

CONTENTS









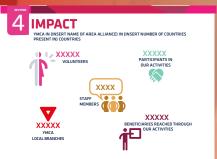






















FOREWORD

Who could have guessed, in January 2020, that by April nearly half of the 12,000 YMCA branches worldwide would have told us that they feared they would have to close down some, or even all, of their activities?

As well as losing YMCA lives to Coronavirus in 2020, we lost YMCA livelihoods. It was a deeply difficult year, which tested us to the extreme.

And we survived. In solidarity, in compassion, in determination – in faith.

This Report tries to show how World YMCA and the global YMCA community reacted to perhaps the biggest challenge in its 176 year history.

And it's our view that - for all its challenges and all its sadness - 2020 may yet be seen as a critically important and positive year in YMCA's journey to being the world's chosen partner as a youth empowerment organisation.

Why? Because we faced up to new realities, and realised that we had to change: both to weather this storm, and to remain relevant.

The imperative of change is not a threat, but an opportunity. An opportunity for greater agility, focus, efficiency, and solidity, in the cause of empowering young people to 'be the change they want to see', and cementing YMCA's role in that process.

Everything we did in 2020, we did together. Just one example from so many is the way that the YMCA COVID Solidarity Fund raised cash and then made small grants to almost 30 YMCA National Movements which were really struggling - in the face of the virus - to pay staff and rents and to keep some programmes open. This was unity in adversity.

So the virus upturned our plans, and made us refocus. In March, the Executive Committee agreed a three-part COVID response strategy of building 'Resilience', launching 'Recovery', and initiating a process of 'Reimagination'.

Resilience' was about sourcing and sharing our own inner strength, and tapping into others' inner strength. 'Recovery' was about deciding how best to pivot – facing new realities and playing to our own strengths. We resolved to be better at digital, and to meet young people where they are. Throughout the year, we collected stories of the way that YMCAs the world over continued to serve their communities.

And 'Reimagination' was about looking long and hard at where we are and where we are going. Please take a look at December's handbook: 'Becoming an 'Adaptive YMCA' for the 21st Century', which in turn came out of a global 'Padare' consultation across 55 countries which saw the best of our thinking, our honesty and our determination to navigate through COVID and beyond.

So it was, in fact, a year of exciting new beginnings.

Like the YMCA Youth Led Solutions initiative, which empowers young people to come up with solutions to the challenges they face. We began with a very successful climate action summit in October, and we plan similar events on jobs and mental health in 2021.

Like the five worldwide Communities of Impact which are now up and running and ready to scan, share and scale the very best of what our global Movement is doing all around the world.

Like our partnership with the World Health Organization and our fellow 'Big 6' members, in launching the 'Global Youth Mobilization for Generation Disrupted', not just to respond to the impacts of COVID-19 on young people, but to show young people as the solution.

So we are re-setting, and the world is re-setting. And for us and the world, the hopes and dreams of young people must be at the centre of the Great Re-Set. For all its pain, 2020 will go down in history as the year when we embraced change, and launched that Re-Set.

To all who journey with us through thick and thin, our heartfelt thanks, and our abundant hope for the Great Global Good which is our beloved YMCA Movement.



PATRICIA PELTON PRESIDENT



CARLOS SANVEE
SECRETARY GENERAL

WORLD ALLIANCE OF YMCAs

3

2020 AT A GLANCE

Community of Impact launch: Employment & Entrepreneurship, Refugees & Migrants Advocacy call: climate change End of Data Initiative Pilot Phase

IANUARY

adopted COVID strategy: Resilience, Recovery, Reimagination Executive Committee (online) Facebook live: World YMCA on COVID

MARCH

Executive Committee

APRIL

Leaders Talks
Youth Voices online
debate (wellbeing)
Thanksgiving service
Advocacy call for urgent
youth safety nets in
COVID
Movement COVID status
update
World YMCA leaves Clos
Belmont, Geneva

Padare debates
Advocacy call: gender
equality, youth skills
Jr NBA training
Extraordinary Executive
Committee (online)
Deloitte Fundraising
Report

JULY

Reimagine Labs (mental health) Australia Youth Led Solutions Summit (climate action) Advocacy call: mental health, Nagorno-Karabakh Executive Committee (online)

OCTOBER

Big 6 paper on effect of COVID on young people Launch of Global Youth Mobilization for Generation Disrupted with WHO, Big 6, UN Foundation Graduation of Cohort #4, Change Agents COVID video: 'A story of resilience and hope'

DECEMBER

National General Secretaries meeting, Bethlehem

FEBRUARY

Leaders Talks
COVID story-telling
COVID Response Hub
Big 6 highlight role of
young people in COVID
YMCA COVID Solidarity
Fund launched



MAY

'Youth Voices' online debate (racism) Thanksgiving service COVID storytelling YMCA COVID Solidarity Fund launched World Challenge Advocacy call: racism, women

JUNE

Resilience
Playbook
Padare debates
Advocacy call:
Belarus, Lebanon,
International
Youth Day
'Better Together
Campaign'

