and executing tactics will be rooted in your communications plan: your goals, target audiences and understanding of the external environment.

For each project, determine your goals, and plan with the target audience in mind. This will guide tactical decisions, from choosing whether to send a newsletter or press release, all the way down to the writing style you use. There are several ways you can communicate with members and former members.

1. Print Newsletter

Use a print newsletter to inform members about local, national and international JCI events, projects and news. Include a calendar, eye-catching photographs and vibrant active stories that showcase how members are creating positive change in the community. Remember to use consistent writing and design elements (font size and color, margins, etc) throughout the newsletter to present a professional image.

2. E-newsletter

An e-newsletter is less expensive to produce and quicker to read than a print newsletter. Alert members to upcoming events and use hyperlinks to draw members to your website. Include a calendar of events, short sections with lots of information and a navigation section at the top. Remember: keep it short.

Remember:

- Value. If your e-news is valuable to members, they'll read it regardless of the frequency – although once a day is probably too much. Likewise, if it's not valuable to your members, they won't read it once a year.
- Feedback. Seek feedback to make sure what you think matters, actually matters to your members.
- Respect privacy. Always offer an unsubscribe option, and respect it.
- Keep it short. You should be able to read an e-newsletter in five minutes or less.
- Keep it simple. Make it easy to navigate, so members can find the information they want quickly and easily.

Resources: Check out the JCI Be Better E-Newsletter from the JCI World Headquarters for ideas and inspiration to build your e-newsletter. Subscribe on the JCI homepage.

3. Website

A website is a powerful tool with far-reaching implications. See the Website Administrators Guide for the ins and outs of obtaining a JCI website.

Your website can focus mainly on members, but don't forget the potential members and sponsors who will find it as well.

Include simple navigation, strong writing that is free of jargon and abbreviations and clear explanations of your Local Organization as well as JCI on the national and international levels. Remember to constantly update the site to provide new and relevant information.

4. Other Printed Materials

Brochures and other print materials are useful as educational material for current and former members for informational and inspirational purposes. In the age of technology, sometimes it's nice to receive something you can hold.

Remember to present a professional image that is consistent with the JCI brand by proofreading your work and using consistent design elements throughout your publications.

5. Social Media

With online social media, you can interact with several members at one time, and allow them to react to your Local Organization. These can be powerful tools to promote events and begin conversations online. Social media are online forums that allow users to post content or messages and interact with one another in addition to viewing others' content.

Social media include social networking sites (Facebook, MySpace, LinkedIn or Workut), blogging sites or mini-blogging (Twitter) and YouTube. Most importantly, use what your members use.

Audience: tech-savvy members and former members who are connected.

JCI LOCAL ACTION GUIDE

External Communications

The job of communicators within a Local Organization focuses mostly on members. But don't forget about nonmembers. These individuals represent your future members, partners, future partners, friends of the organization and the community you are seeking to serve.

Communicating with nonmembers is vitally important to the success of your JCI Local Organization. Creating effective communications with nonmembers will increase the amount and quality of opportunities you will encounter.

PLANNING

To ensure the most effective communications, lay out a clear plan before executing the communication. Consider the following steps before you begin.

1. Target audience

In any communication there is a specific audience that you are attempting to reach. Define your audience before moving forward, as it directly affects what you are trying to communicate.

Externally, your audiences may be partners and sponsors, potential members or the local community. Consider both the message you want to communicate with the specific audience, and also what they need to know and are interested in.

2. Goals

There are some basic communications goals that will be a part of every communication, such as furthering the JCI Mission, Vision and Values. However, set specific goals for each individual communication that are directly connected to the audience that the communication is reaching.

External communication goals may include:

Partners/Sponsors

- Communicate the value that JCI offers
- Present the change and impact that JCI has had on the community
- Continue communication to create a strong, ongoing partnership

Potential members

- Present information and background on JCI and your Local Organization
- Inspire and motivate the individual
- Call them to action to become a member of your Local Organization

Community

- Spread the JCI Mission
- Create a strong, positive image of JCI in the community
- Gain support from the community

3. Plan of Action

Draft a plan of action to help make decision about your message and how it will be delivered. As you think through the best course of action, consider the right time and right place to reach your target audience. Craft your message to be relevant, interesting and authentic to your audience.

EXECUTION

Once a plan is set, it is time to choose the output for the communication. The audience and goals of the project will help you decide which communication tactic will best suit the project.

1. E-mails/Courtesy notes

E-mails, or other communication for following up with a potential partner, potential member or journalists, are your responsibility. Follow-ups are essential because they keep a two-way communication going. The e-mail



should always be professional, as concise as possible, and provide the essential information for the recipient.

2. Press Release

A press release is a written statement distributed to the media. It is an accepted form of communication between the institution and the reporter. It is an opportunity to transmit facts and point-of-view. Press releases can announce a range of JCI-related activities: scheduled events, community projects, awards, member achievements, etc. A straight recitation of facts and statistics does not tell a story. Good press releases use facts, statistics and quotes to tell a story and present and validate a point of view. Once the press release has been sent out, you must follow up. Contact each media outlet and make sure that the press release was received, and ask if they have any questions. Remind them of your contact information.

