

WORLD
YMCA



VISION
2030



**This is our moment
to ignite change**

Annual Report 2022

The worldwide YMCA Movement

YMCA's vision is a world where every person lives in harmony with self, with society and with creation. Its mission is to empower young people and communities worldwide to build a just, sustainable, equitable and inclusive world, where every person can thrive in body, mind and spirit.

Its goal is to be the global youth empowerment organisation and partner of choice: empowering, inspiring and mobilising young people to find and share their voice on the issues that matter to them and to the world. It operates in four main areas: Community Wellbeing, Meaningful Work, Sustainable Planet, and Just World.

YMCA helps young people to better themselves, to better their communities, and to better their world.

YMCA is the oldest and one of the largest youth organisations in the world. Founded in London in 1844, it has grown to reach over 65 million people a year across 120 countries. It has deep roots in communities, decades of experience enabling young people and communities to thrive, and an extensive global network.

It has nearly 90,000 staff, some 920,000 volunteers and 12,000 branches worldwide.



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Foreword



2022 was another dramatic year for the world, for the worldwide YMCA Movement, and for World YMCA.

Russia's attack on Ukraine in February unleashed a humanitarian crisis which - alongside those in Afghanistan, Ethiopia, Haiti, South Sudan, Syria and Yemen - remained acute at the year-end. Countries including Iran, Pakistan, Peru and the UK saw political, economic, and social turmoil, and tensions between the US and China grew. Covid eased, but reared its head again in China at the end of the year. Inflation rose, and energy and food prices soared as supply chains were disrupted. And yet, at the end of the year, the Soccer World Cup showed humanity still at one with itself, uniting and celebrating.

While young people bore the brunt of many of these crises, they also provided some of the unsung solutions to the problems that they and their friends and their communities were facing. The world is starting to realise that while young people are the hardest hit, they are also some of the hardest hitters in leading the change they want to see.

“Young people are ... some of the hardest hitters in leading the change they want to see”

Meanwhile the worldwide YMCA Movement continued to work its transformative miracles across every continent - in countries in crisis, and all over the world. Our support for Ukrainian refugees, for instance, saw some 90 YMCA projects unfold in 20 countries and reach 44,000 people in Europe, funded by the global YMCA Movement to the tune of some USD 950,000. Across the globe, YMCAs large and small, rich and poor, new and old brought light to young people and to communities.

And those YMCAs came together in July in what we believe was one of the best of YMCA World Councils. As a Movement, we met in a week-long hybrid event, with over 1000 registrants for each of the online and in-person programmes. And as a family, we simply came together to comfort, to commiserate, to celebrate.

In Aarhus, we took a quantum shared leap in adopting YMCA Vision 2030: one shared Vision, one Mission, four shared Pillars of Impact, and 12 shared Strategic Goals – one for each of the four Pillars at the YMCA, at the community, and at the global levels.

Vision 2030 represents an unprecedented alignment and ambition designed to achieve nothing less than a reimagining of the YMCA and a reimagining of the world. It had been almost three years in the making, and it will now be eight years in the doing, as we have set ourselves exacting goals to achieve by the time the UN Sustainable Development Goals are due to be met in 2030.

And finally in 2022, at the World YMCA we continued to serve National YMCA Movements through close collaboration with the World YMCA Executive Committee, and further afield with the four YMCA Area Alliances and the network of 120 YMCA National General Secretaries worldwide. We were able to reach tens of thousands of young people through programmes such as the YMCA Change Agents, the YMCA Youth-Led Solutions Initiative, and the Global Youth Mobilization.

While much of our World YMCA focus over the year was on World Council, we also launched new partnerships, among them with Accenture, HP Life and UNICEF, and made great strides with existing partnerships, as with the World Health Organization and our 'Big Six' youth empowerment counterparts in the Global Youth Mobilization.

“Vision 2030 is ... designed to achieve nothing less than a reimagining of the YMCA and a reimagining of the world”

When World Council was over, we moved fast to put in place some of the thinking and planning required to deliver Vision 2030. This Framework will bring the World YMCA and Area Alliances together to support the National Movements as they roll out Vision 2030.

Dear friends, we go forward as a YMCA global family united and resilient in serving young people, helping them to unleash all their potential, all their compassion, and all their extraordinary capacity to do good for themselves and their communities.

Thank you to all of you who journey with us in the quest for a just, sustainable, equitable, and inclusive world!



Soheila Hayek
President

World Alliance of YMCAs



Carlos Sanvee
Secretary General

World Alliance of YMCAs

Highlights

Start

At World Council, the global Movement voted to adopt YMCA Vision 2030.



July 2022

Year-long



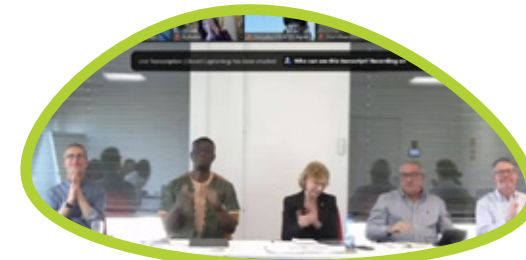
The worldwide YMCA united to support YMCAs in Ukraine and refugees across Europe.

YMCA Youth-Led Solutions and Global Youth Mobilization projects empowered thousands and reached tens of thousands.



Year-long

After two years of Zoom meetings and social distancing, the 20th World Council received the go-ahead to take place online AND in person.



February 2022

We launched new partnerships



Year-long

August to December 2022



Area Alliances and National Movements begin adopting Vision 2030 into their strategic plans - turning a vision into a reality.

December 2022



The Change Agent programme is back! Applications opened for the fifth cohort.

Impact



450

people and 50 National Movements took part in Vision 2030 consultations



38,000

people were reached by YMCA Youth-Led Solution climate action projects



The HP LIFE digital skills training courses held across seven YMCAs reached more than **1,300 learners** mainly between the ages of 15-26.



44,000

Ukrainian refugees were supported across Europe



The 20th World Council in Aarhus, Denmark, the first-ever hybrid event, featured **1,190** virtual attendees who joined the **1,165** attending in person.



1 vision, 1 mission
Vision 2030 is that simple!



The Global Youth Mobilization supplied funding for **630 projects** in **120** countries.



