



Becoming an 'Adaptive YMCA' for the 21st Century

Key insights, learnings and resources from
the Padare global virtual roundtables

Resilience, Recovery and Reimagination

Contents

FOREWORD	
Secretary General & President, World YMCA	3
SECTION 1:	
Insights from the Padares	4
Increasingly urgent Global Issues to address	5
Youth Unemployment	5
Mental Health	5
Environmental Protection	5
Equity and Systemic Racism	5
What is a Padare?	6
Why we used Padares	6
How the Padares were run	6
Adapting to 'Now' and 'Next': five key themes emerging from the Padare Series	7
1. The 'Why?' of the Y	8
2. Reimagining programmes and services	8
3. Embracing digitalisation	9
4. Building diverse revenue models	9
5. Building partnerships and collaborations	9
Ten adaptation principles from the Padares	10
SECTION 2:	
Models for building an adaptive YMCA, derived from the Padares	11
Models for building an adaptive YMCA, derived from the Padares	12
Towards a 21st Century Organisation	13
Attributes of the 21st Century YMCA	13
SECTION 3:	
Resources for 'do it yourself' Padares and next steps	16
Models to help YMCAs create Systems Change	17
The Iceberg Model	17
Systems Change Strategies	17
Resources	18
Roadmap 2018-2022 Strategy	19
CONCLUSION	20
Acknowledgments and Padare participants	21
APPENDICES	25
Appendix A - Summaries of Padare groups (Adaptive YMCA, Youth, Financial Sustainability)	26
Appendix B - Iceberg Model	29
Appendix C - System Change Strategies	30

Foreword

The YMCA is a rich and diverse Movement inspired by a common mission to be of service to communities and to empower young people throughout the world.

In 2020, Covid-19 has caused major business interruption across the YMCA Movement. Much of what we do is built around face to face contact, and simply had to stop. Programmes and services were scaled back or closed, and our revenues were hit hard.

But we are resilient.

YMCAs have continued to exist and adapt through the most significant events humanity has faced on our planet, including world wars, global pandemics, recessions and the Great Depression.

We know from history that we, YMCA, have the capacity to change, to shape our world and to create a new future - with and for young people.

The effects of the Covid pandemic will be with us for a long time, and especially its impacts on our young people, their mental health, their work, and the results of all the social, educational and economic disruption they have faced. Already we see stresses on families and households, including increasing domestic violence, alcohol and drug abuse, and homelessness.

The Padare series was conceived following the Resilient Leaders Series, to gather collective wisdom from all levels of the Movement. The Resilient Leaders Series sourced wisdom from outside; the Padares, from within. Three key themes emerging from the series formed the focus for the Padare Series: Young People, Financial Sustainability, and the 'Adaptive YMCA'.

Padare was part of a broader Covid response strategy built on 'Resilience', 'Recovery' and 'Reimagination'. It has fed into the Roadmap leading us from those three Rs and onwards, on our collective journey toward the World YMCA "2030 Vision" Strategic Direction, and our 2044 bicentenary.

We need to be relevant for the 21st century.

In this Adaptation Handbook, you'll find key learnings summarised to assist you to remain relevant, build adaptive capacity and financial sustainability. We present 10 Principles for an Adaptive YMCA, as well as systemic change frameworks. The Three Horizon Framework shows us three possible trajectories. We try to offer a structured approach to seeing the YMCA today and tomorrow as we 'reimagine' ourselves as the 21st Century YMCA. Also included in this Handbook are links to facilitator packs, tools and resources available for you to run your own Padare sessions.

The Padare Series revealed three clear messages. First, that the global YMCA Movement wants us to be an organisation fit for the 21st Century. Second, that we need to reinforce our sense of being a 'Movement', not an institution. We need to continue to be rooted in our communities: being firmly focussed on young people,



and empowering them as the catalysts of community resilience and broader societal change. Third, we need to move from addressing symptoms to the root causes and the systems that create the problems young people are facing.