3. Press Kit

A press kit is an invaluable tool that is primarily an information tool to give to journalists. It can be useful to print journalists, which include newspapers and magazines, broadcast journalists, including radio and television broadcast, and are especially useful during press conferences.

The press kit should include background information about JCI and your Local Organization, a press release, additional press contacts on the issues, endorsements from experts and other organizations, and if being used in a press conference, statements by press conference speakers on your letterhead with contact details

4. Interviews

Interviews can be an effective way to spread your message through local television and radio. Once contact has been made with an interested local media outlet, an interview can be a great way to get your message out.

During the interview, keep in mind a few objectives: maintain professional composure under pressure, communicate clear, concise, positive messages, sell your message, yourself, as well as the organization, and communicate competence and confidence.

5. Advertising

Advertisements are space or time for promotion in a media outlet. Advertising can be extremely expensive, but for certain open events, small ads or bulletins targeted to websites and small local newspapers may help you reach a wide audience. The viewers will judge your advertisement against the standard of the other others commonly seen in that media. If it does not equal the quality of the advertisements around, it can have a negative effect. Do in-depth research into the prices, outlets demographics, schedules and deadlines before selecting this option.

6. Websites

Websites are a great communication tool to use with your JCI members, however it is important to remember that members are not the only people who will use your website.

To maintain a user-friendly website, keep in mind the following:

- **Navigation:** Make sure that the website is easy to navigate. Information is easy to find and flows in a logical sense.
- **Word use:** Do not use jargon. Unfamiliar terms may be intimidating and frustrating for an outsider looking for information on your website.
- **Content:** The website may be used by nonmembers primarily as a way to get more information about your organization. Remember to provide basic information about JCI and your Local Organization, and make it easy to find for nonmembers.

7. Signage

Every material that is produced for an event, has the JCI logo or refers to JCI is communicating something with the people who see it. Banners, flags, apparel and pins are all examples of materials that have the JCI name and logo on them. It is important to always keep in mind what each thing is saying by itself and grouped with the rest of the environment.

8. Creative Marketing

Sometimes the best way to get your message out is to think outside of the box. The ultimate goal of communications is to create a lasting, positive image of JCI. Fresh, creative ideas are memorable, so they have the power to make your communications more effective!

JCI LOCAL ACTION GUIDE

Website Administration

Websites are essential tools of communication today. To make the most of your website, adapt your writing style and organization to a Web format to maximize your effectiveness. Writing for print and the Web are different.



PRINT VS. ONLINE

People read differently online than in print. Readers scan instead of reading straight through. On the Web:

- Text is split into hyperlinked pages, unlike print, where it is one complete document. Keep pages independent with clearly marked pages, so readers can enter your site at any point and understand the content.
- Cut your words in half. It's slower to read online, and readers skim.
- Update your site frequently. Outdated information looks unprofessional. Fresh content gives readers a reason to return often.

WRITING FOR THE WEB

Be straightforward

Be clear, concise and direct so the reader knows immediately what they're reading, and can find what he or she is looking for easily.

Most important first

Put your most important ideas first so the reader doesn't miss it. Maintain clear organization to help readers find what they're looking for quickly.

Keep it simple

Long, complex sentences are difficult to read on the Internet. Keep it simple.

Be active

Use active verbs to draw readers in and keep their attention.

Use keywords

Because Web readers are usually on a mission to find a particular topic on your site, using keywords in headings and throughout pages will help them find what they're looking for. If a search engine user is looking for Web articles about the UN Millennium Development Goals, you can help them find the subject on your website with the following heading:

- "JCI members work toward the UN Millennium Development Goals

Or, because the first part of sentences show up in search engines, try this one:

- "The UN Millennium Development Goals: JCI members take action

Be honest

Because readers don't know where your information is coming from, credibility is even more important online. Take the time to establish your own credentials, cite your sources, and always be honest.

ORGANIZATION

How you organize your website is important in helping people make the most of your site.

Headings

Use headlines that are informative, short and meaningful. Web readers scan for information, rather than reading all content. Effective headings:

- Divide material into segments to make content easier to find
- Direct readers to what they're looking for
- Capture their interest and draw them in
- Use strong, active verbs. "Program Connects Members to Global Network" is better than "Members Become Part of New Network"
- Clearly mark the content of each section

Lists and tables

Breaking information into lists or tables makes it easier to read, more visually interesting and easier to find. As you write, look for information that would fit well or make more sense in a bullet-point list or a table, such as dates, suggested action steps or responsibilities.

Captions

Photo or illustration captions are another way to draw readers into your Web page. Use captions to identify the photo or illustration and draw the reader into a story.

Web paragraphs

Shorter paragraphs suit Web reading better. Longer paragraphs are more intimidating visually. Limit each paragraph to a single thought so a scanning reader doesn't miss the second half of the paragraph. Use the word count on your word processor to ensure your paragraphs aren't too long.

