

Work Plan

“From Legacy to Action: Leadership that Transforms”

Maricruz Álvarez Brenes

Candidacy for International President-Elect 2026-2027

Active 20-30 International

Leading by Listening, Transforming through Memory

Active 20-30 is a space where dreams take shape and belonging gives purpose to our lives. Times change, and so do our young people. From my beginnings as a youth member at age 13, through my presidency at the youth, active, and national levels, and with professional experience in leadership and social responsibility, I am convinced that our organization must move toward transformative leadership: one that listens, inspires, and turns memory into an active present.

I have had the honor of serving as National President of Costa Rica in two terms (2019-2020 and 2024-2025) and of being recognized as Best Member, Best Club President in Costa Rica, and Best National President “Manuel Molina Award” during the PostPanamax International Convention in 2025.

My proposal is not about starting from scratch; it is about giving continuity to the work of Cristian Veloz and Anna Lang, integrating the findings of the international consultancy, and recognizing the valuable contributions of Ester Mora, Mario Reyes, Nuria Rojas, Juan Carlos Chen, and José Omar Mariñez. While leadership terms may change, the mission must remain connected—each step should strengthen the next.

Guiding Principles

1. **Purposeful Continuity:** Build on the progress achieved by previous administrations.
2. **Transformative Leadership:** Empower every member as an agent of change with vision and action.
3. **Active Listening:** Foster real dialogue between generations and clubs.
4. **A Living and Evolving Culture:** our culture is not lost in transformation, it is strengthened to endure over time.
5. **Meaningful Belonging:** Reaffirm that being an Active 20-30 is not just membership; it is a way of life and community.

Strategic Priorities

Priority 1 – Living an Active 20-30 Culture and Global Identity

Today, we are living a time of transformation in how different generations connect with the clubs and their symbols. What once inspired pride and a sense of belonging now risks being perceived as distant or anachronistic. This disconnection between generations and clubs challenges us to rethink how we transmit that legacy, so that it remains a source of living inspiration that drives us forward and does not become an anchor that limits our future.

Objective: To consolidate a sense of belonging that inspires new generations and strengthens the connection between clubs, countries, and generations, projecting a renewed identity that remains faithful to our values.

Key Actions:

- **Global Identity Process:** establish an intergenerational working group to dialogue to reinterpret symbols, rituals, and practices, making them inclusive and relevant for today's members.

- **Cultural Ambassadors Network:** Create or strengthen an international network of active, former, and honorary members who serve as mentors, share values, and support new or revitalizing clubs.
- **Digital Culture:** Produce short audiovisual capsules on our history, values, and best practices, available through an internal platform and social media. Introduce “Active Challenges” (e.g., photography, fitness, storytelling) to boost belonging and digital engagement.
- **Historical Memory:** Include a virtual museum and database of emblematic projects on our official website.
- **Generational Pact:** Formalize the advisory role of lifetime members and former board members, and the participation of young members in strategic decisions. Implement an “Active 20-30 Intergenerational Memory and Dialogue Forum” with lifetime members, 40+, former national presidents, and young people.

Priority 2 – Transformative Leadership and the Global Active 20-30 Academy

Large civic and global organizations (Lions, Rotary, Kiwanis, JCI, YMCA, Scouts, Amnesty International) have demonstrated that an online learning platform is key to long-term sustainability and expanded impact. These institutions integrate:

- Modular learning pathways (e.g., Toastmasters Pathways, JCI MILE)
- Micro-credentials and recognized certifications
- A globally connected community
- Values and culture as the foundation of learning

Active 20-30 can go one step further: include organizational identity and culture as a central focus of training, connecting history, symbols, and generational agreements with leadership skills, project management, and sustainability.

Objective: Transform the Active 20-30 Academy into a global, permanent training platform with a tangible impact on members’ personal, professional, and community lives.

Key Actions:

- International Leadership Active 20-30 Academy: Establish a proprietary or partnered digital platform with a sustainable funding model (sponsorships and external courses with registration).
- Develop training tracks in:
 - Living Culture and Identity:
 - History, symbols, and Active 20-30 values: *From Legacy to Action*
 - Diversity, inclusion, and generational pact workshops
 - Transformative Leadership:
 - Coaching, active listening, innovation, and self-leadership
 - Positive attitude, assertive communication, and conflict resolution
 - Public speaking and storytelling within Active 20-30
 - Impact Management and Sustainability:
 - Induction of Board members.
 - Project design and management
 - Measuring impact and aligning with the Sustainable Development Goals (SDGs)
 - Fundraising and strategic alliances
- Ethics and Governance:
 - Active 20-30 guidelines of conduct and ethics
 - Safety and "Safe from Harm" protocols (UN-style)
 - Transparency and accountability
- Include regionalized content and intergenerational mentorship through Cultural Ambassadors, senior members, and external specialists.
- Establish certification partnerships with universities or companies for recognized credentials visible on CVs and LinkedIn.
- Strengthen the Youth Leaders Fund as a mechanism for scholarships or microprojects for outstanding members under 27.
- Strengthen the meeting spaces of the International Mid-Term Presidents Council and the International Convention with a model inspired by IAVE, which allows for the presentation of projects and offers spaces for education in SDGs and leadership and project management skills.

Priority 3 – Sustainability and Strategic Expansion

Financial fragility, weak alliances, and the risk of clubs with declining membership closing down highlight the challenges our organization faces today. These factors threaten long-term sustainability and jeopardize the movement's continuity. Overcoming them requires coordinated action and a renewed vision that strengthens the economic foundations, promotes strategic collaboration, and ensures the relevance of clubs in their communities.

Key Actions:

- Consolidate Active 20-30 International as a proactive platform for funding and partnership management by establishing an International Alliances Committee to engage the private sector (CSR), international agencies, NGOs, universities, and youth networks.
- Activate the Alumni Network as partners in funding, mentorship, and visibility.
- Create a Solidarity and Innovation Fund to support clubs facing membership crises. In addition, with the support of the Active 20-30 Cultural Ambassadors Network, we will seek sustained growth in the number of clubs and members.
- Develop a Digital Membership Platform (CRM/App): this will be a key project of my administration. We currently have an Airtable with basic information, but the goal is to evolve toward a robust platform, either as a mobile application or through a login on the official Active 20-30 International website. This digital database will allow each member to access their personal profile, update information, and find exclusive benefits such as discounts, promotions, and networking opportunities. In addition to being a membership and donor management system, it will become a value-added space that encourages retention, reinforces a sense of belonging, and professionalizes international administration.
- Integrate SDG impact reporting at club, national, and international levels to generate annual comparable reports attractive to donors and partners.

A Process of Continuity and Transformation

The central problem with Active 20-30 is not a lack of history, but a lack of continuity. Each administration starts from scratch, each symbol runs the risk of becoming anachronistic, and each club struggles alone with its reality.

My proposal is clear: transform without breaking, innovate without forgetting, continue without disconnecting. The leadership we need is one that transforms lives because it listens, inspires, and acts.

"The flame that unites us is not extinguished by change,
it becomes more alive"