Our YMCA Movement is challenged to address systemic structural change. We need a new generation of programmes, and we require systemic change so that YMCA can remain a relevant social innovation movement, focusing on the biggest issues facing the planet, and existing as part of the solution.

We have no other option other than systemic change. Young people are calling for it. YMCA needs it; young people need it.



A handwritten signature in black ink, appearing to read 'Carlos Majdri Sanvee'.

Carlos Majdri Sanvee
Secretary General

A handwritten signature in black ink, appearing to read 'Patricia Pelton'.

Patricia Pelton
President

World YMCA



1

Insights from the Padares

Increasingly urgent Global Issues to address

Youth Unemployment:

NOW: The Covid-19 pandemic hit hard the job prospects of young people. Under- and unemployment were at crisis levels before Covid-19, and are now critically affecting young people in every corner of the world.

EXAMPLES OF CURRENT PROGRAMMES: Vocational Training Center in Jericho, the YMCA Project Bridge (YMCA Singapore / Asia and Pacific Alliance of YMCAs), YMCA Toronto employment and training programmes etc.

NEXT: YMCA should work towards addressing youth unemployment issues including through job creation and education and training, entrepreneurship, upskilling young people and providing training for future jobs, financial, digital competence and other practical skills.

COMMUNITIES OF IMPACT: An Employment and Entrepreneurship Community of Impact was co-ordinated by Y Care International, USA (with over 15 national movements) in early 2020, launching a data survey and operational plan, and preparing a “5x5” employment initiative, a global quest to provide job opportunities to five million young people over the next five years.

Mental Health:

NOW: Support for young people with mental health and anxiety issues, and address barriers to access mental and physical health.

EXAMPLES OF CURRENT PLATFORMS AND CAMPAIGNS: Y Mind (Vancouver), ‘Inside our minds’ campaign (Australia), ‘I am whole’ campaign (YMCA England and Wales), and sundry good campaigns (YMCA Seattle).

NEXT: YMCA can be an advocate for these people and provide virtual platforms to address youth mental health. Online platforms could be a useful resource and have already been implemented in several countries around the globe.

COMMUNITIES OF IMPACT: In September 2020, a Community of Impact for Mental Health commenced (led by YMCA Australia) with 14 national movements.

Environmental Protection:

NOW: Supporting action on climate change and planting trees.

CURRENT PROGRAMMES: Global Alternative Tourism Network (Asia and Pacific Alliance of YMCAs), the Y-Urban Environment Club (YMCA Madagascar), the YMCA

Chiang Mai environmental programme, the YMCA ‘Camp Climate’ prior to CoP meetings etc.

NEXT: Coordinated action, for example some YMCAs are communicating online about how to grow and care for trees and other global environmental regeneration programmes.

COMMUNITIES OF IMPACT: In September 2020, a Community of Impact for climate change commenced (led by YMCA Asia and Pacific Alliance of YMCAs).

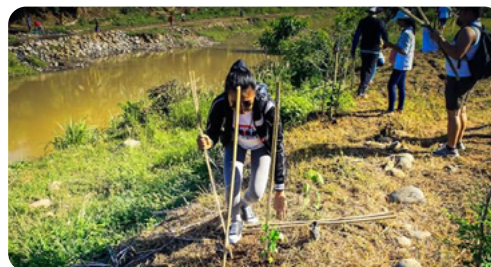
Equity and Systemic Racism:

NOW: At the 2018 World Council in Chiang Mai, YMCA adopted a Value statement on Diversity and Inclusion which also provided a basis for addressing Equity and Systemic Racism.

EXAMPLES OF CURRENT PROGRAMMES AND CAMPAIGNS: Y USA has taken a lead, running an ‘Unlearning systemic racism’ virtual townhall meeting for 6,000 people, as well as national YMCA ‘break the silence’ meetings.

NEXT: The YMCA needs to become an actively anti-racist organisation, sharing its best practice on the principles and the practice of addressing the issue within the organisation, and taking this learning into its public programmes fostering inclusion.

