

## Work Plan Proposal "From Legacy to Action: Leadership that Transforms"

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Active 20-30 International

### Leading Through Listening, Transforming Through Memory

Active 20-30 International is a place where dreams become reality and belonging gives meaning to our lives. Times are changing, and younger generations are changing too.

From my beginning as a youth member at age 13, through leadership roles at youth, club, and national levels, together with my professional experience in leadership and social responsibility, I believe our organization has an opportunity to continue moving toward transformational leadership: leadership that listens, inspires, and turns our legacy into action.

I have had the honor of serving Costa Rica as National President during two terms, 2019-2020 and 2024-2025, and receiving recognition as Best Member, Best Club President in Costa Rica, and Best National President "Manuel Molina" during the 2025 PostPanamax International Convention.

This proposal does not seek to start over. It seeks to continue the work of Cristian Veloz and Anna Lang while integrating findings from the international organizational consulting process. It also recognizes the contributions of leaders who have helped shape our organization through the years.

Even when leadership periods change, there should never be disconnection. Every step should strengthen the next one.



## Guiding Principles

1. **Continuity with purpose:** Build on what previous administrations have already developed.
2. **Transformational leadership:** every member is a change maker with vision and action.
3. **Active listening:** create meaningful spaces for dialogue between generations and clubs.
4. **Living and evolving culture:** our culture does not disappear through change. It grows stronger and stays relevant.
5. **Meaningful belonging:** reaffirm that being part of Active 20-30 creates community, purpose, and connection.

## Strategic Priorities

### Priority 1 - Active 20-30 Culture and Identity

Today we are experiencing changes in how generations connect with clubs and organizational symbols. What once created pride and belonging can sometimes feel distant for younger generations.

This creates an opportunity to rethink how we share our legacy so it remains a source of inspiration rather than becoming something disconnected from the future.

#### Key Actions:

- **Create or strengthen an Active 20-30 Ambassadors Network**

An international network of 40+, former active members, life members, and experienced leaders focused on mentorship, education, and intergenerational connection.

This network will:

- support new and renewing clubs
  - strengthen organizational culture

- preserve institutional memory
  - create stronger connections across regions and generation
- **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:** Create an Active 20-30 Intergenerational Forum where life members, former leaders, and younger members can exchange experiences and ideas.

## Priority 2 - Transformational Leadership and Active 20-30 Academy

Global organizations such as Rotary, Kiwanis, JCI, YMCA, Scouts, and others have shown that accessible and continuous learning strengthens retention and organizational growth.

Active 20-30 has an opportunity to strengthen education while keeping culture and identity at the center.

We must educate with purpose.

Leadership is not only about preparing people for positions. It is about developing people who can listen, build communities, and create positive impact.

### Key Actions:

- **International Leadership Active 20-30 Academy:** Permanent learning platform focused on:
  - Active 20-30 culture and identity
  - Transformational leadership and listening

- Communication, storytelling, and conflict resolution
  - Community projects and impact
  - Sustainability and partnerships
  - Ethics and organizational transparency
- 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.
  - **“Connect and Lead” International Competition:** an annual Shark Tank-inspired initiative where members develop pitches focused on leadership, storytelling, and social innovation.

Its purpose will be to strengthen communication skills, project design, and transformational leadership while promoting innovative ideas and intergenerational collaboration.

## Priority 3 – Sustainability and Strategic Growth

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:

- **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.
- **Activate International Working Committees based on skills and experience:** through the Digital Membership Platform, a participation model will be developed based on each member's skills, professional experience, and interests. This approach will allow the creation of working committees focused on specific objectives such as fundraising, communication, education and training, partnerships, technology, community impact, and sustainability.

The Digital Membership Platform will not function solely as an administrative tool. It will also serve as a mechanism to recognize and maximize the value of Active 20-30's internal human resources, strengthening participation, distributing leadership opportunities, and fostering a stronger sense of belonging and international collaboration.

- Strengthen Active 20-30 International as a platform for partnership development and fundraising efforts through the establishment of an **International Partnerships Committee**. This committee will focus on creating and maintaining long-term relationships with the private sector through Corporate Social Responsibility initiatives (CSR), international organizations, NGOs, universities, and youth networks.
- **Active Continuity Program:** an initiative focused on strengthening institutional sustainability, generational renewal, and leadership continuity across Active 20-30 clubs and national associations.

- The program will promote mentorship, education, and intergenerational integration processes aligned with the organization's historical principles and previous organizational strengthening recommendations.

As part of this initiative, the following recognitions will be implemented:

- **Active Continuity Seal:** awarded to clubs that maintain active participation of younger members, with at least 20% of their membership under the age of 27, while promoting internal leadership development and sustainable leadership transition processes.
- **Active Seed Club Recognition:** recognition for clubs that maintain auxiliary committees, junior clubs, or active early leadership development initiatives with strong community engagement.

The program will also promote mentorship tools, exchange of best practices, and institutional strengthening among clubs and national associations, fostering a sustainable organizational culture and a long-term vision for Active 20-30 International.

- **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 challenge facing Active 20-30 International is not a lack of history, but rather a lack of continuity. Every administration starts over, every symbol risks becoming disconnected from newer generations, and every club often faces its own challenges independently.

The future of Active 20-30 International will not depend only on how much we grow, but on our ability to stay connected, develop new leaders, and build continuity across generations.

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

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