

# World YMCA

## 2018 ANNUAL REPORT



WORLD  
**YMCA**

empowering young people

SPACE | TRANSFORMATION | IMPACT



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**COVER:** YMCA Change Agents energise the 19th World Council



*The most young people at a World Council ever*



# Welcome to the 2018 **WORLD YMCA** Annual Report

We are pleased to present this annual report to you of the activities and operations of the World Alliance of YMCAs.

We have publically shared how the YMCA movement is on “the long journey together”. In fact, we have embraced this famous African proverb as a powerful message to the entire YMCA movement as how we are moving forward:

*“If you want to go fast, go alone. If you want to go far, go together”*  
- African Proverb

This message reminds all of us that we have come a long way, and that we still have even further to go. Our journey began 174 years ago and each of us walks for a time in this YMCA ‘caravan of love’, but none of us walks the entire journey or walks the journey longer than the movement itself. With each step we take we pay respect and honour our YMCA forebears and we continue the journey. We always bear in mind that while we carry the torch today that we will, in time, all pass the YMCA torch forward to those who come after us. Therefore, we desire to go together in unity.

But we do not go forward for our own sake. Every step is taken with the desire to address the injustices against young people that our global society and our local communities experience.

This commitment springs from our Christian and ecumenical identity which began our long journey and will continue to sustain and drive the YMCA forward for a long future.

This year’s report covers 2018 and the commencement of 2019, and is another milestone in the long history of the World YMCA. It is also a time of transition and of ‘baton passing’ from one leadership to the next. Once again, the leaders may change but the spirit and commitment to our mission is carried forward.

This year’s report includes the activities of the 19th World Council of YMCAs. This event remains our highest governance activity, where every four years the 120 independent members of the World Alliance are invited to come together to review the activities of the past quadrennial, prepare for the future and appoint our governing leadership.



*The YMCA movement  
comes together*



2018 was a milestone with the World Council taking place in Chiang Mai, Thailand for the first time. It was here that the new Executive Committee and Secretary General were presented.

As such, this report covers the transition of leadership. What doesn't change is the focus on our responsibility to ensure good governance practices at all levels. As the world's largest and oldest youth organisation we take this role very seriously. Today, more than ever, the communities we serve demand transparency, honesty and integrity from those who work with the world's young people. The YMCA movement remains committed to this and, as we head towards our 175th anniversary, we continue to embrace "youth empowerment".

Further, moving forward we embrace the theme from our World Council: Youth Empowerment 4 Good. We have enshrined this as the name of our Strategy for the period 2018-2022. This Strategy was approved and adopted by the World Council for the YMCA movement.

Youth Empowerment 4 Good reflects several themes – '4 good' having the double meaning of being both about producing good works and stating our commitment to that 'forever'. The '4' reflects our four key advocacy areas of youth employment, environment, civic engagement and health.

As you read this report we trust that you are encouraged - and hopefully even inspired - by the work of the World YMCA and its impact in making the world a better place.

Thank you for taking the long journey with us.

**Peter Posner**  
*President*

**Rev. Johan Vilhelm Eltvik**  
*Secretary General*

**Patricia Pelton**  
*President 2018 -*

**Carlos Madjri Sanvee**  
*Secretary General 2019 -*



*Rev. Johan Vilhelm Eltvik, Secretary General 2011-2018*  
*Peter Posner OBE, President 2014-2018*



*Patricia Pelton, President 2018 -*  
*Carlos Madjri Sanvee, Secretary General 2019 -*



# ABOUT THE **WORLD YMCA**

A GLOBAL MOVEMENT COMMITTED TO EMPOWERING YOUNG PEOPLE

For 175 years the Young Men's Christian Association has worked to address societal issues by developing programs and activities with a special focus on young people. Today we do this in some 12,000 local communities across the globe.

Our federation comprises national YMCAs associations who are members of the World Alliance. In this way 120 countries join together to be the YMCA movement. The World YMCA headquarters are in Geneva, Switzerland and from here the World Alliance provides leadership, represents the global movement and facilitates cooperation among the national associations through a universal strategy. Everywhere, the YMCA works with a large network of related agencies and groups working towards one common goal: Empowering Young People. Our programmatic responses are as diverse as our national membership, but all are within the lead advocacy areas of youth employment, youth health, youth and the environment and youth and civic engagement.

## **Our strategic focus is Empowering Young People**

Youth Empowerment was a response from the movement's demand at the 2010 World Council that we have a common identity, unity and profile. The focus on Youth Empowerment was continued at the 2014 and 2018 World Councils.

Our definition of Youth Empowerment is...

"To give youth the platform and tools they need (whatever that may be, depending on the young person's starting point) to feel needed, trusted, and able to believe in possibilities, to further trust themselves to lead and believe they can make a difference, thereby becoming a change maker in the world."





# Member Countries







*From all parts of the world, all ages and stages, YMCA people work together and serve each other and those around them.*

## World YMCA Strategic Plan OUR WAY Strategy 2014-2018 - Introduction

At each World Council the members of the World Alliance are asked to approve the strategy for the forthcoming quadrennial. For the period 2014-2018 the strategy was unanimously approved during the 18th World Council in 2014 and was known as 'OUR WAY'. This title exemplified the common commitment to working together and to owning a joint goal of youth empowerment.

With this strategy the focus on Youth Empowerment became our priority. We set ambitious goals of becoming famous for empowering young people and of increasing the size and scale of the young people that the YMCA reach and positively impact.

There is also an internal focus on Movement Strengthening. This is a circular goal. By expanding the YMCAs reach and impact we aim to strengthen our movement to empower more young people.



# OUR WAY Strategy 2014-2018 - Elements

## Strategic Focus: Youth Empowerment

The World YMCA movement collectively invests resources in young people.

Youth Empowerment is the YMCA's shared focus at all levels. YMCA Change Agents are active young people and the face of the movement through this global leadership development programme for young people aged between 18-30 and coordinated by the World YMCA.

## Strategic Priority 1: Resource Development

The World YMCA leverages and expands resources to increase the organisational capacity and sustainability of YMCAs around the world.

## Strategic Priority 2: Research, Communications & Advocacy, Impact Assessment

Build capacity, expertise, and a collective YMCA profile of relevance to young people and the critical issues of concern to them: employment, health, civic engagement, and environment.

## Internal Strategic Focus: Movement Strengthening

The World YMCA continues to work on Movement Strengthening with the focus on the three pillars of strong YMCAs: Mission Clarity, Social Relevance and Institutional Viability.