COMMUNITIES OF IMPACT: A Refugees and Migrants Community of Impact was also launched in late 2019 (co-ordinated by YMCA Canada).



What is a Padare?

In ancient Zimbabwe, wisdom and counsel were shared in special meeting forums called “Padare”. Typically, Padares saw leaders gathered under a tree, openly sharing from their wisdom and experience and patiently receiving from the wisdom of other participants.

Padares promoted equity, of both ideas and participants, so participants sat in a circle, gathered around the safety and the humbling providence of the tall tree. The shared equity of the Padare participants was the very essence of Ubuntu, the African philosophy that emphasizes the belief in a universal bond of sharing that connects all humanity. The Padare was a vivid interpretation and display of the ideals of Ubuntu.

“ No institution on its own can bring the world through the challenges we are facing now - only community can do this, by coming together in humility, wisdom, and strength. A Padare! ”

Janele Nelson, Mission Director, YMCA of Pierce and Kitsap Counties, Washington State, USA.

Why we used Padares

The purpose of the Padare series was to capture collective wisdom to help YMCAs navigate crisis in the short term, while planning for resilience, relevance and adaptability in the long-term.

Our ambition was to create ‘virtual’ circles of YMCA leaders and partners congregating around thematic areas of work that drive our collective passion.

We addressed the most pressing themes, and the questions that underpin them, in order for each YMCA to have some guidance to identify short-term actions that must be taken.

A number of themes were identified from the YMCA’s 175th Anniversary celebrations, from its ‘North Star’ discussions among the National General Secretaries of National YMCA Movements, from the Resilient Leaders Series, and from the findings of our Covid-19 Response Hub. These led the Padares to focus on three themes:

- **Young people:** how the YMCA can become a relevant and trusted partner for young people to help build their own and their communities’ resilience.
- **Financial sustainability:** how to build a financially sustainable economic recovery.
- **The ‘adaptive YMCA’:** how the YMCA can be more responsive and more adaptable in its structures, processes and models to make it more resilient.

How the Padares were run

During July, 2020 - 190 YMCA staff and volunteers from 56 countries (local, regional and national YMCAs) gathered in a series of online “Padares”, as part of nine groups, which were facilitated and documented by YMCA leaders across the globe. Each of the groups ran two sessions, focussing on one of the three key themes.

In September, Sensemaking sessions were held with facilitators and documenters to further analyse and discuss the insights from the Padare series in depth. The methodology was to look across themes at the “so what”, and the “now what”, connecting action areas across themes and developing principles to guide action through crisis. (See [Appendix A](#) for key outcomes from each group).



Adapting to 'Now' and 'Next': five key themes emerging from the Padare Series

In distilling hundreds of conversations, reflections and ideas, we have drawn out the five key themes which emerged, and the ways we will pursue them in the 'Now' (to end-2021) and the 'Next' (to end-2022).



Illustration 1: Sensemaking capturing action areas moving forward, trends changing our contexts and short and long term action areas.

Adapting to 'Now' and 'Next': five key themes emerging from the Padare Series (continued)

1. The 'Why?' of the Y

NOW: Covid-19 is forcing us to reflect, to understand who we are as a Movement, and to 'double down' on our mission and purpose.

The YMCA Movement needs to focus on what is working now and what needs to be changed before there is no choice. Our connectivity is our strength and we should do more of it: we have the means to act together through the coming change.

NEXT: A priority is to articulate and demonstrate better how the YMCA as a global Movement is standing with young people, and how it is embedded in communities around the world.

We need to develop leaders with new mindsets and abilities who are ready to see and take opportunities, and mentor young leaders and inspire them to create a better future.

2. Reimagining programmes and services

NOW: Programmes and services have been severely disrupted by Covid. YMCAs have experienced significantly increased demand for online education and mental health programmes and services. This requires us to rethink and evolve how we use physical and virtual spaces, and adapt programmes and facilities (physical and virtual) to focus resources on meeting the greatest needs of those we serve, aligned to the strongest local assets. Explore innovations in virtual and hybrid programme delivery.