Your source for YMCA news:

- Over 60 videos from the 20th World Council on the World YMCA YouTube channel
- Over 125 news stories at ymca.int
- Daily news on Facebook, Instagram, Twitter and LinkedIn





23,000+ pounds of food rescued, and much more besides, in YMCA Youth Led Solutions climate action projects

Presence



YMCA in the world

-  YMCAs worldwide
-  YMCA Area Alliances



ignite

20TH YMCA WORLD COUNCIL

HYBRID EVENT - AARHUS, DENMARK & ONLINE

3-9 JULY 2022

World Council 2022

In July 2022, the global YMCA came together in Aarhus, Denmark, for the highly anticipated 20th World Council.

It was the first opportunity to gather following two years of weathering the challenges created and exacerbated by the Covid pandemic. It was only at the end of February 2022 that the decision to move forward with the in-person event was confirmed. The theme was 'Ignite': it was a time to re-ignite a sense of togetherness, shared purpose and vision.

It was a historic event as the first hybrid World Council, enabling many to attend for the first time. With more than 1,000 virtual attendees joining the 1,000-plus attending in person, the online programme included exclusive activities, networking opportunities and the 'Daily Show' broadcast live from the Studio, recapping each day's highlights. Much of the online programme overlapped with the in-person sessions, and often the online attendees were beamed in on the large screen in the main Aarhus Music Hall auditorium.

Among the 20th World Council highlights:

- **YMCA Vision 2030:** The global Movement voted to adopt YMCA Vision 2030, which had been almost three years in the making. All YMCAs are united under one Vision, one Mission, four Pillars of Impact – Community Wellbeing, Meaningful Work, Sustainable Planet and Just World – and 12 Goals. See the separate pages for a closer look at Vision 2030.

- **Governance:** Soheila Hayek of Lebanon was elected as the next World YMCA President. She is only the second woman, following immediate past President Patricia Pelton, to serve in the role. The Movement also selected a Deputy President, a Treasurer and 11 new Executive Committee members. The new Executive Committee held its first meeting.
- **The Opening and Closing Ceremonies,** featuring Danish music and song and motivating speakers, were the perfect bookmarks to World Council.



- **Co-Labs:** Vision 2030 took its first steps towards implementation through Collaboration Laboratories or 'Co-Labs'. Almost 1,000 people participated in 43 in-person and online sessions.
- **Programme:** From the keynote speech by former UN Secretary-General Ban Ki-moon to the 'endnote' sessions on leadership, from the daily Devotions to the Engagement Panels and Plenary, World Council explored the 'Ignite' theme and Vision 2030. The Women's Leadership luncheon featured six YMCA leaders sharing their experiences.
- **Excursions** throughout Aarhus and Denmark offered a close-up view of the work of the YMCA-YWCA of Denmark.

Representatives from 83 YMCA National Movements travelled to Denmark, and people from 64 YMCA National Movements registered for the online World Council. The whole YMCA family came together, including the World Urban Network, the Ys Men, the YMCA retirees and the Christian Mission Group.

Where to from here? The 21st World Council will be held in Toronto, Canada in July 2026. Meanwhile the YMCA National Movements worldwide have embarked on the path to Vision 2030, with the World YMCA and the Area Alliances offering support every step of the way.

Available in **English, French and Spanish**, the 20th World Council reports on the World YMCA website provide a detailed look at all aspects of the event.

Some images from World Council





VISION 2030

One Mission. One Vision.

In 2022, a vision became a reality.

Since 2019, the YMCA Movement had been involved in consultations at all levels in the development and the promotion of Vision 2030 - its shared roadmap to 2030. The Strategy Committee, the Global Staff Team, the Vision 2030 Steering group, and a writing team were instrumental in steering the process.

Two rounds of consultations took place, with over 50 National Movements contributing directly. Five webinars brought together more than 450 attendees, as we helped to answer the questions of YMCA leaders globally.

And finally, YMCA Vision 2030 was adopted at the 20th World Council in Aarhus, Denmark on 5 July 2022, uniting the global Movement with a collective vision and mission. The moment of adoption was exhilarating. It was also the beginning of the next chapter of our journey together.






World YMCA Secretary General Carlos Sanvee said that: "Vision 2030 sets us on a path of internal YMCA transformation, community empowerment and global advocacy. The task facing us now is practical alignment".

The work of addressing the question 'What next?' began in earnest in September 2022. A 25-person strategy and planning group met in Leysin, Switzerland, to chart next steps and develop an outline roadmap to 2030.



In October, the World YMCA Executive Committee endorsed the plan, and the World YMCA released the **YMCA Vision 2030 Practical Guide**: The Guide incorporates the outcomes from those meetings as well as those from the World Council Co-Labs.

Included in the **Practical Guide**:

- 
Details of the four Pillars: Community Wellbeing, Meaningful Work, Sustainable Planet, Just World
- 
The 12 Goals: each Pillar has three goals, addressing Internal YMCA Transformation, Community Empowerment and Global Advocacy.
- 
Implementation and Activation, including what they are and how they differ.
- 
How the World YMCA and Area Alliances will support YMCAs on their Vision 2030 journey
- 
A high-level timeline to 2030

By the end of 2022, many YMCA National Movements had already aligned Vision 2030 with their strategic plans, or scheduled additional meetings for further discussion. Among them were YMCA Australia, YMCA Canada, YMCA Germany, YMCA India, YMCA Ireland, YMCA Philippines, YMCA Scotland, and also YMCA San Francisco.

YMCA USA adopted Vision 2030 at Board level, and pledged financial support for Movement-wide implementation.

At the 9th European National General Secretaries (NGS) Forum in Brussels, Belgium in November 2022, the NGS extended full support for Vision 2030, and will hold an extraordinary YMCA Europe General Assembly to offer formal approval.

The African YMCA Movement will collectively adopt it pending the adoption of its own strategy in 2023, and partners such as Y Global Norway are also embracing Vision 2030.

Said Carlos Sanvee, “I’m thankful for all who have taken the next step. I look forward to walking with every YMCA along our Vision 2030 journey”.





VISION 2030 in a nutshell

Our Collective Vision

Our vision is a world where every person lives in harmony with self, with society and with creation.

Our Collective Mission

The YMCA's mission is to empower young people and communities worldwide to build a just, sustainable, equitable and inclusive world, where every person can thrive in body, mind and spirit.

Pillars of Impact

To achieve our mission we will focus on 4 thematic areas, and work towards 12 strategic goals.