To see the full version of OUR WAY Strategy, access [www.ymca.int](http://www.ymca.int)

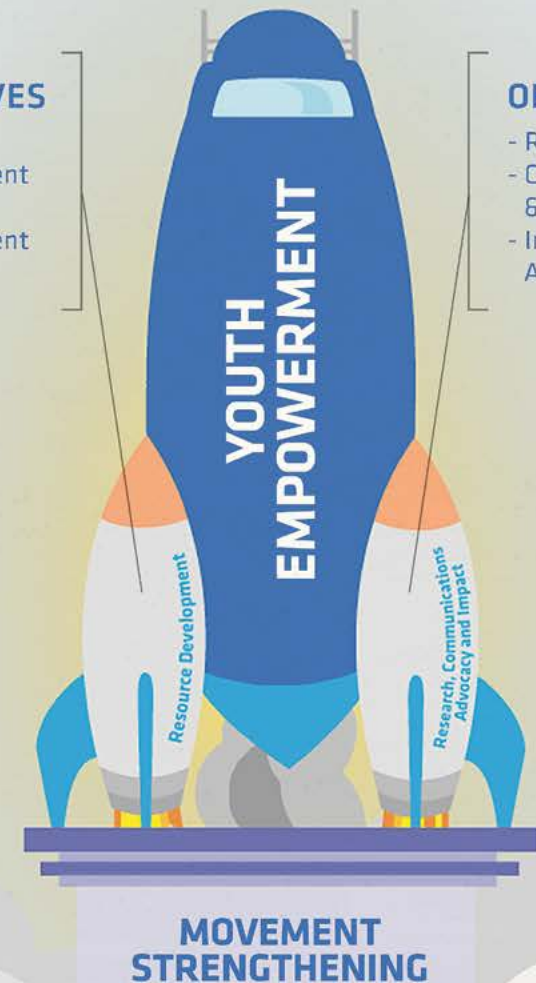
## THE YOUTH EMPOWERMENT SPACESHIP

### OBJECTIVES

- Financial Development
- Property Development

### OBJECTIVES

- Research
- Communications & Advocacy
- Impact Assessment





# OUR WAY *Report*



19<sup>TH</sup> YMCA  
WORLD COUNCIL





# OUR WAY Strategy 2014-2018

## REPORT

Dear friends,

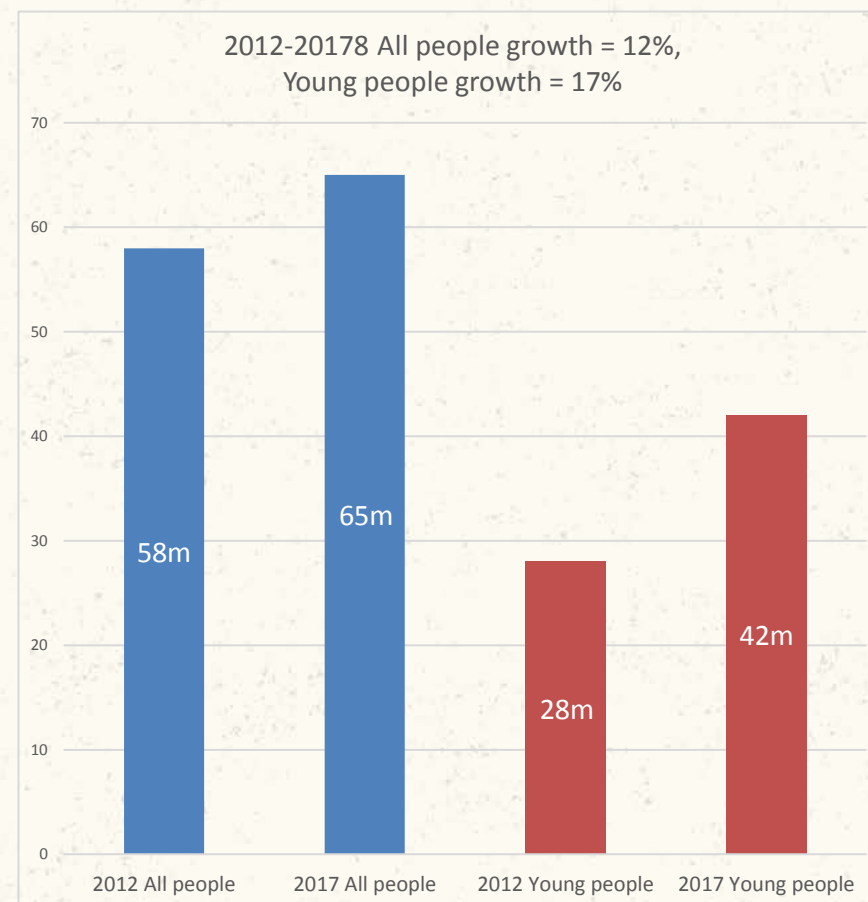
Since the last Annual Report much of the time has been involved with preparing for and executing the 19th YMCA World Council. This is always an exciting time for the movement. It is like a family reunion! Seeing old friends and making new ones is always enjoyable, but seeing the progress of the YMCA since the last World Council is nothing short of exhilarating!

At this World Council we released an updated “Blue Book” of movement statistics. These numbers are the compiled data from across the entire YMCA that measures the reach and impact of the YMCA movement. Of course the data doesn’t tell the individual stories – and there are literally millions of these that sit alongside each statistic.

The good news for the YMCA, and for all the young people we are called to serve, is that the strategy is working. Growth has been found in each sector. The stated objective of increasing the scale and impact of working alongside more young people is demonstrated in some of the key results:



- Globally the YMCA is now reaching 65 million people each year – up from 58 million in 2012
- More importantly, nearly 2/3rds of those served are young people. This is an increase of 17% and an additional 14 million young people.



(Further information is available in the Special Report section or via [www.ymca.int](http://www.ymca.int))





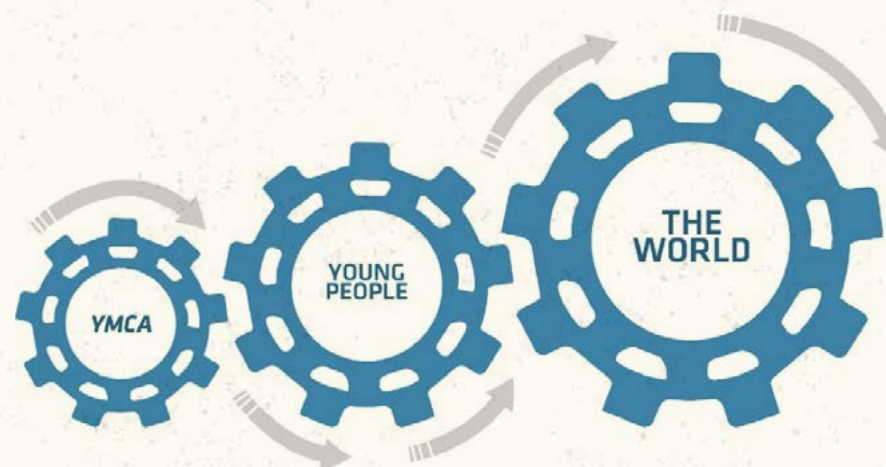
## 19<sup>TH</sup> YMCA WORLD COUNCIL

## 19th YMCA WORLD COUNCIL

More than 1,300 participants attended the 19th World Council in Chiang Mai, Thailand under the theme “Youth Empowerment 4 Good”. This event was a celebration of the transformational impact that ‘Youth Empowerment’ has made on the YMCA movement.