LAYOUT

Use a clear layout to enhance the readability and scannability of your text. Keep in mind:

Fonts

- Don't capitalize long phrases or sentences unnecessarily. Words in all capital letters are difficult to read.
- For emphasis, use bold or italicized fonts.
- Use the default font sizes in HTML format so it appears in the correct size.
- Choose your colors for background and text carefully. Black text on a white background shows up the best. Print an example of your page or look at it on different browsers to see how your text and background colors look together to ensure the text is visible.

Sentences

- Don't underline phrases that aren't hyperlinks. Because hyperlinks are underlined, people assume all underlined phrases are linked. Don't use blue for fonts for the same reason.
- Be careful to keep your line length not too long or too short. Both are tiring when reading on the Web.

NAVIGATION

When you finish your site, have a person who is unfamiliar with it test it to see if he or she can use it easily and find the important aspects. This is a good test of how intuitive your navigation is. Points to consider:

- **Hyperlinks**
Links guide your reader to the most important information in your document, avoid repetition, connect them to supporting details and aid scannability. Links are for people who want to learn more about an individual topic. However, don't overdo it. Too many links become difficult to read.
- **Grouping**
Group your content into chunks to anticipate how your readers will look at it. This allows readers to access all the information they need about a particular topic without jumping around.
- **Printing**
Think about printing when you design your pages. Make sure the text is not too wide when it's printed. Preview your pages, and test the printing. Also, leave margins.
- **Fragmentation**
Don't divide your information into chunks that are too small. If there is not sufficient information for an entire section of text, consider combining sections.

TERMS TO AVOID

Don't use words or phrases that refer to Web use. Write effectively online by not drawing attention to the Web. Test your writing by printing out the page and checking if it makes sense when it's not online. Words to avoid include:

- "Click here"
- "follow this link"
- "this Web site"

JCI LOCAL ACTION GUIDE

Planning Meetings

Overall planning makes the Local Organization's meetings more effective. With effective planning, you can announce definite dates, secure the best speakers, announce programs and promote them well in advance and avoid meeting cancellations due to lack of speaker or programs.



RESPONSIBILITIES

As Local President, remember that the success of the meeting depends on you and the local Board of Directors. Keep in mind that:

1. Meetings without purpose are wasted efforts.
2. Pick a meeting place that is centrally located and adapted to the purpose, cool or warm according to the season and quiet and free from interruption.
3. Attendance is a pre-requisite to successful meetings. To insure good attendance, notify everyone expected or desired to attend sufficiently in advance regarding all details.
4. Physical arrangements are another important contributing factor to the success of the meeting. Consider the following points in planning the seating arrangements:
 - a. Choose chairs that are as comfortable as possible, preferably with full or half arms. Whenever possible avoid uncomfortable folding chairs.
 - b. For large meetings, seating capacity should be ample. For small groups it is better to have a few chairs, with others readily available, than to have too many set up.
 - c. Arrange chairs according to the purpose of the meeting: Rows or semi-circles facing the chairperson are for informal and short meetings. Round tables are ideal for Board meetings where writing and work must be accomplished. School or theater arrangement are suitable for formal or meeting with large attendance and where parliamentary procedures are used.
5. The meeting should start and end at a scheduled time. If additional time is needed, another meeting can be scheduled or the attendants can vote to add extra time to the current meeting. In both cases the issue must be voted by the meeting participants.

RECOMMENDATIONS

Here are some important aspects in the planning of a successful meeting:

1. **Agenda.** With rare exception, the President or Secretary prepare the agenda for distribution to members prior to the meetings. A prepared agenda will expedite the meeting and make it more productive.
2. **Minutes.** The Secretary keeps minutes and distributes copies of the minutes from the previous meeting at the start of each meeting. Approval or amendment of such minutes should be the first thing on the agenda.
3. **Length.** If the President runs the meetings properly, most should be kept within a two-hour limit. You will find that it adds greatly to the morale of the members if the meetings do not use up an entire evening, unless absolutely necessary.
4. **Advance notification.** In most cases, it is the responsibility of the Secretary to notify the members about the meeting and send the agenda outlining responsibilities, reports expected and the purpose of the meeting.

CHECKLIST

PRIOR TO THE MEETING:

- Is the purpose of the meeting defined?
- Is the agenda planned and written?
- Have minutes of previous meetings been prepared and sent to the members?
- Do the officers understand on what they are expected to report?
- Has notice of the meeting, with time and location, been given to the membership?
- Has the guest speaker been contacted and confirmed the following issues:
 - The subject to be covered?
 - The time limit of the speech?
 - Who will meet the guest speaker upon his or her arrival?
 - Is the information for the introduction of the speaker ready?
- Have arrangements been made for audio-visual equipment and microphone, if needed?
- Is there a backup for the guest speaker?
- Has the meeting room been booked, room lay-out sent, including table arrangement, etc.?
- Have gifts for the speaker been arranged?
- Are the news media needed at the meeting, and have they been invited?
- Is there a need for name tags or name plates, and have they been ordered?
- Are the flags ready?
- Are the gavel, podium, head table, banner, etc., ready and placed?
- Is decoration needed?