Community
Wellbeing

Meaningful
Work

Sustainable
Planet

Just
World



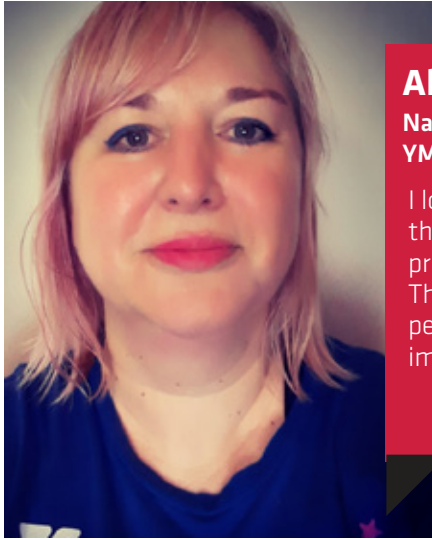
12 Strategic Goals



YMCA Vision 2030 SDG Alignment



Voices



Alina Pop

**National General Secretary,
YMCA Romania**

I love YMCA because of the people, the values that we promote and put in practice, and because of the 'Y spirit'. The YMCA is important because young people and communities are important. Today, not just tomorrow.



María Fernanda Giraldo

YMCA Latin America and Caribbean

Through the YMCA, I realized what I was made of. And I realized it is possible to dream of having a better world and taking actions to make it happen.



Andrew Corley

**CEO of the Sioux YMCA, South Dakota,
USA**

I try to challenge my staff, volunteers, and participants to think globally. Every programme we do is attached to the YMCA movement. It is incredible that in the middle of the Prairies we are able to create change that moves the tides for all YMCAs for the better.



Nalisoa Andrianarivo

YMCA Madagascar

My advice to young people: Don't be afraid to take up leadership roles. Always look for the space, use your voice and don't be afraid of changes. Change can be painful, but it helps you to grow.



Aaron Mashano
Tribe Company, Zambia

I met the YMCA Ndola team at one of the business symposiums organized by the local municipal council. I was so impressed by their passion and desire to create business that provides employment to other young people.



Jhomelyn Masareta
20, M and Z choices food hub owner, Philippines

With the help of the YMCA Enterprise Shelter, I was able to register my business. I never imagined that I would be able to have a business under my name. Now, together with the knowledge and skills I acquired during the Business Improve Training, I am optimistic that my business will start to go smoothly and attract more clients.



Ellah Mangwiza
Team leader, Sustainable Futures project, Canada

I gained a new appreciation for all the people and collaboration involved in making the YMCA successful in delivering services.



Maurine Kouba
East Jerusalem volunteer, World YMCA Executive Committee Member

Whenever I hear a young person wants to come to the Y and have a safe space to belong, it's amazing to realise what we did as a collective group meant something.



Programmes

Change Agents

The fifth cohort of YMCA Change Agents was announced during the 20th World Council in Aarhus, Denmark in July 2022. This new fifth cohort will continue to seek to uplift young people and emerging leaders across the YMCA Movement to lead change, create local solutions to the challenges they face, and deliver impact on YMCA Vision 2030 in their YMCAs, communities, and the world.

The programme will focus on giving skills for the 21st Century which will help in the implementation of Vision 2030, building on the World Council's CoLabs methodology and the Movement's Youth Led Solutions approach. The programme has trained some 800 youth leaders since its inception in 2012.



Youth Led Solutions (YLS)

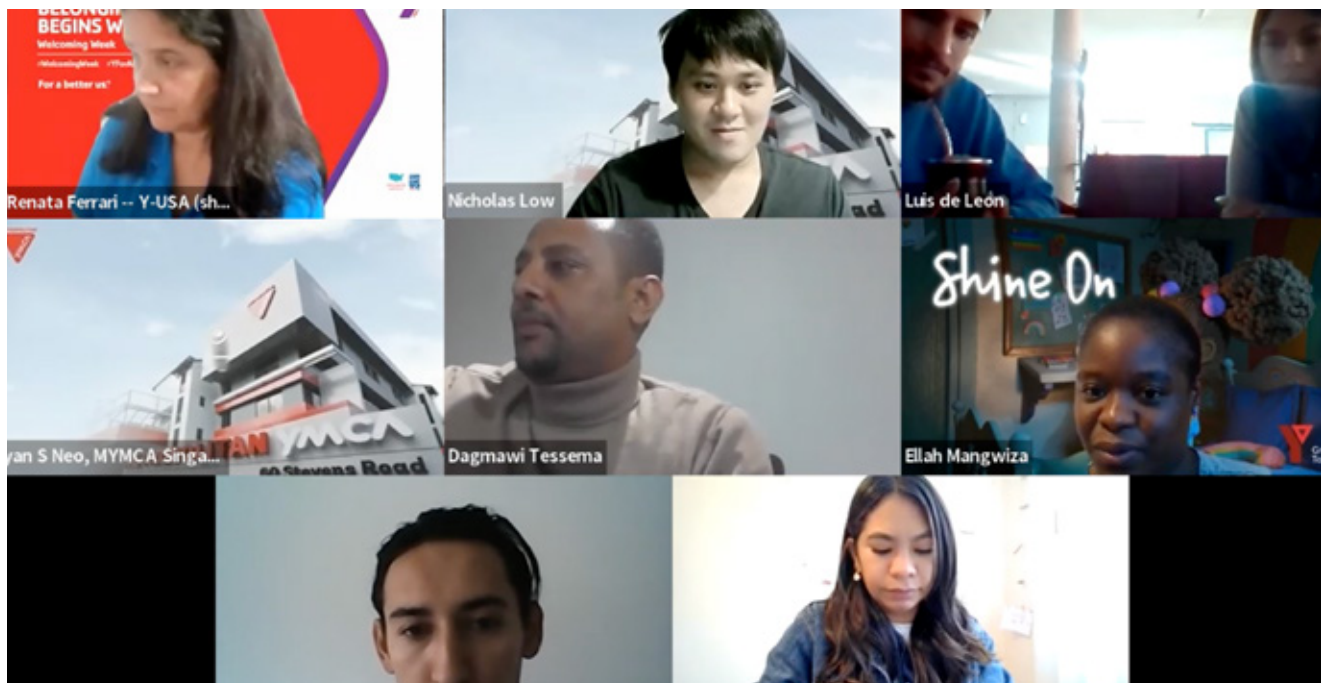
The Youth Led Solutions Initiative - facilitating young people to implement their own solutions to their own and their communities' challenges - began in 2019 and concluded in 2022. Three online Summits - exploring young people's role in climate action (October 2020), the future of work (June 2021) and mental health (October 2021) - led to a series of seed-funded 'Solutions' projects which made further strides in 2022.