The World Council is “responsible for setting the policies and direction of the World Alliance, electing its Officers and Executive Committee, evaluating the work of the last four years, and deliberating on priorities for the next quadrennial”.

These 3 interconnecting wheels demonstrate the way in which the theme was unpacked throughout the week. The YMCA ‘wheel’ being transformed so it could turn (empower) the young people and thereby impact the world.





The agenda for the event was a reflection of the strategy. Keynote speakers came from within the movement (Peter Burns from Victoria, Australia), as well as friends from outside (Nyaradzayi Gumbonzvanda from Zimbabwe). A highlight was the presentation from Howard Smith and the Harlem Globetrotters, as well as the signing of a partnership agreement based on our mutual love for basketball.

Each day small groups were led by YMCA Change Agents through a range of agenda and discussion topics to build the movement and further the strategy.

A crucial part of the agenda was the governance processes of electing a new Executive Committee and Officers. In a historic moment the movement elected its first female President with Patricia Pelton assuming the role from July 2018 for a four-year term. The Secretary General role for the World Alliance was transferred to the incoming Carlos Sanvee to assume the role from the beginning of 2019.

The story of the development of the World YMCAs journey was published in a book - "YMCA The Story of youth empowerment" - and we encourage you to read it for greater understanding of where we have come from and the thinking behind our strategy and positioning.





### The event produced a number of highlights in the YMCAs history:

- ✓ Most young people participating at a World Council
- ✓ Three new members welcomed - Cameroon, Mongolia and El Salvador
- ✓ New partnership agreement signed with The Harlem Globetrotters
- ✓ Release of 2018 Blue Book movement statistics with record numbers
- ✓ Release of second global research study – One Million Voices 2
- ✓ Safe Space Report received
- ✓ Life memberships awarded to Johan Vilhelm Eltvik and Peter Posner
- ✓ Election of new Executive Committee, including first female President
- ✓ First time a majority of females elected to Executive Committee
- ✓ Introduction of first African Secretary General designate
- ✓ Cohort 4 of YMCA Change Agents launched
- ✓ Funding for over 40 new Change Agents committed
- ✓ National General Secretaries share their journey of discovery
- ✓ “Youth Empowerment 4 Good” Strategy 2018-2022 approved

It was certainly a historic World Council. As a result, we move forward and will have a better, stronger and more united YMCA movement as a result.

The YMCA of Chiang Mai deserves particular praise for their efforts in supporting this event.







## YMCA CHANGE AGENTS

The results of the Blue Book demonstrate that the commitment by the YMCA into Youth Empowerment has been the way Our Way's strategic 'rocket ship' has moved us forward in leaps and bounds.

As we become more famous for our work with Young People one area of our strategy stands out as a most successful highlight: the YMCA Change Agents. As our long-time friends and advisor, Bob Tobin, wisely stated "In years to come you will have thousands of Change Agents and will be famous for being the movement that trains future leaders."

The Our Way Strategy has held Change Agents at its core, allowing an exciting blend of mixed generational leadership to transform YMCA structures. We have not found a similar leadership programme anywhere that has such impact.

The most exciting element is the creation, ownership and development of hundreds of new and innovative projects in local YMCAs all designed to grow the number and scale of YMCA programmes to attract and engage with more young people. Young leaders embracing young people is now known and understood by the YMCA as a secret to success! Dynamic young people who are active in serving their communities and advocating for young people's issues are a sure fire way to bring more young people into the YMCA!

The cross generational involvement of each Change Agent having a YMCA mentor is another highlight. This has brought greater understanding to both generations. We believe strongly that all ages working together helps ensure the best possible health of YMCAs everywhere.

Important underpinnings of the programme are that no Change Agent was left behind because of financial constraints. The commitment of the World YMCA to honour this was maintained. Additionally, strong evaluation of the programme was considered essential and this was done with the support of external partners, The Students Commission of Canada.

The latest cohort of Change Agents is a combination of YMCA staff (43%) and volunteers (57%) with an average of nearly 6 years YMCA involvement. They come from 73 countries across all geographic areas. The gender split is 54% female and 46% male.

Change Agents were heavily involved in all levels of the World Council – from the Organisational Committee to the leading of advocacy sessions to the governance. We cannot imagine a World Council ever again where young people are not central to all that is done.

Planning for the next cohort has already begun and will be executed as an ongoing part of the next Strategy.





## WORLD YMCA INNOVATION CAMP

The successful implementation of Change Agent projects has encouraged us to continue looking at what innovative new projects we can introduce and develop in more YMCAs to, once again, increase reach and scale. The 4th Innovation Camp took place in 2018 and young leaders were invited to learn from experienced leaders on innovation projects including TenSing, Youth Parliament, environmental advocacy and more.

This is a knowledge sharing platform/space. The results of the first two events accounts for 31 pilot projects implemented by participants with over 1,000 beneficiaries.

Additional efforts were put into POWER SPACE with a view to taking to scale the number of young people reached through innovation programmes. New initiatives in Africa and Romania were great examples of driving impact.

## YMCA CAMP CLIMATE AT COP 24

Once again World YMCA took the position of leading the youth presence at the world's largest and most important environmental conference, Cop 24. Held in Poland this event hosted the popular "YMCA Camp Climate" where young leaders from the YMCA and multiple other youth organisations, came together to engage in advocacy and learning activities.







## OUR WAY Strategic Priority 1: RESOURCE DEVELOPMENT

We have continued to prioritise a strong movement, knowing that then we are able to reach more young people and positively enhance their lives as a result. Therefore, all elements of the OUR WAY Strategy are Movement Strengthening activities.

Some highlights of our investments include:

- World YMCA has continued to provide direct financial contributions to each of the four Area Organisations to provide staff to operate Area-based Movement Strengthening activities. This financial support has been made into Africa, Asia and Pacific, Europe and Latin America and Caribbean for several years. Such a commitment is the World Alliance demonstrating strong leadership to support our members.
- The annual National General Secretaries Meeting continues to be another direct investment into leadership and Movement Strengthening. In 2018 the event was held in Geneva, Switzerland and in 2019 for the first time in Brisbane, Australia. Each meeting provides participants a range of leadership development opportunities, as well as networking and collegiate support. A visit to local YMCAs has always been a highlight.
- A session was held post-World Council with representatives from across the movement to consider implementation of the new 2018-2022 Strategy. This was done in conjunction with the new Executive Committee and was held in Geneva.
- The Safe Space Working Group presented its report at the World Council to promote social inclusion and non-discrimination for all people within the YMCA.