DURING THE MEETING:

- Will the meeting start on time?
- Are officers prepared for their reports?
- Is the guest speaker ready for his or her speech?
- Are the gifts, plaques and certificates ready and handy?
- Are the agenda and other necessary supporting documents with you?
- Can you make eye contact with all members attending the meeting?
- Did you thank the members for attending the meeting?
- Did you cover all items on the agenda?
- Did every member have the opportunity to speak and give his opinion?
- Were all decisions made in a democratic way?
- Did you announce the date, place, time, and major attractions of the next meeting?
- Can you finish the meeting on time?

AFTER THE MEETING:

- Have thank-you letters been sent?
- Was the media informed about relevant issues discussed and approved?
- Have minutes been prepared?
- Have all commitments and assignments been confirmed and followed up?
- Is there any action needed as a result of a decision made during the meeting?
- Have the summary of the decisions been mailed to all members?

JCI LOCAL ACTION GUIDE

Local Meetings

Most members of a voluntary organization do not like attending meetings. The first challenge, therefore, is to reverse this attitude in your Local Organization if it exists.

Help your members understand the necessity and positive aspects of meetings. Such meetings will also provide an opportunity for fellowship and learning new skills.

If both new and experienced members look forward to the next meeting, you should be able to get good participation in other activities as well.

RESPONSIBILITIES

There are three components to good Local Organization meetings.

- **First**, there is leadership, which includes the President and the Secretary.
- **Second**, there are the physical arrangements for the meeting, usually a responsibility of the Meetings Commission.
- **Finally**, we have the participants, who include members, prospective members, guests and visitors.

We have some suggestions to offer, for each aspect.

Leadership – The President should:

1. Know the objectives of the meeting before preparing a detailed agenda, and be sure that all participants know these goals before the meeting starts.
2. Know the principles of parliamentary procedures. If your Local Organization does not have a Legal Counsel, appoint a parliamentarian.
3. Give adequate notice and details about the meeting to the membership.
4. Include an icebreaker at every meeting to establish a friendly atmosphere.
5. Keep a good standard of decorum and protocol in your meetings, but be flexible and appropriate for each occasion.
6. Limit speaking time so that the vocal few do not dominate.
7. Ensure that the Secretary keeps an accurate record of the meeting, and make his or her own notes during the meeting in case disputes arise.
8. Encourage maximum participation by those attending the meeting. The meetings are for the participants, not for the Board members.
9. Plan for variety – it is the essence of a good meeting program.
10. Have a copy of the local Constitution and the Parliamentary Procedures Manual at the head table.
11. Provide the opportunity for good internal public relations for the members and good external public relations for guests and visitors.
12. Brief members who are giving official reports.
13. Make guests and visitors feel part of the meeting.
14. Start and close the meeting on time.

Physical arrangements – the Secretary should:

1. Be responsible for setting up the meeting room, have it cleaned after the meeting and manage all the physical arrangements.
2. Ensure the correct room setup, hang up the JCI Creed, the national and JCI flags and set up audiovisual equipment and other relevant items.

RECOMMENDATIONS

1. The agenda can be as varied as the President wishes.
2. Select the types of meetings that best suit your membership. Take into account their occupations, working hours, interests and ambitions. Some types of meetings include luncheon meetings (brief), breakfast meetings (brief), dinner meetings (full length), etc. Ask members for suggestions.
3. Parliamentary procedures and protocol should be incorporated into the meetings to allow for maximum participation and free expression. If you observe these rules, you will have orderly meetings, all will have the opportunity to be heard, decisions will be made democratically by the majority, and the rights of the minority will be safeguarded.
4. The President should start the meeting on time and make the appropriate introductions in order of importance. Keep to the agenda and his or her personal time schedule and include short breaks in the agenda. Ensure that discussions are relevant and apply meeting procedures are appropriate to the meeting. Avoid embarrassing moments and adjudicate disputes fairly. Refrain from dominating the meeting, remain impartial, and never ask those attending the meeting for advice on meeting procedures because the President should know the procedures.

5. Finally, make sure the participants understand what the meeting should accomplish. Some of the objectives include: conducting Local Organization business, listening to a distinguished guest speaker, entertaining visiting members or other guests, holding a training session for the members and receiving a series of reports about the Local Organization program. If members understand the objectives of the meeting, they will be more sympathetic toward the leadership if some difficulties are encountered.

One important point regarding eating and drinking by members during a meeting: if a meal is part of the meeting, allow time for tables to be cleared of most items before proceeding. It is not possible for members to take full part in the meeting if their neighbors are still eating or drinking. Be aware of members' habits, too. If they detract from the meeting decorum or distract participants, change the habits.