YLS: Climate Action

35 solutions from 20 countries emerged from the first Youth-Led Solutions Summit of October 2020: by end 2022 they had impacted more than 38,000 people across the world. At COP 26 at end-2021, a further USD 150,000 of funding was committed, leading to grants in early 2022 to 22 further Youth-Led solutions teams from 19 countries. These extra projects concluded in November 2022: among the impact highlights were 1,030+ trees planted, 6,000+ pounds of e-waste recycled, 2,300+ plastic bottles recycled, 23,000+ pounds of food rescued, and 45+ kilos of plastic waste responsibly dealt with.

YLS: 'The future of work'

27 solutions from 13 countries emerged from the second Youth-Led Solutions Summit of June 2021, funded to the tune of USD 170,000 and - by end 2022 - they had impacted more than 6,000 people across the world. The projects chosen included five new enterprises, one existing enterprise to be enhanced, and 21 new initiatives aiming to reduce youth unemployment through training, skills development, internships, and microloans. The Solutions focused on three new and emerging economies - the care economy, the creative economy and (primarily) the green economy.



They included:

- **The Green Mile project (Zambia)**, an e-commerce project providing courier services of local goods with an eco-friendly focus, creating 30 new jobs selling groceries online.
- **The YMCA Enterprise Shelter (Philippines)**, an initiative to provide start-ups, young entrepreneurs and unemployed youth with training, physical facilities, equipment and other support services to launch their services in the creative economy. The Shelter has reached 54 start-ups, 48 entrepreneurs and three social enterprises, helping over half of the beneficiaries to register their businesses with the Department of Trade and Industry, and mentoring and coaching young entrepreneurs.
- **Sustainable Futures (Canada)**, a project to support young people in Toronto entering the green economy through training and internships. The project developed partnerships to deliver services, alongside Food Share Toronto, Black Creek Community Farms and Carrot Rooftop Gardens with their urban farms, TD Canada Trust Bank, and the Government of Canada.
- **Young Advocates (Kosovo)**, a project to inform young people about career paths and ways of entering the labour market in the Gjakova municipality, impacting over 4,500 young people in six schools.

YLS: Mental wellbeing

Two global solutions emerged from the third Youth-Led Solutions Summit of October 2021, and both continued in 2022. These were, first, the Open Manifesto, a set of principles and guidelines for YMCAs working in mental health, and second the digital Wellbeing platform platform – ‘the world of wellbeing’ – available as a website and a mobile phone App designed to enhance communication and conversation about the issue of mental health.



Global Youth Mobilization

Following more than a year of implementation, the GYM-funded YMCA National Projects came to an end in 2022. 17 National YMCAs were successful in securing GYM funds to equip young people with the skills, resources and knowledge to make change in their local communities and develop innovative solutions to the impact of Covid-19. From Albay in the Philippines, to Kadoma in Zimbabwe, these projects drove change.

From providing young entrepreneurs with vocational training and small microloans so they can continue their businesses in Kadoma, to enhancing the resilience of young refugees living in the West Bank and East Palestine, YMCAs have been able to create safe spaces for young people.

The projects helped them connect with others, find common ground with their peers and share experiences and knowledge to overcome the negative impact the pandemic has had on their livelihoods, education, mental and physical health. Most importantly, young people from across the Movement have been able to foresee change through others and were motivated to start change for themselves and their communities.

In September 2022, the CEOs and GYM Youth Board representatives from across the Big Six agreed to continue to work together to address and prioritise the needs of young people and future generations. The new strategic agreement between the WHO and Big Six will focus on the areas of mental and physical health, health promotion and climate and health.

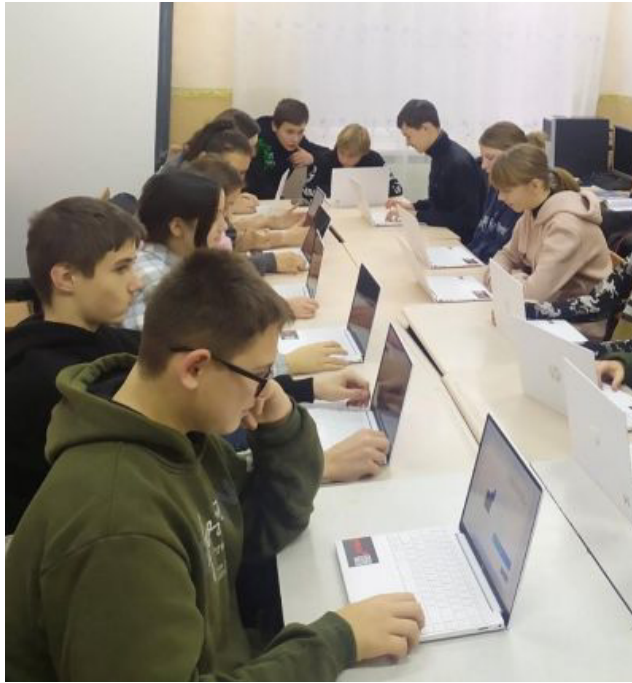
**GLOBAL YOUTH
MOBILIZATION**

Digital Equity

In May 2022, World YMCA and the HP Foundation launched a partnership to accelerate the digital equity of young people and marginalised communities around the world. With a USD 90,000 grant, seven YMCAs integrated HP LIFE courses into their programs to build digital literacy and empower young people in their communities to participate actively in an increasingly digitised world.

The initial YMCAs taking part were the National Council of YMCAs India, YMCA East Jerusalem, YMCA Kosovo, YMCA Scotland, YMCA Liberia, YMCA Ethiopia, and YMCA of Greater Long Beach, California. In November, HP Life made an additional grant of USD 350,000 in addition to nearly USD 6 million in product donations, initially benefiting Moldova. This relationship is being scaled further in 2023. The HP LIFE digital skills training courses have reached more than 1,300 learners, mainly between the ages of 15-26.

The partnership is moving into a second phase in 2023 with new streams of work, including the establishment of tech centers, partnerships between local HP and YMCA offices, and the increasing uptake of HP LIFE courses in YMCA relevant programming.



Week of Prayer

Continuing a tradition that is nearly 120 years old, the World YMCA and the World YWCA came together from 13-19 November 2022 to deliver the World Week of Prayer and Fellowship, under the theme of “Ignite: Praying the Impact”.

It was a call to act prayerfully, aided by a booklet developing the theme, a set of Bible studies for each day, and an annual Bible reading plan.



Advocacy



COP 27

Fourteen YMCA leaders represented the YMCA at the Conference of the Parties or COP 27, the international climate meeting in Sharm el-Sheikh, Egypt, on 6-18 November 2022. The YMCA team joined the YOUNGO (Youth NGO constituency) meetings, contributed to working groups on Finance, Loss and Damage, Mitigation and Human Rights, and spread the message of local and Youth-led green solutions in the Blue Zone on “Solutions Day”. They published a series of blogs throughout the week.