AUGUST

Padare `sensemaking'
National General
Secretaries meeting
(online)
Community of Impact
launch: Mental Health,
Climate Action, Policy &
Advocacy
Advocacy call: health
funding

World Week of Prayer World YMCA arrives Vernier, Geneva

NOVEMBER

4 IMPACT YMCA WORLDWIDE IN 120 COUNTRIES

979,000 VOLUNTEERS

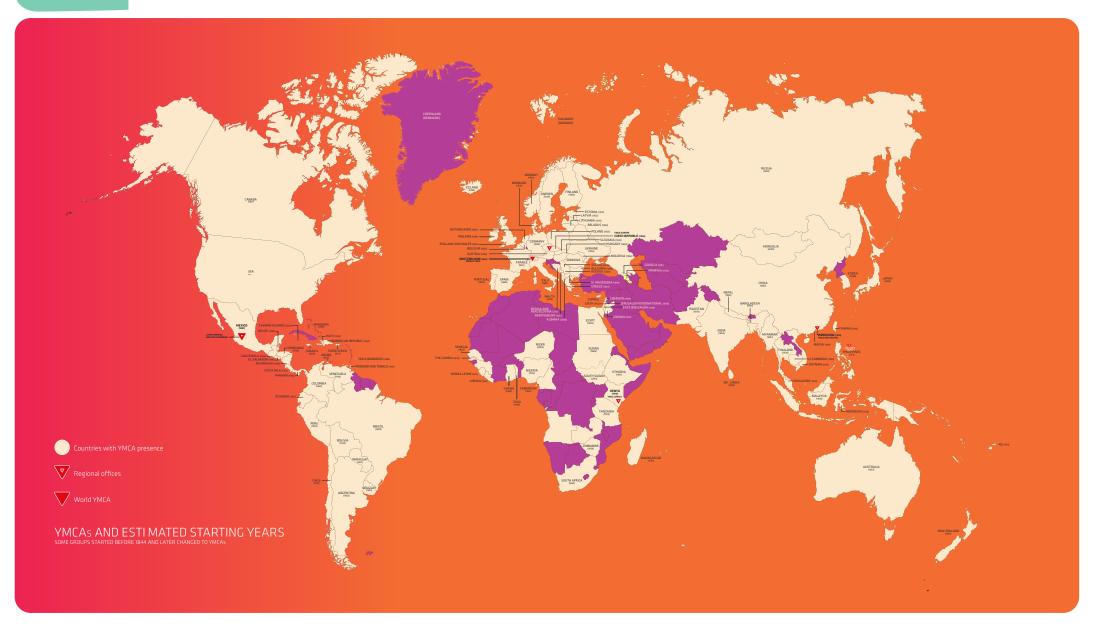




39.3 million
BENEFICIARIES REACHED THROUGH
OUR ACTIVITIES

5

PRESENCE



6 COVID-19

The immediate response

The global Coronavirus pandemic of 2020 meant the worst of times but the best of responses both for young people at large and for the YMCA Movement in particular.

Young people faced school closures, mental health difficulties, rising unemployment, and the stigma surrounding their alleged involvement in the spread of the virus. And yet the same young people stood up as first responders in their communities.

upheaval as its business model - of face to face interaction - was turned on its head. A survey coordinated between April and September 2020 by YMCA Europe across 41 National Movements and 75 local YMCAs in Europe, Asia Pacific, Latin America and the Caribbean revealed income levels dramatically down, programmes reduced, staff positions and salaries cut, and external partnerships kept on hold.

Likewise the YMCA Movement faced

And yet the Movement responded: by the end of March, the Executive Committee had approved a three-part strategy to respond to the crisis: building Resilience, launching Recovery, and initiating a process of Reimagination.

World YMCA initiated a dedicated COVID-19 YMCA Response hub on its website to gather information about the work of the YMCAs and other partner organisations during the pandemic. Others picked up this work: in June for instance the UN Youth Envoy, in highlighting the work of 10 young people worldwide fighting COVID-19, included examples from the YMCAs of Bangladesh, Kosovo and Scotland.

World YMCA briefed the global Movement in May and November, highlighting the global impact of YMCAs in supporting their communities. On social media, the use of the hashtag #WeShallOvercome helped spread encouragement and hope in the YMCA online community.









A 2020 FlickR photo album showed how YMCA young people supported their communities in raising awareness, informing about the pandemic, distributing food, strengthening online education and caring for both physical and mental health.

World YMCA acted fast to establish a mechanism to give financial support to those national YMCAs which suddenly found themselves in difficulty in the face of COVID-19. The YMCA COVID Solidarity Fund raised nearly CHF 480,000, to which World YMCA added CHF 200,000 from its reserves. Thus far, it has approved small grants to support 27 National Movements, thereby saving or supporting an estimated 380 jobs in the process.