SUMMARY

Few activities are more challenging or stimulating than a well-conducted meeting. Whether it be a business session, activity meeting or a social session, members should leave that meeting thoroughly satisfied and looking forward to the next one. Everything that is accomplished in the Local Organization is planned around a good Local Organization meeting; it is imperative to conduct a successful one.

JCI LOCAL ACTION GUIDE

Chairing Meetings

Chairing a meeting or a discussion is not a passive process, nor is it simply calling on the next person whose hand is up. The chairperson is not merely a traffic policeman.

When you are presiding over a meeting, remember that you play the primary role in determining whether discussions are lively, provocative, creative and focused – or not. Keep in mind that your responsibility as a chairperson is to all members of the Local Organization, not just a few of them. Throughout the meeting, ask yourself if all members' interests are being served by the discussion.

Challenge yourself to make certain that every member speaks at least once at each meeting.

RESPONSIBILITIES

Keep the following in mind the next time you chair a Local Organization meeting:

1. **Don't hold court.** Remember that the meeting belongs to the members. You are there to facilitate discussion and the taking of action.
2. **Eye contact is the key to controlling a meeting.** Have the meeting table arranged with only you, the Past President (parliamentarian), and the Secretary sitting on one side. You cannot establish eye contact easily with someone sitting directly on either side of you.
3. **Always start the meeting on time.** If you start the meeting late to accommodate the few who always show up late, you will offend those who are there on time. Also, people who are perpetually late will be late no matter when you start the meeting. Starting the meeting on time also sends a strong signal that you respect people's time.
4. **Begin the meeting with a general overview of the work to be done.** Don't go over each agenda item, but give people a feel for the business to be conducted. It is a good way to get people into the rhythm of a meeting. It also clarifies your expectations and thus allows other members to help you move the meeting forward if it gets bogged down.
5. **Guide, mediate, probe and stimulate discussion throughout the meeting.** Allow time for ideas and thoughts to emerge from the group, even when you could abbreviate the discussion by providing the "right" answer. Any group discussion is strengthened by diversity of thinking, so take the time to draw out ideas, even from people who are less vocal. Use well-placed questions to draw out less-talkative members. Discourage people from dominating a discussion or talking on every topic.
6. **Watch for visual as well as verbal cues to see how people are reacting to the discussion.** If words say "yes," but the body language says "no," trust the body language.
7. **Deal directly with disruptive behavior by using a break to privately point out to the offender the consequence of the behaviour.** Never question the motives of the individual, simply point out how it is disrupting productive discussion. If these efforts fail, deal directly with the person during the meeting.
8. **Don't allow people to break in on a discussion.** When they do, simply indicate that you will add their name to the list of people who will speak. You will impose a discipline that allows for more orderly discussion.
9. **Keep the discussion on track by periodically restating the issue and the goal of the discussion.** This technique is a way to keep the group from drifting off the main topic or losing sight of the purpose of the discussion.
10. **Seek consensus, but remember that unanimity is not required.** Many times a good idea is diluted and reduced to a bad or ineffective idea through an effort to get the last one or two members to agree with the idea. Remember that as the President you are responsible to all members, not only the holdouts. If the vast majority of the members are in agreement, call for a vote and move on.

- 11. Put important issues to a vote. Do not make assumptions about how the members feel.**
Often a vocal minority will give a false impression about how the majority of the members feel.
- 12. After a reasonable discussion, restate the issue before each vote.** Explain the consequences of the vote, and then call for the vote without further discussion. If the motion passes, indicate how follow through will be taken, and who is responsible.
- 13. End the meeting on time.** If you must run over the established time to finish, ask the group's permission, and be specific about the additional time required. If the members say it is OK, they will be attentive. If they say no, you didn't have them invested in the discussion anyway. Many times a good meeting has been ruined by dragging on well beyond the time for adjournment. And that's what people remember, rather than the good things that happened earlier in the meeting.
- 14. Close the meeting by reviewing what has been accomplished.** Let members go home feeling that their time has been well-spent. This will have a major impact on their attitude about the next meeting.

RECOMMENDATIONS

Let's examine some of the more common mistakes made by presiding officers:

- 1. Taking unnecessary votes.** Most non-controversial motions are better handled by general consent. Whenever the chairperson senses that the group is in unanimous agreement on a proposal, it is simpler and quicker to ask, "Is there any objection?" If there is none, the chairperson says, "Since there is no objection . . ." and states the action to be taken. But the President must, of course, always provide the opportunity for members to object, because if anyone does, there is no general consent, and a vote must be taken.
- 2. Cutting off discussion arbitrarily.** Many presiding officers don't understand that they don't have the power to end discussion. Only the assembly can do that, either by a vote or by general consent. The presiding officer in a democratic assembly is a servant of the assembly, not its master.
- 3. Refusal to accept a motion.** No matter how strongly the President disagrees with a motion, he or she does not have the power to refuse to let it be offered. Of course, if it is based on some

obvious misunderstanding or out of order, he may explain that fact and give the maker an opportunity to withdraw it.