NEXT: Explore new forms of gathering: smaller groups gathering in person can be done as an adaptive measure (wearing masks, social distancing), because not everything is possible online. Parks are becoming focal points of the activities for physically distanced gatherings.

Co-create programmes with young people, assess community needs and look for solutions to trial, replicate, scale and grow, including working against increasing domestic violence as people are forced to stay in their homes, and homelessness as economic challenges are heightened.



“ We must decide what is important among many important things and make changes before we have to. Change is inevitable and we have to adapt to it, though it might be painful, as we are not going to be the same YMCA within a couple of years. ”

Adapting to 'Now' and 'Next': five key themes emerging from the Padare Series (continued)

3. Embracing digitalisation

NOW: Maintaining a strong connection with members is required for imminent change. New communications technologies have shown strong results in supporting leadership, training and programme delivery. We see the increasing adoption of digital platforms and technologies, increasing the need for online education and programming. We see shifting working patterns: working from home, running webinars, talking to young people through new mediums. i.e. Virtual Y, YMCA@Home, YMind, YGYM, Virtual Therapy Seminars etc.

NEXT: Support the Movement to accelerate digitalisation which saves money, expands what it can offer, helps survival in the short and long term, and creates a stronger connection to youth.

Ensure young people are involved in the design and decision making process to increase access to digital spaces, and build meaningful programmes whilst increasing the digital competence of all young people.

World YMCA can lead a global campaign to increase technology access and be advocates on safeguarding issues and the risk of digital exclusion in more rural communities.

4. Building diverse revenue models

NOW: The 2020 pandemic and economic crisis is challenging YMCA senior leaders to detach from existing strategic plans (some of them newly launched) and take risks to create significantly different community solutions for a fast-changing world.

Its impact on smaller YMCAs is much more severe than on larger ones with multiple revenue streams.

Blended and diversified income streams are more effective than generating income from fees for services alone. YMCAs with a blended approach have done better, partly because of government and philanthropic funding. Those depending on programmes only are more seriously affected. YMCAs should look to promote Membership loyalty, for instance with 'stay with us' campaigns.

NEXT: Review the financial models across YMCAs and share information about diverse revenue streams, including new membership models, revenue generating digital programmes, the development of Social Enterprise initiatives, access to government schemes, and re-evaluating how to invest assets.

The World YMCA Covid Solidarity Fund could be a big help in maintaining staffing levels, with YMCAs themselves contributing to strengthen the Fund.

EXAMPLES OF CURRENT PROGRAMMES: YMCA Hong Kong and Chinese YMCA of Hong Kong and their hotels and social enterprises, YMCA Toronto's blended portfolio including government funds, YMCA Vancouver's establishment of a Foundation etc.

5. Building partnerships and collaborations

NOW: We need to adapt to circumstances and build new partnerships and collaborations for impact. Partnering with like minded organisations and governments and aligning and building connections with the business sector is essential. Sharing resources and guidance in these areas across all YMCAs is critically important.

NEXT: Governments, corporations, philanthropists and impact investors are seeking credible partners with innovative approaches. The YMCA can provide a 'backbone' of support and scaffolding that our communities and countries need, including developing our own models and also partnering with other organisations for example to support youth employment or co-ordinating aid during Covid-19. For example: Global Fund to fight AIDS, Tuberculosis and Malaria, with United for Global Mental Health, with World Wide Fund for Nature, etc.

Build new funding and brand partnerships to support YMCAs globally. To position the YMCA for global partnerships requires YMCA global brand value with minimum governance standards globally, implementation of YMCA marketing collateral and global coordination across governance, impact measurement, branding and fundraising.

COMMUNITIES OF IMPACT: A Policy and Advocacy Community of Impact was launched in September 2020 (co-ordinated by YMCA England and Wales).