Throughout the year, World YMCA worked closely with its fellow 'Big 6' youth organisations, highlighting the impact of COVID on young people, the role of young people helping their communities in the time of COVID-19, and the central importance of young people in COVID and post-COVID policy-making. In April it featured practical tools for communities in time of COVID;

in May it offered Governments 20 policy solutions, the most urgent of which was a call for urgent safety net policies for young people worldwide. In December, it issued a global report on the effects of COVID-19 on young people, with a further focus on policy solutions. The position paper - *Young People championing post-pandemic futures* - offered all National Movements from all Big 6 partners a platform of joint advocacy. This project was initiated by World YMCA and facilitated by World YMCA staff.

Also in December, World YMCA and the rest of the Big 6 joined WHO in launching the 'Global Youth Mobilization for Generation Disrupted' to respond to the impacts of COVID-19 on young people. The Mobilization will feature a Global Youth Summit in April 2021, and a fund of US \$5 million to support local and national youth organizations, including grants for youth-led solutions and an accelerator programme to scale up existing response efforts.

As the year ended, World YMCA shared 'A story of resilience and hope': a short video piece thanking all YMCAs for their efforts, energy and faith in 2020. It featured just some of the COVID work of just some (18) YMCA National Movements worldwide, showing how creative, courageous and determined the Movement is.





6

The long-term response

The 'Resilience', 'Recovery' and 'Reimagination' COVID strategy meant more than how we responded to daily drama of living with a pandemic. It also meant looking long and hard at everything we had done and would do, as an organisation wanting to be fit for the 21st Century. It meant sourcing the best of YMCA's and others' wisdom, and planning for a new, post-COVID reality.

RESILIENCE

The Resilience work was spurred by a series of Leaders Talks in April and May, designed to make available best practice on six themes relevant to COVID and beyond: crisis management, crisis communications, leadership and governance, philanthropy, technology, and understanding 'the new normal'. These talks assembled almost 1000 people online, addressed by 20 global leaders from business, government, the UN and academia, and from the YMCA Movement itself. A Resilience Playbook collated all the findings and was distributed in August. World YMCA also launched the 'Youth Voices' online fora, providing the space for young people to share their concerns and hopes for the future.



In May, World YMCA organised an online debate on 'The future we want', discussing health and wellbeing, work and climate, and (in response to the killing of George Floyd which – in the middle of a pandemic - galvanised young people all over the world) on 'A future without racism' in June.

Also in May, June and July, World YMCA staged online ecumenical thanksgiving services on the three themes of 'hope', 'trust' and 'love', linking Christians all over the world in worship and prayer, and giving one another support in difficult times.

REIMAGINATION

World YMCA also organised a series of 18 'Padare' online sessions in July and August, bringing together 190 people in 55 countries. A unique forum (hailing from the Shona tradition of Zimbabwean communities assembling and talking under trees), the Padare sessions were tasked to examine how to enact the resilience discussed in the Leaders Talks, in order to bring about Recovery.

The Padares explored three big questions for YMCA worldwide: how to evolve YMCA as a trusted partner for a more resilient young people; how to build a sustainable economic and financial recovery for YMCAs; and how to become a truly 'adaptive' body.

First among the findings of Padare was the need for the YMCA globally to adapt to its and the world's new situation. Reinvention in a time of crisis will demand strict adherence to principle, but flexibility in practice. Those first discussions clustered YMCAs worldwide into categories of 'strong', 'stable', and 'vulnerable', and revealed that YMCAs operating on a membership model (i.e. depending on the use of their assets and facilities) have suffered more than those which are community based, and reaching out to young people.

The Padares led to a December handbook, 'Becoming an 'Adaptive YMCA' for the 21st Century' was issued in December. Building on the Padare debates, in November a 'Reimagine Lab' was launched in Australia, to revolutionise YMCA responses to mental health.

STORIES

SAUL MORÁN, YMCA GUATEMALA

The experience at the Youth-Led Solutions summit was fantastic and unique. Having an exchange of experience with other cultures and other points of view has made me change my perception of climate change issues





CHLOÉ BERTHEBAUD, YMCA FRANCE

I had great pleasure in participating in the Reimagine Lab sessions. I have learnt a lot and met amazing people. It is important to talk about mental health for the wellbeing of all

ALINE LAHOUD, YMCA LEBANON

During our Change Agents graduation ceremony, I was so excited and happy to see my lovely Cohort 4 friends, that I consider as my international family. I will always feel proud to be a Change Agent





ORLANDO CARREON, GENERAL SECRETARY YMCA MANILA, PHILIPPINES

'Padare' was a great experience for all YMCA leaders worldwide to contribute to the development of the organisation. A road towards the 21st century.

PASTOR JENSEN HARPER, ANTIOCH, CHURCH IN THE COUNTRYSIDE YMCA, USA

I had the opportunity of helping plan and host
November's Ecumenical Thanksgiving Service.
We're all slow learners and fast forgetters. This service was a reminder of how we've forgotten that we've asked for God to work through YMCAs across the world and learning along the way that
He is in fact working and moving





FALLONE MOUGA, YMCA CAMEROON

The Leaders Talk sessions were a great

experience for me. The YMCA Leadership gave us

space to speak out and to share our opinions

about the Movement. I hope this kind of initiative will happen regularly. We count on YMCA to implement our proposals.