- 4. Allowing personal remarks.** Discussion must be limited strictly to the subject matter at hand, with no personal innuendo. Failure to do so can result in hurt feelings and resentment, which can plague an organization for years to come.
- 5. Allowing irrelevant remarks.** In a formal meeting it is necessary that remarks be relevant to the motion under discussion. The President must tactfully but firmly insist that the motion on the floor be handled first, before other subjects can be discussed.
- 6. Remain impartial.** In some committee meetings the President may not need to remain neutral, but in large membership meetings it is essential. The President should not take sides in a controversy, remaining as an impartial referee. If he feels so strongly on the subject that this is impossible, the gavel should be turned over temporarily to another officer until the matter has been settled.
- 7. Protect the rights of an unpopular minority.** The President should prevent the majority from pushing a proposal through before both sides have had an opportunity to speak. The President should try to alternate the floor between proponents and opponents of the measure.
- 8. Restate a motion before taking vote.** The President must repeat the motion so that everyone is aware of the exact words. If the motion is complex, he has a duty not only to repeat it but also to make sure everyone understands what a vote for or against it will mean.
- 9. Confirm, after the vote, what has been decided.** After the vote the President should state clearly what the meeting has just voted to do. This serves two purposes: it confirms for the members what has been decided, and it simplifies the Secretary's job in keeping accurate minutes.
- 10. Know parliamentary procedures.** A few minutes spent prior to a meeting with a parliamentary procedures manual can ease the mind and make the meeting better for all concerned.

SUMMARY

Local meetings are often one of the best opportunities to motivate and retain members. A well-conducted meeting, with plenty of opportunities for all members to participate will keep members enthusiastic and willing to continue their membership, as well as looking forward to the next meeting.

JCI LOCAL ACTION GUIDE

Parliamentary Procedures

JCI Local and National Organizations throughout the world advocate for and practice parliamentary procedure for many reasons. Apart from the obvious advantages in leadership training and disciplined thinking that comes from concise debate and clearly led discussion, the introduction of parliamentary procedures gives an objective lesson in working democracy.



PHILOSOPHY

Parliamentary procedures ensure:

- **Orderly** meetings;
- **Opportunities** for all to be heard;
- **Decisions** by the majority;
- **Protection** for the minority.

There are many sets of rules guides to effective action in meetings. Each is designed to permit free discussion and free decisions. This guide on parliamentary procedures is based on *Robert's Rules of Order* and does not attempt to give a complete picture of parliamentary procedures, nor does it hope to cover every situation that can come up in a meeting. However, it will provide a good understanding of how proper meeting procedures can help your Local Organization in conducting its business sessions.

SPEAKING RIGHTS

Speaking is accomplished by obtaining the floor. One should rise and address the presiding officer. The one who should be recognized is the person who rises first after the floor has been yielded by the previous speaker. If more than one person properly requests the floor when debate is one, certain rules apply:

1. The maker of the motion is first even though the last to rise, so he can explain the motion.
2. No one gets a second chance until everyone has had one chance to speak.
3. The chairperson should try to alternate speakers among all sides of an issue.
 - **Speaking** is not usually in order until the presiding officer indicates who is entitled to speak. Once recognized, the speaker should first give his name and, if in a representative group, he should state whom he represents.
 - **Speaking** follows the making of a motion. If a report is presented, its reading precedes a motion. Following the motion, the reader of the report has the first opportunity to speak.
 - **Speaking** is limited in order to give everyone an opportunity to speak. The group can impose more or less restrictive rules.
 - **Speaking** can be stopped altogether by a motion. But this motion requires a two-thirds majority of those voting, so that a bare majority cannot prevent discussion and the minority can be heard.

THE MOTION

The motion is the means whereby the group takes action. It is a statement of what is to be done and how it is to be done. It should be carefully worded to prevent misunderstandings. The wording should clearly channel discussion to the important aspects of the proposal.

The motion is made by stating, "I move that the... (*name of the group*)... (*add what is to be done, by whom, when, how financed, etc.*)."

Normally, it should be seconded. This means the seconding person believes the motion should be discussed. On occasions, the purpose of a seconder is to ensure that the matter is at least of sufficient interest to be presented to the group, and thus the seconder prevents one person from wasting the group's time.

Parliamentary law is designed to insure that the group considers only one motion at a time. This prevents confusion and speeds action, and it is the presiding officer's duty to remind the group constantly which action is the main topic.

However, the requirements of getting a job done – and preventing a small but vociferous minority from keeping a group in session or wasting time on inconsequential matters – demand that certain motions receive precedence. These have specific objectives which deserve early consideration by the group.

When these motions are made, they immediately become the pending problem of the group and must be decided first. It is important to remember that only the motion with precedence is then before the group, even though any number of subsidiary, incidental, or privileged motions are, so to speak, on the floor.

Confusion will not result if the presiding officer keeps the group well informed and explain what has happened, what is happening, and what will happen next.

TYPES OF MOTIONS

The use of parliamentary forms over a period of time has resulted in the establishment of certain terminology which itself has specific parliamentary meanings. The terms often vary as to the group using them.