Ten adaptation principles from the Padares

- 1** Change is coming to the YMCA, whether we like it or not. Use the present crisis to build on our strengths and learning from past experience, so that the Movement emerges stronger.
- 2** Keep faith with young people we serve, as the next leaders and co-creators in the coming process of change.
- 3** Clarify and assess the needs of the young people and the communities we serve, assessing needs which are not yet clear and which will require adaptation.
- 4** Adapt programmes and facilities (physical and virtual) to focus resources on meeting the greatest needs of those we serve, aligned to the strongest local assets and investing in ongoing development.
- 5** Change requires endings as well as beginnings, and getting the transition between them right. Decide what is important and focus on it; assess risk; be brave and be pragmatic.
- 6** Develop leaders with new mindsets and abilities. Treat imagination, resilience and adaptability as core values and work to build partnerships and entrepreneurial teams.
- 7** Embrace digitisation and communications technologies in supporting leadership, training and programmes.
- 8** Share experience, skills, expertise and resources towards common goals within and beyond the Movement. Our connectivity is our strength. We have the means to act together through the coming change, accepting help from others and giving help to others.
- 9** Invest at every level in advocacy and awareness of the work and impact of the YMCA movement: young people are the best advocates. Encourage and engage government support, resist and challenge interference.
- 10** Remain true to our mission to lift body, mind and spirit. Recognise especially the challenges of the present crisis to mental health and wellbeing among young people, the communities we serve and our staff and volunteers. Speak less and listen more.

“Celebrate, tell stories and broadcast examples of best practice, wherever they are, and invest where we can in the capacity to develop them.”

2

Models for building
an adaptive YMCA,
derived from the Padares

Models for building an adaptive YMCA, derived from the Padares

The negative impact of Covid-19 on YMCA business models centred on membership and fees for services has been immense, with up to 40% of such operations currently in closure. The impact on YMCA's international development and cooperation is significant.

These will be felt for a long time after the pandemic, and we're seeing increases in mental health issues, high unemployment, increased domestic violence, alcohol abuse and homelessness.

We know that we are a major part of the solution, and we know that the world needs the YMCA.

“We see young people leading the process of internal and external change, and there is overwhelming support for young people to be more involved in decision making processes and actively involved in advocacy across all levels of the movement.”