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8 PROGRAMMES

YOUTH-LED SOLUTIONS SUMMIT

2020 saw the launch of a major new World YMCA development: the Youth Led Solutions Initiative.

Initially planned as a live event in San Francisco to coincide with the celebrations for the 75th anniversary of the United Nations and to mark YMCA's role in that moment in 1945, COVID meant that its first event – still organised with the extensive help of San Francisco YMCA and YMCA USA - was held online from 12 to 23 October, 2020.

It focussed on young people developing their own solutions to climate change, and 80 'Solution Teams' comprising over 600 participants from nearly 50 countries met in regional groups before convening in one global group to submit initial ideas for actions in their communities. The ideas were critically examined and strengthened by experts, and 38 Solutions are now being seed funded.



The Youth-Led Solutions Summit marks a major shift in how World YMCA empowers young people, by supporting their own initiatives to become solution providers. The vision is to take good local youth solutions, and bring them to scale. In 2021 World YMCA plans two further online summits, on the topics of jobs and mental health.

CHANGE AGENTS

Despite COVID-19, 2020 also saw progress on 'Change Agents', World YMCA's global leadership development programme to empower young leaders as change makers in their own communities. Since 2014, 750 Change Agents have graduated and are leading change in 67 countries around the world.

The fourth Cohort of Change Agents concluded in October, with 135 Agents from 50 countries graduating online in December, and receiving their diplomas from the University of Mexico. 2020 saw many challenges for the Change Agents, with lockdown and YMCAs struggling to ensure that mentoring and projects could be completed. An external evaluation of the programme was completed, to help World YMCA consider how best to integrate Change Agents with existing Area programmes.



COMMUNITIES OF IMPACT

Communications of Impact are a key element of YMCA's global collaboration, designed to scan, share and scale the very best of what a global Movement is doing all around the world. Two Communities of Impact were launched in late 2019 and early 2020, on Refugees & Migrants (coordinated by YMCA Canada), and on Employment & Entrepreneurship (coordinated by Y Care International, USA). The former began to assess the impact of COVID-19 on YMCA-served refugees and migrants. The latter launched a data survey and adopted an operational plan, and is preparing a '5x5' Employment Initiative, a global quest to provide job opportunities to 5 million young people over the next five years, to 2025. Both Communities of Impact involved over 15 National Movements throughout 2020.

In September 2020, World YMCA launched calls for three new Communities of Impact, on Mental Health (led by YMCA Australia), on Climate Action (led by the Asia and Pacific Alliance of YMCAs), and on Policy & Advocacy (led by YMCA England & Wales). This launch also offered an opportunity for the two existing Communities to expand their membership. It has focussed as much on the value that each Community brings to its own National Movements, as to its global impact. All of the Communities were fully operational by year-end.



One of them – the Community of Impact for Mental Health - contracted a business consultancy company to pilot-test a specific method of design-thinking and brainstorming to revolutionise World YMCA's global work on mental health. Its results – in the form of six project proposals from six regional groups – were shared in early January 2021.

RESEARCH & DATA

In March 2020 World YMCA surveyed the global YMCA membership on the links between its programmes and the UN Sustainable Development Goals, revealing that all 18 of the SDGs are being addressed by national YMCA programmes and advocacy, with the biggest focus on SDGs 1 (ending poverty), 3 (promoting good health and wellbeing) and 4 (education). In August World YMCA also surveyed the effect of COVID-19 on YMCA employment and entrepreneurship programmes.



February 2020 saw the conclusion of the pilot phase of the Data Initiative Project, a community-based data sharing system which will enable us to adopt collective standards to collect, share and analyse data and communicate impact. The pilot phase rolled out in Liberia, Sierra Leone, Zimbabwe, Uruguay/Montevideo, Colombia/Bogota, Thailand/Chiangmai, Philippines and Sri Lanka, and in the Europe and Africa Area Alliances. The project simply aims to track activities and results, and to manage and share data, for better strategic thinking and better transparency. It was stalled because of COVID-19, but has been relaunched among 50 YMCA in late February 2021.

OUTREACH

CAMPAIGNS

The YMCA World Challenge - held on 6 June to mark the anniversary of the day in 1844 when George Williams established the YMCA in London - went digital in 2020, with an estimated 60,000 people reached by social media in the 24-hour global event, and 24,000 viewing the video content pieces prepared for the day. The focus of the Challenge in 2020 was simply 'reconnection': putting members of a global family - which by June was three months into confinement - back in touch with itself. The event featured videos, social media posts, quizzes, choirs, debates on the history of the YMCA Movement, and more.



Since 1904. World YMCA and World YWCA have come together to deliver the World Week of Prayer and World Fellowship. Celebrated each year in the second week of November, the Week sees the issue of a prayer booklet with a theme, a set of Bible studies for each day, and an annual Bible reading plan linked to current realities. The 2020 booklet. prepared in English, French and Spanish, had extra resonance given the world's continuing struggle with the COVID-19 pandemic. It built inner strength online, and its theme was 'Rays of hope: creating resilient communities through practical spirituality'.