Lay on the Table: A motion to delay, to an indefinite time, consideration of a main motion by taking it figuratively from the floor, where action can be taken, and laying it on the table, where action cannot be taken. This helps to allow more time to consider the problem, yet does not set a definite time for reconsideration.

Take from the Table: A majority of voters who tabled the motion can later figuratively take the motion from the table and put it on the floor for discussion. When this is done, the motion comes back to the floor in the

same condition as it went on the table (with the same wording).

Main Motion: A motion to accomplish a part of the business of a group. All other motions are, in a way, procedural, while the main motions get the work done.

- **Examples:** Adopt a project, approve a report, create a committee, etc.

Subsidiary Motions: A motion generally designed to facilitate action on a main motion – a motion subsidiary to the main motion.

- **Examples:** To debate, amend, refer to a committee, lay on the table, etc.

Incidental Motions: These motions are incidental to the consideration of business and accomplish certain parliamentary purposes.

- **Examples:** Questions of order and appeal, suspension of the rules, objection to consideration of a question, etc.

Privileged Motions: A motion is privileged when it requires an immediate decision in regard to the subject matter to which it relates, rather than to the subject matter of another motion that may have been on the floor.

Amendments: Amendments are not always necessary, but if someone wishes to change a motion, he may move the adoption of an amendment. This can be done at any time during the discussion. The amendment can be further amended, and more amendments can be offered, but at any one time only the main motion, the amendment, or the amendment to the amendment, can be on the floor.

VOTING

After discussion has been completed, the vote should be taken. First a vote is taken on the amendment to the amendment (if any); then the vote is taken on the amendment (as either amended or as originally presented, depending on the previous vote); and finally on the main motion (as either amended or as presented, depending on the previous votes.)

JCI LOCAL ACTION GUIDE

Local Project Planning Process

JCI Local Organizations around the world conduct projects to provide their members the development opportunities that empower them to create positive change in their communities.

Projects provide an opportunity for members to practically develop organizational, planning, team-building, leadership and management skills. It is also the medium by which young people around the world can best create positive change.

The image and effectiveness of the Local Organization, as well as the performance of the individual members, are reflected in the results of each and every project.

Thousands of organizations around the world conduct projects in thousands of communities but what makes JCI projects unique is that they provide opportunities that empower members to create positive change.



THE JCI PROJECT

JCI Local Organizations conduct projects for one purpose: to fulfil the Mission of the organization. Every project around the world must aim to provide opportunities that empower young people to create positive change.

The Three-Step Test

Before conducting any project, consider the following steps as guidance to determine if a project is aligned with the JCI Mission.

1. Development opportunities

The organization exists because of the members. Local Organizations provide avenues for members to participate and learn while creating impact.

2. Empower young people

There is great power in young people uniting for a common good. If there are more young people acquiring skills from development opportunities, then young people in the community will be empowered, and likely to have a greater impact in their communities.

3. Create Positive Change

Positive change is the ultimate goal of JCI. The opportunities and the empowerment of young people leads to positive change. Projects must be sustainable and leave lasting impact, creating a better community. Members take action to implement projects that are relevant to the community, addressing issues of common concern to the community at large.

It's necessary to get the community as a whole involved in the planning process. Here are some helpful steps.

PROJECT PLANNING.

STEP 1: SURVEY

A comprehensive community survey is the best way to discover the needs of the community.

Include questions about community problems and needs. Possibilities include:

1. **Public Survey** – asking questions of people on the streets.
2. **Leader Survey** – asking questions of a cross section of community leaders.
3. **Representative Survey** – asking questions of a selected representation of the public.
4. **Panel Discussion Survey** – attending a public meeting where qualified individuals speak on the issues under consideration.

The selection of questions plays a key role in the success of the survey. Consider the following types of questions:

1. **True or false, yes or no** – only one answer required.
2. **Multiple choice** – different options are offered for selection.

JCI LOCAL ACTION GUIDE: Local Project Planning Process

- 3. Factual** – asks for specific answers or facts, such as, "how many movie theaters are in the city?"
- 4. Opinion** – asks for a point of view.
- 5. Priority listing** – a list of needs is presented, and a priority order is requested.

STEP 2: ANALYSIS

After the survey, the Local Organization analyzes the results, listing the community needs in order of priority for study. A survey report with the results must be produced and presented to the Local Organization, community leaders, and the media.

The next step is to make a priority list of the projects that most urgently need attention, and appoint a project chairperson for them.

Even though the Local Organization should take immediate action to resolve the problems revealed by the survey, the very act of implementing the survey, making the analysis, and reporting the results has been a positive community contribution.

STEP 3: PLANNING

A well-organized team for implementing each project is the foundation for success.

Ensure success by assigning project to a committee under the leadership of a project chairperson.

His or her first task is to guide committee members to think the project through, step-by-step.

The plan of action must include the following:

1. The mission or purpose of the project.

Establish the reason why the committee is conducting the project. It must identify the project's aims in one sentence that can easily be understood by everyone involved.