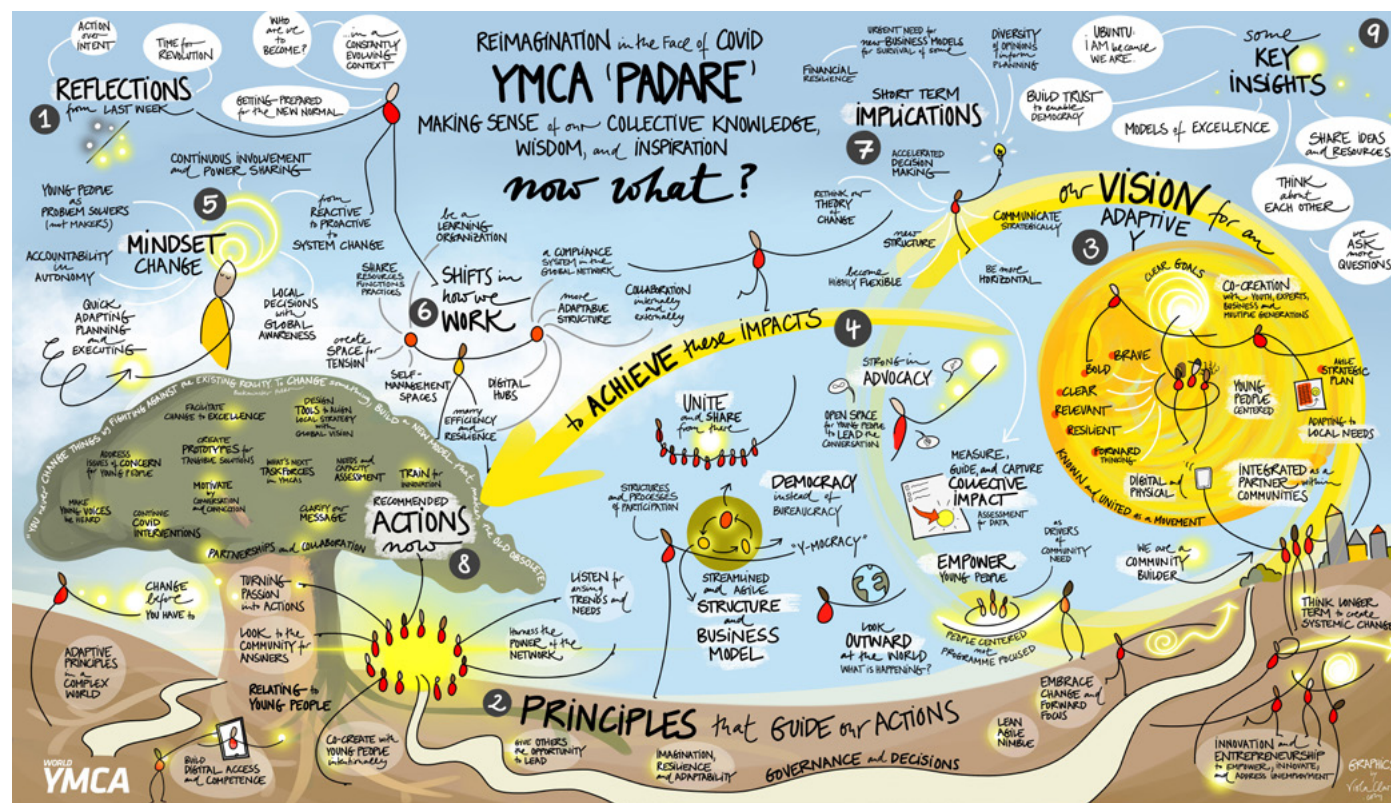


Illustration 2: The Padare Reimagination illustration captures these vital areas that need to be adapted in the face of Covid with reflections, principles that guide action, adaptive Y vision, achieving these impacts, mindset change and calling for shifts in how we work.

Towards a 21st Century Organisation

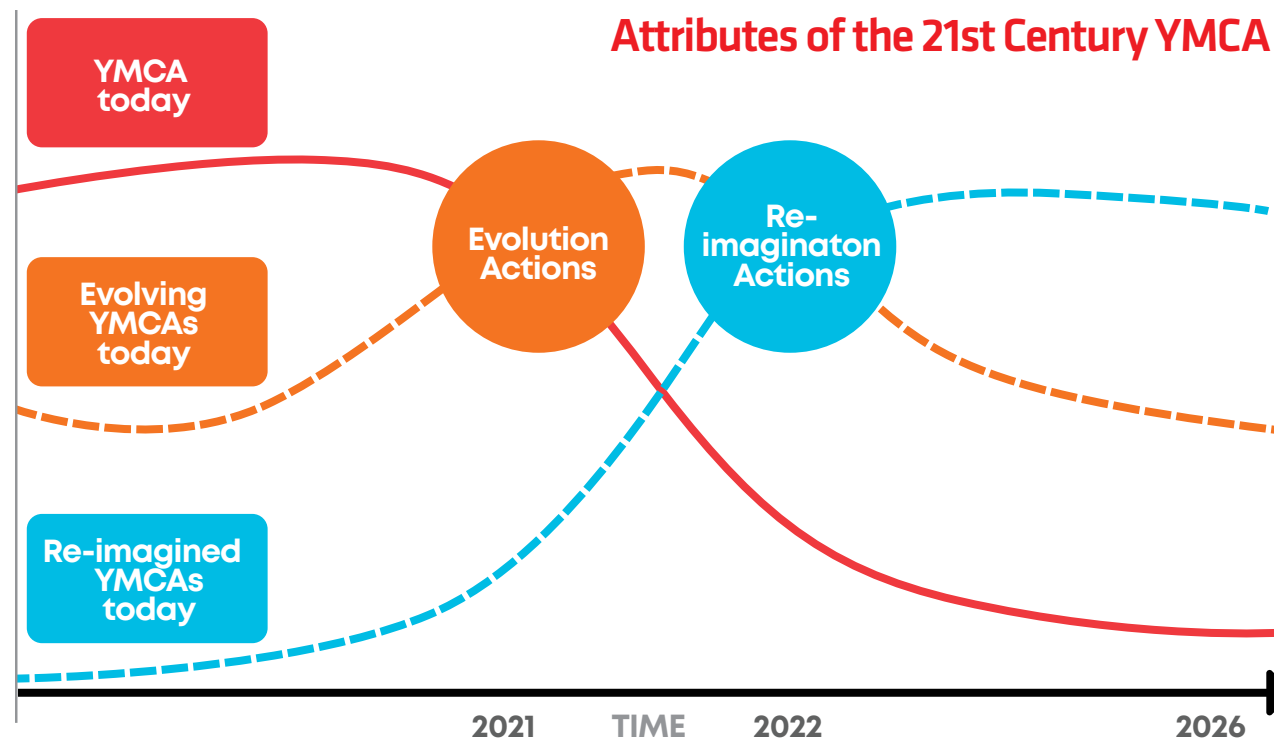
The Three Horizons Framework, originated by Bill Sharpe (International Futures Forum) is a tool that enables organisations to take a structured approach to planning for the future.