Youth leadership

World YMCA continued to promote young people in YMCA leadership positions. It secured the presence of young people on international boards such as the Global Youth Mobilization (one YMCA young leader), the Business Commission to Tackle Inequality (four YMCA people on working groups and two as commissioners), and the World Health Organization (a YMCA young leader is represented in the newly formed 24-person WHO Youth Council).

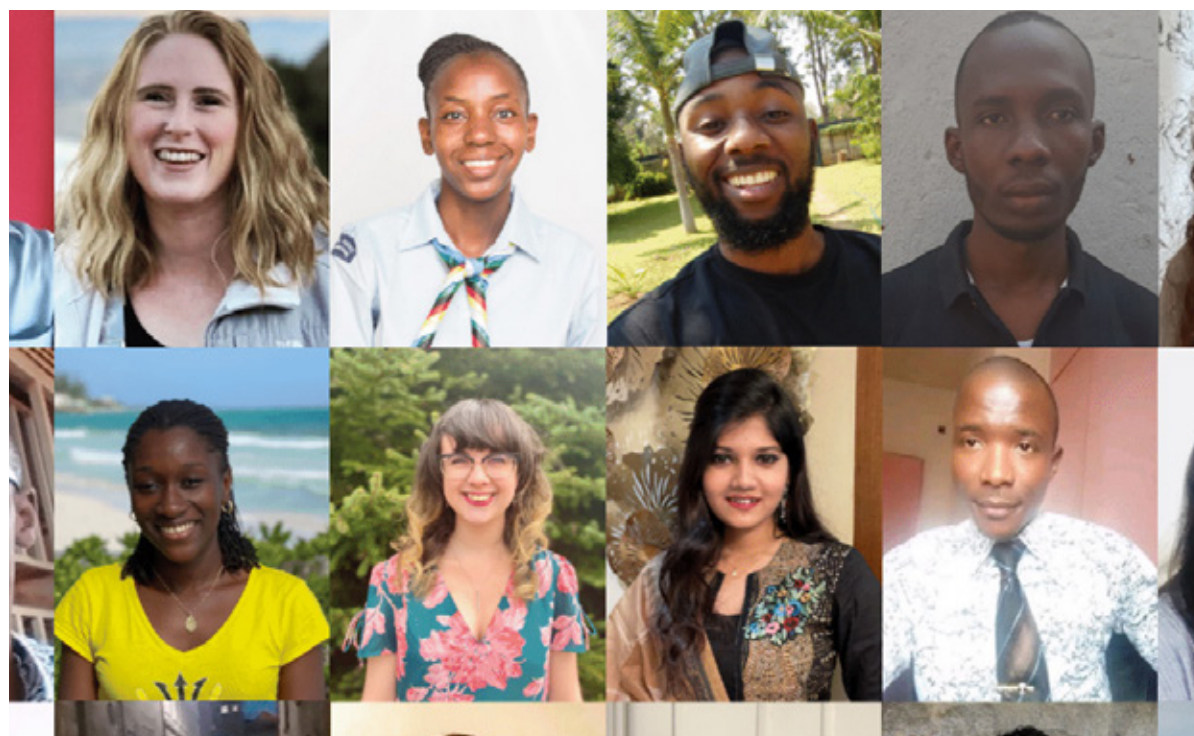
It also ensured that Youth Led Solutions was introduced to the UN ‘Unlock the Future’ coalition (comprising all the UN youth-related organisations and many global youth empowerment bodies).

Advocacy alongside the 'Big Six'

In April 2022, the Global Youth Mobilization launched its interim impact report, ***"Powering Change: Young People Leading the Covid-19 Response and Recovery"***, to highlight the reach and investment in young people globally to date. The report, which includes case studies of all the global youth-led projects including those of the YMCA, highlights a series of policy recommendations for multinational agencies and institutions, governments, policymakers, and corporations to address and prioritise the needs of young people and future generations.

In June, the GYM hosted a side event at the international environment meeting, Stockholm+50, entitled 'Powering Change: Young People Leading the Covid-19 Response and Recovery', showcasing the role of young people in supporting communities to overcome the impact of the pandemic. The session featured a panel of young people who implemented youth-led solutions in their communities, and a discussion with youth policy development practitioners and policy makers on lessons learned since the launch of the GYM in 2020.

In September, the 'Big Six' Youth Organisations were proud to be present at the Transforming Education Summit (TES) where they advocated for the practical, youth-led and skills-based learning opportunities, such as those offered by YMCAs, as an essential complement to formal education. As outlined in the Rio Declaration, Governments need to prioritise investment in educational opportunities that go beyond the formal education system and underscore the importance of non-formal education and learning to tackle the global education crisis.





As well as the partnerships with HP Life and the Global Youth Mobilization already mentioned under both 'Programmes' and 'Advocacy', World YMCA pursued new relationships in 2022.

- **Accenture Foundation:** building on World YMCA's relationship with Accenture, the Accenture Foundation awarded YMCA Europe nearly USD 500,000 in a cash grant to support Ukrainian refugees by developing digital hubs at YMCA premises, as well as in mobile hubs.
- **World Health Organization:** in April, World YMCA signed an MoU with the World Health Organisation aiming at engaging with and empowering young people to contribute to public health and to improve their own health, and act as leaders of health and sustainable development efforts.

- **FIBA Foundation:** in December, World YMCA signed an MoU with the FIBA Foundation to start a multi-year partnership on the theme of 'Basketball for Good'.
- **Generation Unlimited / UNICEF:** in 2022, the groundwork was also done for an MoU with Generation Unlimited / UNICEF which World YMCA signed in early 2023.

Other organisations with which World YMCA worked in 2022 included:

- **International Telecommunications Union (ITU)**, on giving young and underserved people access to online education. We are exploring a collaboration on increasing digital inclusion
- **JobzMall**, with whom we hope to build a YMCA platform, Y Connect, to connect young people on sustainable development issues, and related job opportunities.
- **MIT SOLVE ED**, with young YMCA people joining virtual courses on innovation and design thinking, and coaching calls with MIT professors and young entrepreneurs.
- **OECD's Youthwise Initiative**, through which young YMCA people have the chance to become policy advocates in areas like digital equity, climate change and social mobility.
- **The World Business Council for Sustainable Development (WBCSD) Business Commission to Tackle Unemployment (BCTI)**, which offered the YMCA the opportunity to appoint two youth commissioners. After a competitive process, Loris Tarazi of East Jerusalem YMCA and Priscilla Dunn of YMCA The Gambia were selected.
- **The International Labour Organization (ILO)**, which invited YMCA to select young people to contribute to ILO's global report on youth employment.
- **The UN 'Unlock the Future' Coalition**, in which young people from the YMCA Movement contribute to conversations at the UN on the SDGs.