2. The key activity areas.

The project must be divided into different key activity areas, such as finances, promotion, records, administration, etc.

3. The objectives in each area.

Major objectives must be established in each key area. They must be achievable and easily understood by the members of the committee.

5. Action steps in each objective.

The strategies must be broken down into small action steps that show exactly what should be done and who is responsible.

After the plan of action is completed, the following information will be needed: a chronological order of events or actions; a time schedule; a budget; an outline of duties for each committee member; and a list of outside organizations, resources and people involved.

After submitting the plan of action to the Board of Directors, the Local Organization must approve it and show commitment to the project.

STEP 4: ACTION

In the action phase, the project gets underway, and all participants perform their responsibilities.

This phase requires important skills from the project chairman, such as delegation, supervision, communications, personnel management, public speaking, etc. When allocating responsibilities, keep in mind that sacrifices have to be made; members have to give up free time and forego leisure interests until the project is over.

STEP 5: EVALUATION

Evaluation will be the natural concluding step for the project. The project may have been an outstanding success, but still not have satisfied the need or accomplished the mission.

If failures occur, it is important for the learning process in JCI to find out why, and what can be done to avoid the same mistakes in future projects.

The evaluation is often overlooked because participants feel that the completion of the project is sufficient.

SUMMARY

At the end of the project, the committee can take pride in their achievement and feel satisfied that the experience has developed them as individuals, enhanced the Local Organization's image, and improved the community.

JCI LOCAL ACTION GUIDE

Local Project Plan of Action

Planning is a prerequisite to accomplishing goals. Following a plan of action consists of assessing *now* what should be done in the *future* to effectively fulfill the mission and objectives of the project or activity.



PLANNING PROCESS

A plan of Action is not a schedule of events (which only specifies the activity and when it is to take place), or a list of things to be done to achieve the objective. A plan of Action must answer the following questions:

1. Why was this project established? – The mission or purpose.

The mission or purpose of a project or activity is the reason for its existence, the definition of its purpose. Each project is unique and will have its own mission, but it must be closely related to the Local Organization's and JCI Mission:

"To provide development opportunities that empower young people to create positive change."

The project must meet the three step test;

- Provide development opportunities for members
- Employ young people
- Create positive change in the community

2. Where will the project committee concentrate its efforts? – The Key Result Areas.

The mission should now be divided into Key Result Areas, which will determine where the committee and the members should invest most of the time, talents, energy and money.

The Key Result Areas are the areas where you will focus primary attention and where **results**, not activities **are significant**.

3. What do we want to do? – The Objectives.

Objectives form the basis for determining what activities to perform.

Objectives also help to establish criteria for evaluating how well the activities are being conducted. An objective is a statement of a result to be achieved and must start with the word "to" followed by an action verb. It must be **clear**, **achievable** and **measurable**.

4. Who will coordinate or manage this action? – The Person Responsible.

Each objective must clearly indicate who will be responsible for the coordination of the action and the accomplishment as well as the development of strategies and the assignment of new responsibilities to each strategy.

5. When should it start and be completed? – The Deadlines.

The objective must also state dates to begin and end or a time period within which the result is to be accomplished.

6. How much is it going to cost? – The Budget.

The objective must stipulate the maximum investment the Local Organization is willing to authorize.

7. How will each objective be done? – The Action Steps.

The objective is now divided into smaller steps, which are general actions

to accomplish the objective. The action steps must also indicate the person responsible, the deadline, and the cost.

After the above process is completed, spread the actions over the yearly calendar.

THE PLANNING SCHEDULE

Take the following steps during the development of the project plan of action:

1. Draft of the plan of action is made.

The Project Chairperson and other key members prepare a draft of the plan of action for the project.

2. The Project Committee amends draft.

The Project Committee discusses the draft and amends if necessary.

3. Final Proposal goes to the Board of Directors.

The proposal is submitted to the Vice President responsible for the project and amends if necessary.

4. New Project Committee incorporates the changes approved by the Board.

The final plan of action is now printed and distributed to all project members.

5. Project members prepare their plans.

Each project member prepares another plan of action after receiving his or her assignments and responsibilities for various objectives.

6. Individual plans are approved.

Each member plan of action is approved by the Project Chairperson. The cost and deadlines can now be set for all activities.

7. Design project schedule of events.

The committee can now spread the activities over a calendar and send it to all project members with the deadlines and assignments.

8. Supervisors follow up on their teams' duties.

Now is the time for action, and the immediate supervisors of each member should follow up with their team members to make sure that everything is going according to plan and schedule.

9. Evaluation and recommendations for the future are made.

The Project Chairperson and Vice President should evaluate the progress every month and make recommendations on actions to be included in a future project.

10. Report and recommendations for future projects.

Careful analysis is made and concrete recommendations are presented to make future projects better and avoid mistakes that happened on this project.

SUMMARY

Whatever the purpose for writing a plan of action is, don't think of it as cast in stone once it is printed. Review your plans constantly for updates or whenever circumstances in the project change significantly.