ADVOCACY

World YMCA led Big 6 advocacy efforts on COVID throughout 2020 (see Section 6), while also following the themes of its four key areas of impact: Health, Employment, Environment and Civic Engagement.

In Health, it issued a call at the World Economic Forum in Davos for world leaders to invest in mental health. In September at the Concordia Summit, World YMCA partnered in a Global Fund for AIDS, Tuberculosis & Malaria debate on health funding. In October, it ran a campaign around World Mental Health Day, and supported its partner United for Global Mental Health in its #SpeakYourMind 24-hour campaign to raise global mental health awareness.

In Employment, it highlighted YMCA youth livelihoods work on World Youth Skills Day, and in Environment, it called for an end to inaction on climate change.



Over the course of the year, World YMCA called for the protection of human rights in Belarus, following post-election clampdowns on protest, and an end to the renewal of hostilities in the south Caucasus. It launched campaigns to support the humanitarian work of YMCA Lebanon in the aftermath of the Beirut explosion, and a campaign to support YMCA communities affected by Typhoon Goni in the Philippines.



In Civic Engagement, it highlighted the importance of sport for development and peace, and in June made a statement in the wake of the killing of George Floyd, reaffirming that all lives matter, and specifically that #BlackLivesMatter. In July, at an online session of the UN Commission for the Status of Women, it regretted the persistence of gender inequality worldwide. On International Youth Day, 12 August, it issued a statement on youth as reconcilers, with a short video piece seen 6,000 times on the day on social media, and an opinion piece published by the World Economic Forum.





World YMCA's UN Advocacy Group, created in February 2019 and assembling 12 YMCA representatives from 10 countries, was prevented by COVID-19 from continuing its programme in 2020. However it spoke at a UN Women hearing on the Commission for the Status of Women, and at the SDG Action Zone debates in UN General Assembly week in September 2020. The Group also facilitated sessions with the UN Youth Envoy.

PARTNERSHIPS

The most significant World YMCA partnership work of 2020 was carried out alongside the rest of the Big 6, the world's largest youth organisations, raising awareness about the effects of COVID on young people, and putting them at the centre of policy and practical response. See 'COVID-19' above.

A number of partnerships were placed on hold in 2020 due to COVID-19, including those with Harlem Globetrotters and the Jr. NBA (though World YMCA supported an interactive training programme on basketball skills and drills in July), the Jesuit Refugee Service, Salesforce, Intersport, and Johnson & Johnson.

In January, World YMCA joined the International Civil Society Centre. In August, a partnership with the Swiss-based youth professional development network Goodwall led to cooperation on the 'Better Together' campaign, through which more than 50,000 young people worldwide shared their ideas and actions for a better future.

In November, World YMCA announced new partnership agreements in health and the environment.

In Health, its agreement with The Global Fund to fight AIDS, Tuberculosis & Malaria and Ys Men will focus on malaria education and advocacy, and builds on the cooperation in a debate on health funding in UN General Assembly week in September.

In Environment, its agreement with the Worldwide Fund for Nature will empower young people to be active agents of climate action, building on WWF's role as an official partner of the Youth-Led Solutions Summit on Climate Action.



The Big 6, the world's largest youth organisations which together reach over 250 million young people every year













World YMCA is deeply grateful to hundreds of individual and corporate funding partners who supported it over the year 2020.

Some supported its individual campaigns, like those for YMCA Lebanon (Beirut explosion, August), YMCA Bangladesh (flooding, July), YMCA Philippines (Typhoon Goni, November), YMCA Gaza, YMCA Ethiopia (for Giving Tuesday, 1 December 2020, World YMCA supported a project to support single mothers forced into poverty as a result of COVID-19.) Wellcome Trust kindly gave support for the YMCA's 175th anniversary celebrations in 2019.

Others supported the YMCA COVID Solidarity Fund to the tune of CHF 480,000. Our special thanks to the Chinese Tencent Charity Foundation for its generous support.

The E-lab programme of the Swiss Movetia Foundation (the national agency for the promotion of exchange and mobility in the education system) supported the World YMCA's Innovation Camp programme.

Ys Men International supported the National General Secretaries Meeting, and both YMCA Australia and YMCA England & Wales supported World YMCA's forward-looking strategy and reimagination work.























GOVERNANCE

EXECUTIVE COMMITTEE MEMBERS

Ms. Patricia Pelton (Canada) - President

Mr. Agustin Garcia Bolanos Cacho (Mexico) - Vice-President

Mr. Ronald Tak Fai Yam (Hong Kong) - Treasurer

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 PRESIDENTS

Mr. Peter Posner (England & Wales)

Area Presidents

Dr Adrien Coly (Senegal), Africa Alliance

Mr. Chin Sheng Chen (Taiwan), Asia & Pacific Alliance

Ms Emma Osmundsen (England & Wales), YMCA Europe

Mr. Felipe Jurado (Chile), Latin American & Caribbean Alliance

Y's Men Liaison

Mr. Kohei Yamada (Japan)

Secretary General (non-voting):