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





Governance

The 20th World Council Meeting held in July 2022 at Aarhus, Denmark, was the most important governance event of the year, with over 1,000 delegates attending in-person and as many online.

The new leadership of the World YMCA for the period 2022-2026 was elected at the World Council, headed by the new President Soheila Hayek from Lebanon, Deputy President Ronald Yam from Hong Kong, and Treasurer Cici Rojas from the USA. The newly elected Executive Committee now numbers 23 members, according to the new provisions of the Constitution. These provisions have also allowed for the induction of two additional external members. A new voting system was successfully introduced at World Council, drastically reducing the time and tensions around elections.

Also at World Council, YMCA Kosovo was accredited with full membership of the World YMCA. Four important Movement-wide Resolutions were adopted: one related to the prevention of child abuse, and the three others related to the promotion of peace initiatives - one for the Korean Peninsula; one for Israel and the Occupied Palestinian Territories; and one reaffirming the YMCA's role as a peace-building movement and reiterating its commitment to long-lasting peace and prosperity.

World YMCA Executive Committee Members at 31 December 2022

This new Executive Committee was elected at the 20th YMCA World Council in July 2022

Officers

Ms. Soheila Hayek (Lebanon) - President

Mr. Ronald Tak Fai Yam (Hong Kong) - Deputy President

Ms. Cici Rojas (USA) - Treasurer

Africa

Mr. Ronald Senghore (Gambia)

Ms. Nalisoa Andrianarivo (Madagascar)

Asia & Pacific

Mr. Christopher Lewis (Australia)

Ms. Karren Joy Fetalvero (Philippines)

Canada

Ms. Brenda Faherty (Canada)

Europe

Ms. Lena Schickhaus (Germany)

Ms. Sarah Bremner (Scotland)

Latin America & Caribbean

Ms. Anaclara Rodriguez Canzani (Uruguay)

Mr. Cristiano Ristov (Brazil)

Middle East

Ms. Maurine Kouba (East Jerusalem)

USA

Mr. Harvin Vallabhaneni (USA)

Past President

Ms. Patricia Pelton (Canada)

YMCA Area Alliance Presidents

Dr. Adrien Coly (Senegal), Africa

Mr. Chin Sheng Chen (Taiwan), Asia

Ms. Emma Osmundsen (England & Wales), Europe

Mr. Gerardo Medina, (Peru), Latin American & Caribbean

Y's Men Liaison

Mr. Kohei Yamada (Japan)

Secretary General (non-voting)

Mr. Carlos Sanvee (Togo)

Co-opted member (non-voting)

Mr Duncan Ingram, England & Wales

World YMCA Staff at 31 December 2022

Ms. Alexandra Meissl (France) - Accountant

Ms. Bonnie Gretzner (USA) - Content & Digital Communications Manager

Mr. Carlos Sanvee (Togo) - Secretary General

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

Mr. Duncan Chowdhury (Bangladesh) - Governance Manager

Ms. Gloria Shimuli Anyika (Kenya) - Programme Manager

Mr. John Phillips (UK) - Director of Communications

Ms. Kathleen Elsig (USA, Switzerland) - Director of Global Partnerships

Ms. Maria Cristina Saldarriaga (Peru) - Programme Manager

Mr. Mykyta Krushelnytski (Ukraine) - Operations Manager

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

Ms. Sandra Combet (France) - Executive Assistant

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

Worldwide



YMCA Africa in 2022

- recruited Cohort 5 YMCA S2C (Subject 2 Citizen) Ambassadors, and delivered 24 activities at community level covering all four S2C thematic areas
- provided support to two individual African National Movements, (Senegal and Togo) to rework and renew their approaches to sustainability. Out of 17 National Movements we visited, 12 developed sustainability strategies
- partnered with YMCA Finland and Kenya YMCA on the Youth Employability Skill training in Agribusiness, vocational and Entrepreneurship project
- hosted the first physical governance meeting in Nairobi since Covid, bringing together leaders and young people from YMCAs across Africa
- launched a Nairobi Declaration document promising to further support the Movement
- visited eight YMCAs in Africa to meet with staff, volunteers, leaders and beneficiaries, to co-design programmes, powerspaces and governance systems
- established one new National Movement, Benin YMCA



YMCA Asia Pacific in 2022

- brought together 60 young people to discuss the World Environment Day theme, “Only One Earth” in the Green Ambassadors Training programme
- launched a ‘#EarthHour2EarthDay’ 28-Day Climate Action ‘#IAmForZeroWaste’ Campaign raising awareness on global warming and individuals’ commitment towards averting climate crisis
- launched an initiative ‘#BreakTheBias: Listen to HER Story - Women’s Voices from the Asia Pacific region’ on International Women’s Day, 8 March, promoting gender justice
- brought together 13 YMCA executive staff from the region for a month-long Advanced Studies Program on “Leadership and Mission - Towards YMCA Vision 2030”
- held a ‘Writing as a Prophetic Act Towards Peacebuilding’ workshop bringing young people from across the region to learn about promoting peacebuilding through journalism
- supported the people of Sri Lanka through the Partners Support Group
- held a historic, ground-breaking ceremony of the Asia Pacific YMCA Alliance’s new headquarters in Jeju Island, South Korea



YMCA Canada in 2022

- invested CAD 250,000 in support of six projects to stimulate opportunities for innovation
- received nearly CAD 11 million in grants from the Government of Canada to expand access to youth mental wellness and educational attainment programs
- released a joint report with Public Policy Forum exploring opportunities for supporting a professional early learning and child care workforce in Canada
- received recognition as one of 100 employers on Forbes Canada's Best Employers 2022 List
- sent two young YMCA Canada members to join the World YMCA delegation to COP27
- collaborated with YMCA Latin America & Caribbean and YMCA USA to submit a proposal to the Commission for Environmental Cooperation's EJ4Climate Grant Program
- hosted seven webinars highlighting Diversity, Equity, and Inclusion work
- co-facilitated a virtual Youth Solutions Forum with Global Affairs Canada to discuss themes including climate change, diversity, equity, and inclusion, and digital and clean energy transformation