## OUR WAY Strategic Priority 2: RESEARCH, COMMUNICATIONS AND ADVOCACY, IMPACT ASSESSMENT

The release of the World YMCA Blue Book of movement statistics was a significant piece of research that required the involvement of all members.

*(Please refer to Special Report section)*

Also released at the World Council was the second One Million Voices Research project. This has been a collaborative project with over 40 members involved through qualitative research undertaken with focus groups. The results make a fascinating and compelling read. Through these results we hear directly from the world's young

people about their needs and aspirations. At the 19th World Council the Preliminary Report was released and shared. The Final Report was released at a major seminar at the University of Warsaw.

*(Please refer to Special Report section)*

We continue to be heavily involved in the very important YMCA-YWCA Week of Prayer programme. This year we built on our theme of 'Youth Empowerment 4 Good'. Our ongoing partnership with the YWCA continues a tradition of working closely together that has been mutually beneficial for a long time. (Together we also work closely as one of the 'Big 6' youth organisations). We know the Week of Prayer is an important resource for local YMCAs to focus on the spiritual side of our mission and relate it directly to our daily work.







Our 2018 YMCA World Challenge was again an opportunity for local YMCAs to connect to our global cause and movement. This year we set the ambitious target of running the combined distance to every YMCA member country – a journey of 125,000 kilometres! The creativity that once again was demonstrated is inspiring and it is always exciting to see local YMCAs use this opportunity to engage with their local communities and share the good news around our history and our commitment to young people.

Our advocacy work is continuing to develop as we aim to fulfil OUR WAY's goal of influencing national and global policy debate by increasing the youth agenda. The four advocacy areas of OUR WAY – employment, environment, civic engagement and health – are being realised through global working groups. Position papers on Civic Engagement and Employment were approved by the Executive Committee. The groups also assist the World YMCA in developing events, programmes and initiatives.

We have continued to actively participate in International Forums and policy-making events to highlight the importance of young people's voice and to motivate partnership with youth and youth organisations. Our One Million Voices Research results are regularly used to create content for World YMCA public statements and advocacy actions at those events. Examples include involvement at the World Health Assembly, ECOSOC Youth Forum, International Labor Confer-

ence, Mid Sessions on Climate Change and COP 23 and Youth Employment Academy.

Our social media footprint continues to grow and we have record number of followers and people interacting with us via Facebook (up by 27% this year), Twitter, Instagram, Flickr and Snap Chat. We are now one of the largest YMCA groups to be found on social media. Additional digital platforms that have been developed include an overhaul of our website and establishment of 'YMCA4Good' - a home for all our advocacy projects - in conjunction with the YMCA World Urban Network.

The important work done as part of our Global YMCA Refugee Initiative has seen us use our office in Greece to work across many countries and areas, including Germany, Italy, Ukraine, Lebanon and Cameroon. As a result, we were honoured to be recognised with member status as a Partner Organisation for UNHCR and Observer for IOM. We are active, working alongside our expert YMCA resource group, in both emergency activities, as well as ongoing refugee work.

Excellent relationships have been developed with a number of UN agencies and in particular with the UN Youth Envoy's office and ECOSOC. The YMCA is also the largest and most visible youth organisation during the ECOSOC Youth Forum, which takes place every year in New York.



## OUR WAY Internal Strategic Focus: MOVEMENT STRENGTHENING

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- The Safe Space Working Group presented its report at the World Council to promote social inclusion and non-discrimination for all people within the YMCA.
- Early planning for the 20th World Council has already commenced with an expression of interest opened to all World YMCA members. The next event will be held in 2022 and the host will be announced in 2019.



# CONCLUSION

Post World Council there has been a significant amount of work dedicated to ensuring a good induction for the new Executive Committee, as well as the new administration. An extremely detailed and thorough hand-over document has been produced covering all aspects of the strategy and day to day work operations to ensure the best possible supportive handover.

In closing, the OUR WAY Strategy concludes at the end of 2018 but the work continues. The next Strategy – Youth Empowerment 4 Good – will continue the evolution of the work for 2018-2022 and beyond. Such an embracing of Youth Empowerment as our *raison d'être* enables every YMCA to invest heavily and more deeply in Youth Empowerment programmes, knowing that we are committed for the long journey to this cause and way of operating.

We encourage every YMCA to continue to embrace Youth Empowerment, not just through this next Strategy period of 2018-2022, but for “the long journey”. We are thankful for the friendship and support of the YMCA who recognise that our unity and cooperation is the best way that our movement can serve and improve the lives of our world’s young people.

We thank those who serve as staff and volunteers everywhere. We wish every YMCA God’s blessing as they serve young people in their local communities.

Warm Regards,

  
Rev. Johan Vilhelm Eltvik  
*Secretary General 2011-2018*

  
Peter Posner OBE  
*President 2014-2018*







## INTRODUCING THE NEW STRATEGY 2018-2022

### “YOUTH EMPOWERMENT 4 GOOD”

Dear friends,

This Strategy has been developed to help the YMCA Movement have the biggest possible positive impact on the world today.

It will continue to unite us and challenge all of us to scale up our Youth Empowerment work so more young people can be embraced by the holistic Youth Empowerment messages of the YMCA.

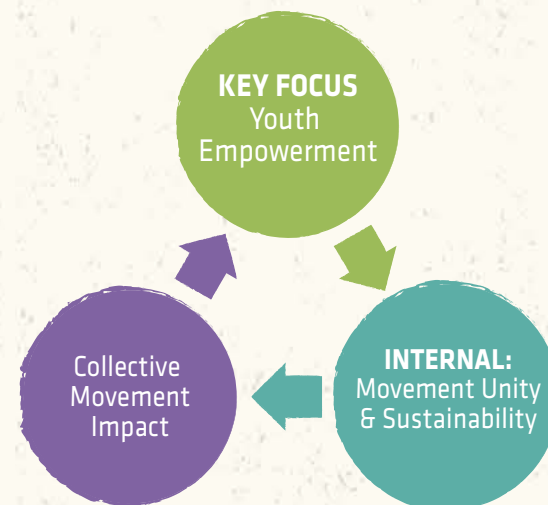
We were both delighted when the Strategy was passed at the 19th World Council after a two-year movement-wide consultation process. The 2018-2022 Strategy is for every part of the YMCA to go deeper into Youth Empowerment. Consequently, this Strategy is for embracing by all YMCAs around the globe, from every local YMCA through to National Movements, Area Alliances and the World Alliance.