Mr. Carlos Madjri Sanvee (Togo)

STAFF

Mr. Carlos Sanvee (Togo) - Secretary General

Mr. Duncan Chowdhury (Bangladesh) - Governance Manager

Ms. Sandra Combet (France) - Executive Assistant

Mr. Claude-Alain Danthe (Switzerland) - Head of Digital Strategy

Mr. Mykyta Krushelnytski (Ukraine) - Operations Manager

Ms. Alexandra Meissl (France) - Accountant

Mr. John Phillips (UK) - Director of Communications

Ms. Maria Cristina Saldarriaga (Peru) - Programme Manager

Mr. Răzvan-Victor Sassu (Romania) - Head of Policy & Strategy

Ms. Suzanne Watson (UK) - Director of Finance & Administration

During the year, World YMCA was also served by:

Ms. DJ Forza (US) - Director of Partnerships

Mr. Adrian Davies (UK) - Programme Executive

Mr. Palmer Hestley (USA) - Director of Communications

Ms. Lisa Kalivatsi (Greece) - Programme Secretary (Refugees)

The World YMCA Executive Committee met four times in 2020: twice in March as it agreed a response to COVID-19, then an Extraordinary meeting in June, and a further online meeting in October. Its committees (Strategy, Finance, Movement Relevance, Governance, Elections, Investment, JR Mott and Secours Spéciaux) all pursued full agendas.

The National General Secretaries online meeting in September (attended by 65 different YMCA Movements) discussed 'The journey through COVID and beyond', and the challenge (in the YMCA and any organisation) of tackling racism. Some 50 National General Secretaries had met in person earlier in the year in Bethlehem, in February 2020.

2020 also saw the development – with input from all of the Area Alliances – of a list of YMCA Governance Standards designed to strengthen the global YMCA brand (and not weaken it, in the case of non-compliance). The nearly-40 Standards, reviewed annually, cover Mission Clarity, Institutional Viability,





Democratic Governance and Strategic Planning, Policy and Procedures, Financial Transparency and Sustainability, YMCA Brand Protection, and Social Relevance. World YMCA sets out to support members to attain these standards. Reporting is a key Standard: while nearly 40 National Movements submit annual reports and financial statements, 80 are still to do so.

A YMCA trademark has now been established in 50 countries, allowing the YMCA National Brand to be protected in those countries. Trademarks are pending in 16 more countries. In May 2020, World YMCA moved from its 26-year home in Clos-Belmont, Geneva, to new offices at Chemin de Mouille-Galand in Vernier, which it began to occupy in January 2021. The move avoided the risk of trying to maintain an old listed building, and allowed an investment in a modern and creative working space.

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 Vernier

Report of the statutory auditor to the General Meeting



Report of the statutory auditor

to the General Meeting of The World Alliance of Young Men's Christian Associations Vernier

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, statement of changes in funds, cash flow statement and notes, for the year ended 31 December 2020. 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 law, Swiss GAAP FER 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 Board 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 2020 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 Board.



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





Marc Secretan

Mathilde Ronssin

Audit expert Auditor in charge Genève, 19 March 2021

Enclosure:

• Financial statements (balance sheet, statement of income and expenditures, statement of changes in funds, cash flow statement and notes)



WORLD ALLIANCE OF YOUNG MEN'S

CHRISTIAN ASSOCIATIONS Vernier				
Balance sheet as at December 31, 2020	Notes		31.12.2020 CHF	31.12.2019 CHF
ASSETS				
Current Assets				
Cash in hand and banks		_	1'299'663	33'621
Accounts receivable Other Receivables		3	69'781 86'398	163'940 173'772
Intercompany Fondation John R. Mott		Ŭ	368'804	0
VAT to Claim			51'678	0
Deferred expenses Short Term Loan Uruguay		4 7	416'678 8'172	204'537 0
Short Term Loan Mott Foundation		6	1'000'000	0
Total			3'301'174	575'870
Non-current Assets				
Investment Portfolio		5	17'972'299	18'961'940
Loans to the John R.Mott Foundation Loan to the Africa Alliance of YMCAs		6 7	7'416'491 64'616	3'416'491 64'616
Loan to Dominican Rep.		7	7'582	0
Long Term Loan Uruguay		7	9'988	0
Furniture and equipment Refurbishment Ave. Krieg		2	1 33'958	1 37'732
Total			25'504'937	22'480'780
TOTAL ASSETS		-	28'806'110	23'056'650
LIABILITIES				
Current Liabilities				
Bank Overdraft		0	1'011'456	990'429
Accounts payable Other Payable		8	196'521 70'550	161'533 0
Short term portion of bank loan		6	28'800	28'800
Short term West Park			1'000'000	001443
Short term Loan Hong Kong Deferred revenue		4	0 58'030	99'143 107'135
Short term Provision	1	12_	95'872	0
Total		-	2'461'229	1'387'040
Non-Current Liabilities				
Long term portion of bank loan Rieu		6	1'260'000	1'296'000
Long term Swiss Government Long term Loan West Park	1	18 6	268'900 4'000'000	0
Total			5'528'900	1'296'000
Restricted Funds				
Reserves and Provisions :				
The General Reserve	1	13	137'550	-162'450
Africa University Secours Speciaux			64'616 334'884	64'616 313'065
Total Reserves and Provisions			537'050	215'231
Refugee & Relief Funds			1'076'331	1'055'517
Endowments Funds			1'159'222	1'141'110
JR Mott Fund		-	18'477'613	18'425'118
Total Provisions		-	20'713'166	20'621'745
<u>Unrestricted Funds</u> Result of the Year			29'129	-463'364
Accumulative Result			-463'364	-463 364 0
Total Unrestricted Funds		-	-434'235	-463'364
TOTAL LIABILITIES		-	28'806'110	23'056'650