YMCA Europe in 2022

- led a collective fundraising campaign when war in Ukraine broke out in February 2022, raising over EUR 1.7 million to support YMCAs in Europe and YMCAs in Europe hosting Ukrainian refugees
- operated hubs in Ukraine, Romania, Moldova and Slovakia, providing digital competencies, employability-skills building, legal advice, mental health support and youth work, serving beneficiaries from the communities affected by the war. Supported by Accenture
- launched Europe's first formal higher education programme developed in partnership with ISCTE-Executive Education in Lisbon, Portugal, in September: 27 participants, 15 countries
- coordinated and published research about the implications of the Covid pandemic for young people and youth workers on matters related to digital inclusion, safety and well-being. 450 young people and youth workers from the European Union shared their insights and modelled the findings
- promoted peace on the continent and a 'Do No Harm' methodology through the YMCA Europe Roots for Peace Project, uniting hundreds of young people from Netherlands to Armenia, Scotland to Georgia
- (with Generation Next), continued providing life-changing educational opportunities for young people in Armenia and Georgia: allocating scholarships and extra-curricular skills in exchange for contributions to YMCA work and community development. Partnerships developed with the American University of Armenia and Sports Academy in Georgia



YMCA Latin America & Caribbean in 2022

- designed a regional Youth Mental Health Program “Lift Up” and launched five pilots in four countries (Colombia, Honduras, Mexico and Uruguay) reaching 150 young people to test the program
- trained 69 young people from Brazil, Chile, Colombia, Ecuador, Mexico, Guatemala, Paraguay, Dominican Republic, Peru and Uruguay in not-for-profit governance best practice
- adapted and validated a tool to strengthen fundraising and advocacy efforts, with Hello Insight and Templeton World Charity Foundation
- facilitated four virtual leadership development training events (Cybersecurity for YMCAs, NAYDO (North American YMCA Development Organization) Academy, Youth for the 21st Century, and Youth Mental Health) to increase the knowledge and management skills of 214 YMCA staff and volunteer leaders
- strengthened the delivery of YMCA Afterschool programs and impact measurement in 6 countries (Aruba, Bahamas, Barbados, Cayman Islands, Jamaica, and Trinidad and Tobago) reaching 7,000 children and youth

YMCA Middle East in 2022

- YMCA East Jerusalem graduated 230 students, distributed 47,300 olive trees, targeted 27,500 individuals in emergency responses, supported 27,950 individuals in infrastructure projects, and assisted 155 vulnerable women in 15 communities.
- YMCA Lebanon continues to provide chronic medication to 200,000 individuals through a network of 490 health centers.



YMCA USA in 2022

- launched a new three-year strategic plan, “Uniting for a Healthy Future” for a National Movement of 775 associations and 2,600 locations
- concluded the first year of a national marketing campaign, “Find Your Y,” to encourage membership, volunteerism, philanthropy and employment
- developed its equity strategy for advancing diversity, inclusion and global engagement and advancing global social equity
- launched Youth-Led Solutions seed funding for two cohorts of YMCAs for 22 grassroots youth-led climate action and youth employment projects in the US and worldwide, impacting over 67,000 individuals in 20 countries
- established a relationship with Welcome.US to support arriving refugees, including from Afghanistan and Ukraine
- assembled more than 400 attendees in Baltimore in December for the first-ever YMCA Equity Experience: Leading with Courage and Heart
- raised nearly USD 3.5 million through the 2022 World Service Campaign, including nearly USD 2 million for the Ukraine humanitarian response effort

Financials

**This is not the full version of the World YMCA 2022
audit report**

The World Alliance of Young Men's Christian Associations Vernier

Report of the statutory auditor
to the General Meeting

on the financial statements 2022



Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Executive Committee's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Executive Committee or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal and regulatory requirements

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

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

Report of the statutory auditor

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

Vernier

Report on the audit of the financial statements

Opinion

We have audited the financial statements of The World Alliance of Young Men's Christian Associations (the Association), which comprise the balance sheet as at 31 December 2022, the profit and loss statement, the cash flow statement and the statement of changes in capital for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Association as at 31 December 2022 and its financial performance and its cash flows for the year then ended in accordance with Swiss GAAP FER and comply with Swiss law as well as the association's deed and the internal regulations.

Basis for opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the Association in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Executive Committee is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Executive Committee's responsibilities for the financial statements

The Executive Committee is responsible for the preparation of the financial statements in accordance with the requirements of the Swiss GAAP FER, the provisions of the Swiss law and the association's articles of incorporation, and for such internal control as the Executive Committee determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Executive Committee is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Executive Committee either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

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BALANCE SHEET AS AT 31.12.2022

Amount in CHF	Notes	2022	2021
Assets			
Current assets			
Cash in hands and banks		948'984	930'762
Accounts receivable	1.0	1'223'889	930'874
Deferred expenditure	1.1	170'765	153'013
Other Receivables	1.2	200'000	0
Short-term loans	1.3	1'025'742	1'025'742
Total current assets		3'569'380	3'040'391
Non-current assets			
Investment Portfolio	1.4	15'487'912	19'608'673
Long-term loans	1.5	7'476'517	7'476'517
Tangible fixed assets	1.6	27'507	30'564
Total non-current assets		22'991'936	27'115'753
Total assets		26'561'316	30'156'144
Liabilities			
Current liabilities			
Bank Overdraft		1'915'193	1'977'614
Accounts payable	1.0	651'334	283'041
Deferred revenue	1.1	259'653	534'451
Short-term provisions	1.2	45'873	196'372
Short-term loans	1.3	73'800	28'800
Total current liabilities		2'945'853	3'020'278
Non-Current liabilities			
Long-term loans	1.5	5'388'500	5'507'300
Total non-current liabilities		5'388'500	5'507'300
Fund capital			
Funds for refugees		870'709	890'273
Funds for endowment		16'094'950	19'743'881
Other funds		759'285	506'214
Total fund capital		17'724'944	21'140'368
Organisation capital			
Result of the Year		64'841	4'255
Accumulative Result		-429'980	-434'235
Free capital		867'158	918'178
Total organisation capital		502'019	488'198
Total liabilities		26'561'316	30'156'144

PricewaterhouseCoopers SA




Marcello Stimato
Licensed audit expert
Auditor in charge

Alexandre Lemonnier

Geneva, 17 May 2023

Enclosure:

- Financial statements (balance sheet, profit and loss statement, cash flow statement, statement of changes in capital and notes)