#### The new Strategy;

- Builds on and extends the work begun in NEW WAY and further developed in OUR WAY. This is the natural extension and continuation of the work that has been established and is more evolution rather than revolution.

- Is informed by our global research (YMCA One Million Voices) in addressing the needs of the young people we are called to serve.
- Is designed around what matters most to our Movement; with Youth Empowerment at the heart of our strategy and our Christian and ecumenical identity. It is the way to achieving movement strengthening and collective impact.
- Ensures that diversity, social inclusion and non-discrimination are an overarching strategic priority by embracing ongoing dialogue within Safe Space makes it possible for the alignment of strategies at local, National and Area levels.

The Strategy has three interconnected components all influenced and led by our commitment to Youth Empowerment:





To kick start the new Strategy successfully a consultation group was gathered from across the movement, including the new Executive Committee. This group met in Geneva and considered the need to be an agile movement to successfully progress and new challenges to be addressed. Discussions considered how the world needs global, comprehensive and holistic approaches – and so does the YMCA. Outcomes were based on collaborating on Youth Empowerment at local, national and global levels.

We have both seen first-hand the positive change and impact on our movement of embracing Youth Empowerment. We are never more excited and hopeful for the movement's future than when we see a local YMCA that is overflowing with young people. We hear their truth when we hear their voice. We see their impact when they are supported and empowered. We have hope for our long journey when we see them empowered to work. We wish we could bottle up the energy, passion and hope that comes from these young people and infuse it into every one of our 12,000 YMCAs.

Our collective and future story now has to be how – as a global movement – we move ahead by tapping in to our great potential through anticipation, innovation and collaboration.

Warm regards,



**Carlos Madjri Sanvee**  
*Secretary General 2019-*



**Patricia Pelton**  
*President 2018-*







# SPECIAL REPORT

## YMCA Blue Book

The 2018 YMCA Blue Book aims to provide relevant and updated information on basic data of the YMCA movement. The previous data was released in 2012.

A central performance indicator of our strategic plans is to serve more young people. This information is a vital record and measurement of the successful implementation of the strategy of empowering young people.

The strategic information here is fascinating when read in conjunction with our One Million Voices Research (the world's largest) which clearly shows the needs of the world's young people. This document shows where our programmes are taking place to deliver our mission and addressing injustices young people face today.

This statistical review is based on survey information provided by each YMCA National Movement and provides a snapshot of the YMCA to assist in understanding the size, scale and impact of YMCAs throughout our four strategic focus.

Of course statistics and numbers can only ever tell part of the story. The real story is all the YMCA staff, volunteers and friends who are all helping to empower more young people every day.

## 2012 TO 2017 - A 5 YEAR SNAPSHOT

**2017**  
**65,031,254**  
Members/people  
reached directly

**41,945,158**  
Young people reached

**= 64% of all  
people reached**

Staff  
**88,485**

Volunteers  
**919,671**

Member countries  
**120**

Locations  
**7,307**

National Trustees  
**1,233**

**2012**

**58,000,000**  
Members/people  
reached directly

**28,000,000**  
Young people reached

**= 48% of all  
people reached**

Staff  
**96,667**

Volunteers  
**725,483**

Member countries  
**119**

Locations  
**11,220**

National Trustees  
**1,100**



This snapshot highlights that we are reaching more people in 2017 than ever before. Most importantly, we are dramatically increasing our impact with young people. We are doing this with more volunteers, less staff and in less locations.

Further information is available via [www.ymca.int](http://www.ymca.int)



## KEY INSIGHTS FROM THE BLUE BOOK ON THE YMCA MOVEMENT

### 1) **YMCAs are reaching more young people than ever before**

The outcome of YMCAs unifying around the brand message of Youth Empowerment is demonstrated with nearly 2/3rds (64.5%) of all people reached by the YMCA now being young people.

This number has increased dramatically by 17% since 2012.

Importantly this reach has now grown to 42million young people worldwide. This is an increase of nearly 14 million young people since 2012.

### 2) **YMCAs are reaching more people than ever before in our 175-year history**

Impact on all people has also grown in the period by over 7 million people – an increase of 12%.

### 3) **More volunteers than ever before are helping drive the change**

Volunteer numbers are growing dramatically (while paid staff numbers are decreasing). Volunteers have grown by 26% .

4) **Staff numbers** have decreased overall but staff under 30 have increased to now represent 22%.

5) **Females** are broadly equally represented as beneficiaries, volunteers and staff but not trustees.

6) However young people are not engaging in our **governance** at the same rate with relatively low engagement of young people and females as National trustees.

7) **Leadership Development** of staff and volunteers remains a priority, particularly for young people. An extra 57,375 participants are benefiting from training compared to 2012.

77% of all YMCAs are active in developing leaders across more than 14,000 programmes.

8) **Health** programs remain a strong priority for YMCAs and are growing dramatically with participation increasing by 26%.

9) There are slightly less YMCAs operating **employment** programmes but participants have increased by 44%.

10) **Civic Engagement** has grown within YMCAs with 88 now operating programs (up from 75).







# SPECIAL REPORT

## YMCA One Million Voices 2 Research

The YMCA One Million Voices 2 Report was released to the YMCA movement at the 19th World Council.

Where the first One Million Voices Research gave us quantitative statistics and data, this complimentary report builds upon OMV 1 with a deep dive into the needs and experiences of young people. The qualitative methodology was implemented in 26 countries with more than 150 moderated discussion groups and over 1,100 young people in the age 17-20 participating.

We can clearly hear and understand their voices. The young people who were involved – from a range of geographic and other demographics – have entrusted us with the responsibility of hearing their needs and acting upon it. We believe this research will inform future strategy and be a pillar of our insights for the future.

An impressive launch at the University of Warsaw in Poland saw global attention brought to the research and applause for the detailed scientific processes that were applied. We are particularly grateful to Professor Marek Rymza as our lead consultant on the project.





# ONE MILLION VOICES 2

A research programme of the YMCA movement

## KEY INSIGHTS FROM OMV 2 FOR THE YMCA MOVEMENT

- Good social relationships are crucial for personal happiness and wellbeing
- Educational systems are not satisfying them
- Educational systems need more focus on practical skills, individual and subjective approaches and on mechanisms of personal protection and assistance
- A “good job” should be a place for personal development and wellbeing
- Personal wellbeing is not based on a high salary or on a professional career with permanent stress and psychological pressure
- Mental health is a rising health issue and depression is seen as prevalent everywhere
- Close family members and friends are the most important people to relate to about mental health challenges
- A healthy life style is too commercialised
- Access to good but reasonably cheap sports facilities is an important element of a healthy life style
- Campaigns have effectively raised environmental awareness
- Despite personal environmental sensitivity, a lack of organized activities at the local level is the obstacle for environmental engagement
- Civic engagement at a local level is preferred and gives more opportunities than national initiatives
- Generally, participatory and community-oriented leadership is valued

Further information is available via [www.ymca.int](http://www.ymca.int)



# SPECIAL REPORT

## YMCA 175

In August 2019 the YMCA movement will celebrate our 175th anniversary by bringing together thousands of young leaders for a unique four-day event. Appropriately the event will take place in London, not too far from the origins of the movement.