We have used the Three Horizons Framework to capture the summarised wisdom collected in the Padares:

- **Horizon 1 (red)** the YMCA today.
- **Horizon 2 (orange)** the evolving YMCA and actions required.
- **Horizon 3 (blue)** a Reimagined YMCA for the 21st Century.

“ Thank you so much to World YMCA for initiating this activity and being able to meet with other YMCAs around the world to discuss the future of the organization in this pandemic. ”

Rogelyn Razon, Programme Assistant, Cagayan de Oro YMCA



Horizon 1

THE YMCA TODAY

How the Covid crisis is impacting on YMCAs today

The Horizon 1 curve shows where YMCAs are today, and the decline if we aren't adaptive.

- At the time of the Padares - up to 40% of YMCAs were facing shutdowns, and all were facing major operational disruption
- Business model of regions determines how resilient they have been
- Staff and volunteers impacted by health concerns and lock-down measures
- Mental health issues increasing
- YMCAs forced to change and adapt

“ Brilliant use of new technology, supported by skillful group work leadership online. The questions for discussion were timely and relevant. Well done. ”

Norris D Lineweaver, Immediate Past President, World Fellowship of YMCA Retirees, Co-Founder, Friends of Jerusalem International YMCA

Horizon 2

EVOLVING YMCAS TODAY

How YMCAs are evolving, and actions that other YMCAs can take to evolve and increase their resilience to the Covid crisis

The Horizon 2 curve shows a stabilising of the curve, with some YMCAs adapting effectively

- Meeting local needs, including practical support (e.g. food baskets, masks and emergency aid and community engagement)
- Online programmes such as summer camps, mentoring, virtual campfires and wellness classes
- Creating apps and digital resources
- Going virtual and seeking partners to finance the transition to virtual work
- New business models such as paid-for virtual programmes
- Accessing Government and Regional funding
- Support for vulnerable communities including advice on financial and mental resilience in the face of the pandemic

EVOLUTION ACTIONS

The changes that the YMCA needs to make in its mindset and the way it works to become an organisation that is fit for the future

- Respond to local needs, including providing emergency aid for communities, practical skills for young people, mental health support and environmental protection
- Revisit business models and evolve spaces and explore new forms of gatherings and virtual offerings
- Be the voice to Government
- Understand and listen to young people
- Diversify income streams including grants across YMCAs
- Collaborate between YMCAs
- Improve monitoring and evaluation

Horizon 3

WHAT NEEDS TO HAPPEN TO RE-IMAGINE THE YMCA FOR THE 21ST CENTURY?