CASH FLOW AS AT 31.12.2022

Amount in CHF According to the indirect method	Notes	2022	2021
Result of the Year		64'841	4'255
Variation in organisation capital		-51'021	33'329
Variation in fund capital		-3'415'424	775'000
Variation in deferred expenditure and revenue fund		-292'550	589'492
Variation in deferred expenditure and revenue		0	150'596
Depreciation expenses Krieg		3'056	3'396
Exchange Rate on Investment		2'719'516	-1'934'575
Variation in short-term provisions		-350'499	100'500
Variation in accounts receivables and payable		75'278	-338'243
Cash flow from operating activities		-1'246'802	-616'250
Variation in investment portfolio		1'401'245	298'202
Variation in short-term loan assets		0	-17'570
Variation in long-term loan assets		0	22'161
Variation in tangible fixed assets		0	0
Cash flow from investment activities		1'401'245	302'793
Variation in short-term loan liabilities		45'000	-1'000'000
Variation in long-term loan liabilities		-118'800	-21'600
Cash flow from financing activities		-73'800	-1'021'600
Change in cash and cash equivalents		80'643	-1'335'058
Cash and cash equivalents as at 01.01.		-1'046'852	288'206
Cash and cash equivalents as at 31.12.		-966'209	-1'046'852
Proof of change in liquidity		80'643	-1'335'058
Verification of Cash Flow change		0	0

PROFIT AND LOSS AS AT 31.12.2022

Amount in CHF	Notes	2022	2021
Operating income			
Free donations received	2.0	29'740	26'874
Restricted donations received	2.1	2'060'264	598'931
National movements revenue		1'405'980	1'440'661
Strategy implementation income	2.2	264'103	373'826
Other operating revenue	2.3	19'595	0
Total operating income		3'779'682	2'440'293
Operating expenditure			
Projects expenditure	2.4	2'503'574	430'021
Fundraising and communication expenditure	2.5	672'851	504'557
Administrative and governance expenditure	2.6	971'965	878'247
Strategy implementation expenditure	2.2	674'163	1'021'595
Others operating expenditure	2.3	3'056	3'396
Total operating expenditure		4'825'609	2'837'816
Operating result		-1'045'927	-397'524
Other results			
Real estate result	2.7	106'187	155'034
Financial result	2.8	-2'804'413	1'844'566
Extraordinary result	2.9	50'000	0
Result before change in capital		-3'694'153	1'602'076
Variation in capital			
Variation in deferred expenses and revenue		292'550	-589'492
Variation in fund capital		3'415'424	-975'000
Variation in organisation capital		51'021	-33'329
Result of the Year		64'841	4'255

CHANGES IN CAPITAL AS AT 31.12.2021

Last year Amount in CHF	Notes	Balance 1.1.2021	Revenue	Internal transfers	Expenditure	Result of the year	Total change	Balance 31.12.2021
DEFERRED FUNDS								
Deferred expenses		416'679	93'617	0	189'135	-95'518	-113'070	153'013
Deferred revenues		58'028	792'344	0	381'826	410'518	476'422	534'451
TOTAL DEFERRED FUNDS		-358'650	698'727	0	192'691	506'036	589'492	381'438
FUND CAPITAL								
Funds for refugees	3.0	1'076'331	29'404	0	214'462	-186'058	-186'058	890'273
Funds for endowment	3.1	18'751'986	2'954'006	0	1'862'113	991'895	991'895	19'743'881
Other funds	3.2	537'051	1'054'606	-4'591	1'030'853	-30'837	-30'837	506'214
TOTAL FUND CAPITAL		20'365'368	3'937'018	-4'591	3'157'428	775'000	775'000	21'140'368
ORGANISATION CAPITAL								
Result of the Year		29'128						4'255
Accumulative Result		-463'364				29'128		-434'236
Free capital	3.3	884'849	50'489	0	17'160	33'329	33'329	918'178
TOTAL ORGANISATION CAPITAL		450'613	50'489	0	17'160	33'329	37'585	488'198

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CHANGES IN CAPITAL AS AT 31.12.2022

Current year Amount in CHF	Notes	Balance 1.1.2022	Revenue	Internal transfers	Expenditure	Result of the year	Total change	Balance 31.12.2022
DEFERRED FUNDS								
Deferred expenses		121'803	90'000	-31'210	107'752	-17'752	48'962	170'765
Deferred revenues		503'241	1'920'310	0	2'220'838	-300'528	-243'587	259'653
TOTAL DEFERRED FUNDS		381'438	1'830'310	31'210	2'113'086	-282'775	-292'550	88'888
FUND CAPITAL								
Funds for refugees	3.0	890'273	0	0	0	0	-19'564	870'709
Funds for endowment	3.1	19'743'881	0	-300'000	703'789	-1'003'789	-3'649'931	16'094'950
Other funds	3.2	506'214	67'735	331'210	145'874	253'071	253'071	759'285
TOTAL FUND CAPITAL		21'140'368	67'735	31'210	849'662	-750'717	-3'415'424	17'724'944
ORGANISATION CAPITAL								
Result of the Year		4'255						64'841
Accumulative Result		-434'236				4'255		-429'980
Free capital	3.3	918'178	0	0	51'021	-51'021	-51'021	867'158
TOTAL ORGANISATION CAPITAL		488'197	0	0	51'021	-51'021	-46'765	502'019
Closed Projects								
COP27	Notes	Balance 1.1.	Revenue	Internal transfers	Expenditure	Result of the year	Total change	Balance 31.12.
Emergency Ukraine		0	2'060	0	13'119	-11'059		0
HP Life PR1		0	4'962	0	4'962	0		0
Ethiopia		0	83'145	0	79'460	3'685		0
Data Management Initiative		0	0	0	1'832	-1'832		0
Vision 2030		0	0	0	23'246	-23'246		0
Total Closed Projects		0	128'277	0	117'642	10'635	0	0
Transfers from Funds/Reserves		0	218'444	0	240'260	-21'816	0	0
Transf. from John R Mott Fund		0	0	700'000	700'000	0	0	0
Transf. from Projects Funds		0	0	84'771	84'771	0	0	0
Total Transfers from Funds/Reserves		0	0	784'771	784'771	0	0	0

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Looking forward

As we look ahead in 2023 and beyond, the future is bright.

2022 may have began in uncertainty, but it ended on a high note. It was marked by forming new partnerships, gaining momentum for YMCA Vision 2030, and launching a new cohort of our signature programme, Change Agents.

As we move forward, we build on these successes. YMCAs are adopting and implementing Vision 2030 and making positive change in their communities. Read their stories in 2023 – and we hope they inspire YMCAs worldwide.

In 2022, we ignited change with the adoption of YMCA Vision 2030. Now is the time to build momentum. We are working together towards a just, sustainable, equitable and inclusive world.





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