With one eye on the past and another on the future, this global youth event is a springboard for global change, unity and celebration. Objectives for the event centre around connecting young leaders like never before, celebrating 175 years of YMCA and young people transforming communities, and creating positive change and new ideas to shape the future.

At YMCA we know that young people have a passion and commitment to social justice and positive cultural change through promoting global equity and diversity. Therefore, this global youth event will have elements of a conference, summit and celebration, that will be a living embodiment of YMCA, bringing together thousands of young leaders and YMCA senior leaders and networks from around the world.

Further information is available via [www.ymca.int](http://www.ymca.int)

# YMCA 175





# FINANCIAL STATEMENTS

*The financial overview does not constitute the full set of audited financial statements but only selected financial information.*





# ***The World Alliance of Young Men's Christian Associations***

*Geneva*

## ***Report of the statutory auditor to the General Meeting on the financial statements 2018***





# Report of the statutory auditor to the General Meeting of The World Alliance of Young Men's Christian Associations

**Geneva**

## Report of the statutory auditor on the financial statements

As statutory auditor, we have audited the accompanying financial statements of The World Alliance of Young Men's Christian Associations, which comprise the balance sheet, statement of income and expenditures, the cash flow statements, the statement of change in net assets, and the notes, for the year ended 31 December 2018. As permitted by Swiss GAAP FER 21 the information in the performance report is not required to be subject to audit.

### Executive Committee's responsibility

The Executive Committee is responsible for the preparation of the financial statements in accordance with the requirements of Swiss GAA FER, Swiss law and the association's articles of incorporation. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The Executive Committee is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

### Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements for the year ended 31 December 2018 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with Swiss GAAP FER and comply with Swiss law and the association's articles of incorporation.

## Report on other legal requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 69b paragraph 3 CC in connection with article 728 CO) and that there are no circumstances incompatible with our independence.

In accordance with article 69b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of financial statements according to the instructions of the Association Executive Committee.

We recommend that the financial statements submitted to you be approved.

PricewaterhouseCoopers SA



Marc Secretan

Audit expert  
Auditor in charge



Alexandre Meugnot

Geneva, 21 March 2019

Enclosure:

- Financial statements (balance sheet, statement of income and expenditures, cash flow statement, statement of change in net assets, and notes)



WORLD ALLIANCE OF YOUNG MEN'S  
CHRISTIAN ASSOCIATIONS  
Geneva

Balance sheet as at December 31, ASSETS	Notes	2018	2017
<u>Current Assets</u>			
Cash in hand and banks		53'246	83'734
Accounts receivable	3	335'408	343'065
Loan to the Africa Alliance of YMCAs		0	136'808
Projects deferred expenses	4	211'199	282'044
<b>Total</b>		<b>599'853</b>	<b>845'651</b>
<u>Non-current Assets</u>			
Investment Portfolio	5	16'700'315	18'504'380
Loans to the John R.Mott Foundation	6	3'416'491	3'416'491
Loan to the Africa Alliance of YMCAs	7	64'616	64'616
Furniture and equipment		1	1
<b>Total</b>		<b>20'181'423</b>	<b>21'985'489</b>
<b>TOTAL ASSETS</b>		<b>20'781'276</b>	<b>22'831'140</b>
<u>LIABILITIES</u>			
<u>Current Liabilities</u>			
Bank Overdraft		499'389	449'015
Accounts payable	8	139'901	102'818
Short term portion of bank loan	6	28'800	28'800
Deferred revenue	4	145'217	232'149
<b>Total</b>		<b>813'306</b>	<b>812'782</b>
<u>Non-Current Liabilities</u>			
Long term portion of bank loan	6	1'324'800	1'346'400
<b>Total</b>		<b>1'324'800</b>	<b>1'346'400</b>
<u>Unrestricted Funds</u>			
Home Leave - Secretaries		22'408	22'408
<b>Total</b>		<b>22'408</b>	<b>22'408</b>
<u>Restricted Funds</u>			
Reserves and Provisions			
The General Reserve		129'243	179'243
Africa University		64'616	201'424
Secours Speciaux		305'342	303'702
Total Reserves and Provisions		499'201	684'369
Refugee & Relief Funds		1'143'339	777'515
Endowments funds		1'101'395	1'119'860
JRM MOTT endowment funds		16'039'276	18'060'660
Surplus for the year after attribution		-162'450	7'147
<b>Total Provisions</b>		<b>18'121'560</b>	<b>19'965'181</b>
<b>TOTAL LIABILITIES</b>		<b>20'781'276</b>	<b>22'831'140</b>

WORLD ALLIANCE OF YOUNG MEN'S  
CHRISTIAN ASSOCIATIONS  
Geneva

Statement of income and expenditure for the year ended 31,	2018	2017
<b>Operating Income</b>		
National Movements	1'507'565	1'455'787
Strategy Implementation	9	0
Governance	11	59'615
Administration	12	730
One Year Projects	4	114'453
Open Projects	4	1'325'172
Henry Dahl-Johannessen Refugee	5	385'327
Secours Speciaux		28'150
<b>Total Income</b>	<b>3'421'012</b>	<b>2'175'853</b>
<b>Operating Expenditure</b>		
Strategy Implementation expenditure	9	219'604
Governance	11	211'340
Administrative expenditure	12	348'081
Personnel Costs	13	1'749'701
One year Projects	4	125'826
Open Projects	4	1'517'352
Secours Speciaux		26'510
<b>Total Expenditure</b>	<b>4'198'414</b>	<b>3'366'587</b>
<b>Operating Result</b>	<b>-777'401</b>	<b>-1'190'733</b>
<b>Financial Income</b>		
Interest Current Account		4'988
Investment Income		0
<b>Total Financial Income</b>	<b>4'988</b>	<b>2'375'199</b>
<b>Financial Expenses</b>		
Financial Expense Current Account		39'817
Investment Expenses		1'233'550
<b>Total Investment Expenses</b>	<b>1'273'368</b>	<b>156'515</b>
<b>Operating and Financial Result</b>	<b>-2'045'781</b>	<b>1'028'790</b>
<b>Non Recurring Expenses</b>	20	-106'364
<b>Release of Previous Year Open Projects</b>	-176'829	317'153
<b>Release of Restricted and Unrestricted Funds</b>	1'057'147	658'849
<b>Net Surplus for the year after Release</b>	<b>-1'165'463</b>	<b>1'239'579</b>
Attribution to Funds and Provisions		
Transfer Deferred Income/Expenditure		193'821
Transfer to Secours Speciaux Provision		-1'640
Transfer to Henry Dahl-Johannessen Refugee		-385'327
Attribution Financial result to Investment Funds		1'196'159
<b>Total Transfer and Attributions</b>	<b>1'003'013</b>	<b>-1'891'281</b>
<b>Surplus for the year after attribution</b>	<b>-162'450</b>	<b>-651'702</b>