WORLD ALLIANCE OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS Vernier

Statement of income and expenditure for 31.12.2020

Statement of moonie and expenditure for on 12.2020	Notes	31.12.2020	31.12.2019
Operating Income	140103	01.12.2020	01.12.2010
National Movements		1'347'787	1'548'494
Strategy Implementation	9	2'203	104'227
Governance	10	16'492	47'094
Administration	11	28'506	7'810
One Year Projects	4	46'481	61'763
Open Projects	4	485'191	174'180
Secours Speciaux	7	252'996	40'963
Total Income		2'179'656	1'984'531
Total income		2 17 9 0 3 0	1 904 331
Operating Expenditure			
Strategy Implementation	9	218'589	434'391
Governance	10	82'165	201'204
Administration	11	241'091	365'554
Personnel Costs	12	1'339'712	1'309'040
One year Projects	4	93'720	183'903
Open Projects	4	707'025	162'077
Secours Speciaux	•	231'177	33'240
Office Re-location (Moving)		50'359	0
Total Expenditure		2'963'838	2'689'409
Total Experiature			
Operating Result		-784'182	-704'878
Depreciation Expenses Krieg	2	3'773	1986
Financial Income			
Investment Income		1'337'393	2'835'515
Total Financial Income		1'337'393	2'835'515
Total I manoial moonio		1 007 000	2 333 3 13
Financial Expanses			
Financial Expenses Financial Expense Current Account		115'315	56'807
Investment Expenses		245'972	247'666
Total Investment Expenses		361'287	304'473
Total investment expenses		301201	304473
Operating and Financial Result		188'151	1'824'178
operating and a maneral recent			
Other Income and Expenses			
Real Estate Income	19	36'115	0
Real Estate Expenses	19	43'143	0
Real Estate Result	10	-7'028	0
Real Estate Result		-1 020	· ·
Exceptional Result		0	24'959
Pologgo of Broylous Voor Open Broingto	13	39'412	40/504
Release of Previous Year Open Projects			43'524
Release of Restricted and Unrestricted Funds	13	700'000	251'651
Net Surplus for the year after Release		920'536	2'144'313
Net outplus for the year after Nelease		920 330	2 144 3 13
Attribution to Funds and Provisions			
Transfer Deferred Income/Expenditure		128'429	-12'104
Transfer to Secours Speciaux Provision		-21'819	-7'723
Transfer to Solidarity Fund COVID19		93'406	0
Attribution Financial result to Investment Funds		-1'091'421	-2'587'849
Total Transfer and Attributions		-891'405	-2'607'675
Surplus for the year after attribution		29'131	-463'362

WORLD ALLIANCE OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS Vernier

CASH FLOW STATEMENT FOR THE YEAR ENDED DECEMBER 31, 2020

(with comparative figures for 2019)

(with comparative figures for 2019)	2020	2019
	CHF	CHF
CASH FLOW FROM OPERATING ACTIVITIES	СПГ	СПГ
Intermediate result before change in funds	188'152	1'824'178
Real Estate result	-7'028	1024170
Exceptional result	0	24'959
Unrealised foreign exchange gain/loss on investment	137'979	44'465
Unrealised gain/loss on the portfolio performance	-1'337'393	-2'835'515
Investment Charges on Portfolio	107'993	203'202
Depreciation	3'773	1'986
Reimbursement of WithHolding Tax 2018 and 2019	168'234	0
Change in Accounts receivable and other receivables	-326'322	-119'329
Change in Accounts payable and other payables	105'540	21'631
Change in Provisions	95'872	
Other movements without impact on treasury	0	3'301
Cash flow from operating activities	-863'200	-831'121
INVESTING ACTIVITIES		
Net inflow/outflow from financial assets	1'000'000	-
Net inflow/outflow from Property, Plan and Equipment	0	
Cash flow from investing activities	1'000'000	-
FINANCING ACTIVITIES		
Movement in Loans to National Movement	-25'742	-
Movement in Short Term HK Loan	-99'143	99'143
Movement in Short Term Mortgage Loan Vernier	1'000'000	0
Movement in Long term Term Mortgage Loan Vernier	4'000'000	0
Movement in Long Term Mortgage Loan	-36'000	-28'800
Movement in Long Term Loan Swiss Govenment	268'900	0
Movement in Long Term Mortgage Loan Vernier to Fondation John R. Mott	-4'000'000	0
Movement in Short Term Mortgage Loan Vernier to Fondation John R. Mott	-1'000'000	0
Transfer from John R.Mott Fund	1'000'000	100'000
Transfer from Anniversary fund	0	150'114
Transfer from Refugee Reserves and Funds	0	0
Cash flow from financing activities	1'108'015	320'456
TOTAL CASH FLOW	1'244'815	-510'665
Cook and each equivalents, beginning of year	-956'608	-446'143
Cash and cash equivalents, beginning of year Cash and cash equivalents, end of year	-956 608 288'207	-446 143 -956'808
Net increase/decrease in cash and cash equivalents	1'244'815	-956 808 -510'665