**World YMCA  
Geneva**

**STATEMENT OF CHANGES IN FUNDS AS OF DECEMBER 31, 2018**  
(with comparative figures for 2017)

**2018**

**RESTRICTED FUNDS**

Available funds

	Balance 1.1	Allocation	Transfer	Use	Fluctuation	Balance 31.12
JRM Fund	18'060'659	-	136'808	-1'000'000	-1'158'192	16'039'275

**Refugee**

	<b>777'515</b>	<b>-</b>	<b>385'327</b>	<b>-</b>	<b>-19'503</b>	<b>1'143'339</b>
<i>Refugee Reserve</i>	72'574				-1'217	71'357
<i>R+R Reserves Attrib.</i>	20'063				-336	19'726
<i>Emergency Reserve</i>	7'259				-122	7'137
<i>125th Anniversary Fund</i>	677'619				-11'365	666'254
<i>Henry Dahl-Johannessen Refugee</i>	-		385'327		-6'463	378'864

**Endowment**

	<b>1'119'860</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-18'464</b>	<b>1'101'395</b>
<i>General Endowment</i>	406'089				-6'696	399'393
<i>Tracy Strong-Blossom Fam.Mem.</i>	75'445				-1'244	74'201
<i>Paul T.Babson</i>	118'218				-1'949	116'269
<i>One for the World</i>	181'926				-3'000	178'926
<i>150 Anniversary Fund</i>	338'182				-5'576	332'606

Secours Spéciaux	303'702		1'640			305'342
Africa University	201'424		-136'808			64'616
General Reserve	179'243			-50'000		129'243

	20'642'403	-	386'967	-1'050'000	-1'196'159	18'783'210
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**TOTAL RESTRICTED FUNDS**

	<b>20'642'403</b>	<b>-</b>	<b>386'967</b>	<b>-1'050'000</b>		<b>18'783'210</b>
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**UNRESTRICTED FUNDS**

	Balance 1.1	Allocation	Transfer	Use		Balance 31.12
Home Leave - Secretaries	22'408	-	-			22'408
Surplus of the year	7'147	-162'450		-7'147		-162'450

**TOTAL UNRESTRICTED FUNDS**

	<b>29'555</b>	<b>-162'450</b>	<b>-</b>	<b>-7'147</b>		<b>-140'042</b>
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**2017****RESTRICTED FUNDS**Available funds

	Balance 1.1	Allocation	Transfer	Use	Fluctuation	Balance 31.12
JRM Fund	16'458'761	-	-	-500'000	2'101'898	18'060'659

**Refugee**

	<b>1'020'277</b>	<b>-</b>	<b>-</b>	<b>-250'000</b>	<b>7'238</b>	<b>777'515</b>
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<i>Refugee Reserve</i>	<i>70'617</i>				<i>1'958</i>	<i>72'574</i>
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<i>R+R Reserves Attrib.</i>	<i>19'522</i>				<i>541</i>	<i>20'063</i>
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<i>Emergency Reserve</i>	<i>7'063</i>				<i>196</i>	<i>7'259</i>
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<i>125th Anniversary Fund</i>	<i>923'076</i>			<i>-250'000</i>	<i>4'543</i>	<i>677'619</i>
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**Endowment**

	<b>1'060'901</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>58'959</b>	<b>1'119'860</b>
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<i>General Endowment</i>	<i>384'709</i>				<i>21'380</i>	<i>406'089</i>
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<i>Tracy Strong-Blossom Fam. Mem.</i>	<i>71'473</i>				<i>3'972</i>	<i>75'445</i>
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<i>Paul T. Babson</i>	<i>111'994</i>				<i>6'224</i>	<i>118'218</i>
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<i>One for the World</i>	<i>172'348</i>	<b>-</b>	<b>-</b>	<b>-</b>	<i>9'578</i>	<i>181'926</i>
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<i>150 Anniversary Fund</i>	<i>320'377</i>	<b>-</b>	<b>-</b>	<b>-</b>	<i>17'805</i>	<i>338'182</i>
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Secours Speciaux	330'572			-26'870		303'702
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Africa University	201'424					201'424
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General Reserve	249'243			-70'000		179'243
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<b>19'321'179</b>	<b>-</b>	<b>-</b>	<b>-846'870</b>	<b>2'168'095</b>	<b>20'642'403</b>
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**TOTAL RESTRICTED FUNDS**

<b>19'321'179</b>	<b>-</b>	<b>-</b>	<b>-846'870</b>		<b>20'642'403</b>
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**UNRESTRICTED FUNDS**

	Balance 1.1	Allocation	Transfer	Use		Balance 31.12
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Home Leave - Secretaries	22'408	-	-	-		22'408
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Surplus of the year	88'849	7'147	-	-88'849		7'147
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**TOTAL UNRESTRICTED FUNDS**

<b>111'257</b>	<b>7'147</b>	<b>-</b>	<b>-88'849</b>	<b>-</b>	<b>29'555</b>
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**World YMCA**

**Geneva**

**CASH FLOW STATEMENT FOR THE YEAR ENDED DECEMBER 31, 2018**

(with comparative figures for 2017)

	2018	2017
	CHF	CHF
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>		
Intermediate result before change in funds	-2'045'781	1'028'790
+ Unrealised foreign exchange gain/loss on investment	37'391	-96'912
+Unrealised loss on the portfolio performance	1'086'257	-2'278'298
Investment Charges on Portfolio	109'901	110'192
Transfer from fund	-	-158'576
Change in Accounts receivable	102'972	45'750
Change in Accounts payable	37'083	20'568
Cash flow from operating activities	-672'176	-1'328'485
 <b>INVESTING ACTIVITIES</b>		
Net inflow/outflow from financial assets	-523'894	
Cash flow from investing activities	-523'894	-
 <b>FINANCING ACTIVITIES</b>		
Movement in Short Term Africa Alliance	136'808	-
Movement in Long Term John R.Mott	-	
Movement in Long Term Africa Alliance	-	
Movement in Long Term Mortgage Loan	-21'600	-28'800
Transfer from John R.Mott Fund	1'000'000	500'000
Transfer from Anniversary fund		250'000
Cash flow from financing activities	1'115'208	721'200
 <b>TOTAL CASH FLOW</b>	 <b>-80'862</b>	 <b>-607'285</b>
 Cash and cash equivalents, beginning of year	 -365'281	 242'004
Cash and cash equivalents, end of year	-446'143	-365'281
Net decrease in cash and cash equivalents	-80'862	-607'285





# ACKNOWLEDGEMENT OF EXECUTIVE COMMITTEES

At each YMCA World Council, a new Executive Committee is elected. This Annual Report therefore covers two Committees. This Executive Committee concluded their term at the 19th World Council in July 2018.

## 2014-2018

### **Officers:**

#### **President**

Mr. Peter Posner OBE, England & Wales

#### **Deputy President**

Ms. Evelyne Sami Gueye, Senegal

#### **Treasurer**

Mr. Leopoldo Moacir Lima, Brazil

#### **Secretary General (non-voting)**

Rev. Johan Vilhelm Eltvik, Norway

## Members

### **Africa**

Mr. Michael Mwangi Mbugua, Kenya

Mr. Jonathon Mason, Liberia

Ms. Maryse Guinez Coly, Senegal

Mr. Skhumbuzo Myeza, South Africa

Mr. Conrad Mbewe, Zambia (resigned 2016)

### **Asia & Pacific**

Mr. Alan Morton, Australia

Mr. Rolland Williams, India

Ms. Yoriko Hirose, Japan

Ms. Helen McEwan, New Zealand

### **Canada**

Ms. Marylin Kapitany, Canada

### **Europe**

Ms. Dorothee Pfrommer, Germany

Mr. Peter Jeffrey, England

Mr. Otto Vainio, Finland

Mr. Michael Will, Scotland

Mr. Silvio Krauss, Switzerland

Ms. Mathilde Thue, Norway

### **Latin America & Caribbean**

Mr. David Gutierrez, Chile

Mr. Julian Falla Arredondo, Colombia

Mr. Mauricio Korber Molina, Mexico

Ms. Sofia Laborde, Uruguay

### **Middle East**

Mr. Simon Kouba, East Jerusalem

Mr. Ghassan Sayah, Lebanon

### **USA**

Ms. Pamela Davies, USA

Ms. Colleen Leung, USA

### **Past President (non-voting):**

Mr. Ken Colloton, USA

### **Area Presidents:**

Mr. James Ekow Rhule, Africa Alliance

Mr. Babu Markus Gomes, Asia & Pacific Alliance

Mr. Mike Will, Scotland, YMCA Europe

Mr. Minoru Roberto Kobayashi,

Latin American & Caribbean Alliance

### **Y's Men International Liaison (non-voting):**

Mr. Kohei Yamada, Japan





# ACKNOWLEDGEMENT OF EXECUTIVE COMMITTEES

This Executive Committee commenced their four-year term from the World Council in July 2018.

## 2018-2022

### **Officers:**

#### **President**

Ms. Patricia Pelton, Canada

#### **Deputy President**

Mr. Agustin Garcia Bolanos Cacho, Mexico

#### **Treasurer**

Mr. Ronald Tak Fai Yam, Hong Kong

#### **Secretary General (non-voting)**

Carlos Madjri Sanvee, Togo

## Members

### **Africa**

Mr. Dodji Fiashinou , Togo  
Ms. Irene Ayimba, Kenya  
Ms. Nompumelelo Thabethe, South Africa  
Mr. Ronald Senghore, Gambia  
Mr. Yirga Gebregziabher Assefa, Ethiopia

### **Asia & Pacific**

Mr. Alan Morton, Australia  
Ms. Chanita Maneekarn, Thailand  
Mr. Indong Song, Korea  
Ms. Karren Joy Fetalvero, Philippines  
Ms. Nagako Okado, Japan

### **Canada**

Mr. Craig Rowe, Canada

### **Europe**

Ms. Dorothee Pfrommer, Germany  
Mr. Duncan Ingram, England & Wales  
Ms. Malene Bentsen, Denmark  
Ms. Mathilde Thue, Norway  
Mr. Otto Vainio, Finland

### **Latin America & Caribbean**

Ms. Anaclara Rodriguez Canzani, Uruguay  
Ms. Carolina Lopez, Peru  
Mr. Cristiano Ristov, Brazil

### **Middle East**

Ms. Soheila Hayek, Lebanon  
Mr. Saro Nakashian, East Jerusalem

### **USA**

Ms. Cici Rojas, USA  
Ms. Colleen Leung, USA

### **Past President (non-voting):**

Mr. Peter Posner OBE, England & Wales

### **Area Presidents:**

Mr. James Ekow Rhule, Ghana, Africa Alliance  
Mr. Babu Markus Gomes, Bangladesh, Asia & Pacific Alliance  
Mr. Michael Will, Scotland, YMCA Europe  
Mr. Felipe Jurado, Chile, Latin American & Caribbean Alliance

### **Y's Men International Liaison (non-voting):**

Mr. Kohei Yamada, Japan





## THANK YOU TO OUR PARTNERS, SUPPORTERS AND VOLUNTEERS

With gratefulness we acknowledge all those who join us in our commitment to serving the world's young people through the YMCA.

- Staff Placements
- Resource Group on Environment
- Resource Group on Health
- Resource Group on Employment
- Resource Group on Civic Engagement
- Expert Group for Refugee Assistance
- One Million Voices 2018 Research Team
- Safe Space Working Group
- Property Reference Group
- World Council Advisory Group
- UN Teams
- YMCAs who hosted various programs of the World YMCA
- Financial supporters for World YMCA events

## Thankyou to our strategic partners

- United Nations
  - World Health Organisation
  - International Labour Organisation
  - United Nations High Commission for Refugees
- InterSport
- Peace and Sports
- The Vatican Sport for Humanity programme
- YMCA World Urban Network
- International Coordination Meeting of Youth Organisations (ICMYO)
- World YWCA
- Alliance of Youth CEOs
- Y's Men's International
- YMCA Area Organisations
- Ecumenical Advocacy Alliance
- World Council of Churches
- Peace Boat Organisation, Japan
- Pontifical Council for Promoting Christian Unity (Catholic Church)
- Movetia Foundation, Switzerland
- Y Care International
- YMCA Retirees
- The Harlem Globetrotters





# Contact Us

## You can contact the World YMCA team at:

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\*Denotes part-time





# World YMCA Annual Report 2018-19

**Photos:** World YMCA

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[www.ymca.int](http://www.ymca.int)  
[#worldymca](https://twitter.com/worldymca)

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World YMCA, Geneva, May 2019

YMCA IS A CHRISTIAN AND ECUMENICAL WORLDWIDE  
MOVEMENT EMPOWERING YOUNG PEOPLE



**WORLD**  
**YMCA**

empowering young people

SPACE | TRANSFORMATION | IMPACT