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13 YMCA ACROSS THE REGIONS IN 2020

YMCA EUROPE IN 2020

- 'Youth Matters' campaign led by YMCA Europe alongside the BIG 6 organizations, calling on European institutions to put young people at the centre of plans for post pandemic recovery
- 'Roots for Peace' project renewed; successful application for 'Generation Next' project – both focus on peace work, involving young people and their communities
- Launch of Movement Strengthening tools, including surveys and focus on COVID-19 impact on national YMCAs
- Youth focused projects such as Leadership Academy, Peace Work and initiatives led by YMCA Europe programme groups, and adapted to virtual formats
- New communications tools and spaces launched, amplifying the voice of the YMCA in Europe
- Strategic direction process formally started in consultation with member Movements and stakeholders
- Transition in governance: election of new Executive Committee after two general assemblies

YMCA ASIA PACIFIC IN 2020

- 'No Youth Should Be Left Behind' regional conversation in 12 countries on economic and educational risks for young people
- 'Together We Stand Against Sexual & Gender-Based Violence' 16-day campaign, November-December
- 'Thursdays In Black' campaign against rape and violence
- YMCA Secretaries Basic Training Course for 10 National Movements
- 'Seek Peace and Pursue it: Daring to Take Small Steps' book launched on inter-faith peacebuilding
- 'Travelling the YMCA way' campaign continued for responsible and sustainable tourism and living
- International Conference for Peace on the Korean Peninsula hosted with Centre for Peace and Conflict Studies and Global Partnership for the Prevention of Armed Conflict



YMCA AFRICA IN 2020

- The Africa We Want' continental Youth civic engagement programme
- 'A Real Man Is' engaging men and boys to end violence against women
- SRHR Professional Exchange programme of young professionals in youth Sexual and Reproductive Health and Rights
- YMCA Youth Livelihoods Online Platform online community for young entrepreneurs
- 'S2C' (Subject-to-Citizen) Ambassadors youth leadership and civic engagement in Africa
- Africa Youth 4 Nature youth civic engagement in nature and conservation
- Youth Justice reducing the risk of conflict between youth and law enforcement
- 'Because I Count' inter-faith approaches to countering violent extremism



- Creation of the Regional Mental Health Network
- · Development of the Regional Biosafety Protocol
- Total migration of events to online mode
- · Agreement with Templeton World Charity Foundation, Inc.
- Creation of the Regional Declaration: Eight Commitments to Youth
- Coordinated online work campaign under the hashtag #YMCAontheMove

YMCA USA IN 2020

- Provided child care for the children of health care workers, first responders and other essential personnel at 1,100 sites
- Distributed food to the hungry at 1,300 sites
- Conducted hundreds of thousands of wellness checks on seniors at risk of social isolation
- Partnered with the Red Cross and other agencies to host thousands of blood drives
- Provided academic enrichment, physical activities, social-emotional support and technology access at hundreds of sites for young people learning virtually
- Strengthened and expanded support services and shelter for the homeless
- Launched a new anti-racist strategy and Unlearning Systemic Racism Townhalls
- Organized vital financial, technical and in-kind support for over 50 YMCA national movements and area alliances



YMCA CANADA IN 2020

- COVID Bridging Strategy centred on the COVID-19 Collaboration Site.
- YMCA at Home free virtual platform for fun, safe, healthy family options at home: YFitness, YWell (mental health), YHealth, YGym, YCamp, YPlay
- Townhall events held on addressing systemic racial discrimination and supporting diversity and inclusion. Anti-Racism Advisory Council formed,
- Update on Reconciliation Initiatives within the YMCA Associations of Canada launched in Peace Week
- National Young Leaders Advisory Council established to support youth voice in decision-making, hosting engagement sessions with youth across Canada
- 50 delegates from six member Associations attended first Youth-Led Solutions Summit focused on Climate Action. Four locally-focused climate action initiatives seed-funded.
- YMCA Community Action Network program worked with 14 YMCA Member Associations: projects addressed community needs including COVID-19 specific responses.



Chemin de Mouille-Galand 1 Vernier 1214 Switzerland Tel +41 22 849 5100 office@ymca.int

World Alliance of YMCAs

Published in March 2021

Our thanks to Lavine Imali and Loyola Ranarison-Schäfer for their invaluable help in the preparation of this report

@WorldYMCA