The Horizon 3 curve upwards will result from an Adaptive YMCA, with a systemic structure change - including shifts in mindset and the way we work.

Shifts in Mindset:

- Commercial mindset
- Accountable to the Movement and to communities
- Focussed on what we're good at
- United over a common theme
- Local decisions with global in mind
- Trust in young people
- Agile and able to respond to rapid change
- From reactive to proactive
- Flexibility and stability
- Trustees not owners of YMCA movement

Shifts in the way we work:

- A unified global governance model
- Failing fast and learning
- Marry efficiency and resilience
- Sharing new practice and adopting minimum standards
- Community outreach
- Pledge to the collective vision of the Movement
- Management of spaces by young people
- Shifting to incubating youth solutions

ATTRIBUTES OF A 21ST CENTURY YMCA

What are the attributes of a YMCA fit for the 21st Century?

What are the attributes of a 21st Century YMCA?

- Agile, flexible, resilient and able to adapt to local needs
- Operational strategic vision
- Co-created with young people
- Known
- United as a Movement
- A collaborative partner
- Bold
- Relevant
- Focussed on youth and youth-centred
- Digital and physical

3

Resources for 'do it yourself' Padres and next steps



Models to help YMCAs create Systems Change

“Transforming a system is really about transforming the relationships between people who make up the system. For example, far too often, organisations, groups, and individuals working on the exact same social problems work in isolation from each other. Simply bringing people into relationship can create huge impact.”

Kania, Kramer and Senge, *The Water of Systems Change*

“A top down patriarchal system is counterproductive in modern day society that is still grappling with the issue of inequality. YMCA structures should be less bureaucratic and more inclusive, with decision-making processes streamlined but compact.”

Systems thinking is a way of approaching problems that asks how various elements within a system — which could be an ecosystem, an organization, or something more dispersed such as a supply chain — influence one another. Rather than reacting to individual problems that arise, a systems thinker will ask about relationships to other activities within the system, look for patterns over time, and seek root causes.

The Padare series made it clear that incremental change isn't enough to make the YMCAs more resilient and to tackle the big challenges that we are facing. And that leads us to a very important question: How can we shift ourselves, and shift the system?

There is a wealth of thinking and knowledge in system change, but we have selected two models which could help YMCAs to understand the patterns in the systems that you operate in, and the practical actions that you can take to change your organisation, and influence the system around you. The first is the Iceberg Model.

The Iceberg Model

The Iceberg Model is a way to assess and establish the root causes of a problem or issue. We know that only 10% of an iceberg may be visible on the surface, and 90% underneath the water; it is often the currents and changes under the water that dictate what happens on the surface. We can identify the actions we can take which will address the root cause of the issue, and therefore lead to greater change. ([See Appendix B](#)).

Systems Change Strategies

To build a 21st Century organisation with young people at its core and to embrace systemic change, the system change framework developed by Forum for the Future outlines the strategies that an organisation could take to create change across the system ([see Appendix C](#)).

System change happens when disruption is caused to the mainstream (described in the model as “the regime”) either by macro trends at the landscape level (such as climate change) forcing the mainstream to react, or by start-ups and disruptors (described in the model as the “niche”) producing new products or services which replace the mainstream or regime.

Using the wisdom collected at the Padares, we have developed some example actions for each of the system change strategies that YMCAs might pursue to adapt systems internally as well as create change in the external environment ([see Appendix C](#)).

Resources

The Padare resources are available for Regional, National and Local YMCAs to use to run sessions and capture collective wisdom and inspiration to guide strategic planning.

See <https://www.ymca.int/padare/>

1. Introduction to Padare including:

- Padare Series background
- Key questions and key themes background: Young People, Financial Sustainability and the Adaptive YMCA

2. Forum for the Future facilitator packs for Padare sessions include:

- Session 1 - facilitation framework and questions
- Session 2 - facilitation framework and questions

3. Forum for the Future Sensemaking session packs include:

- Session 1 - facilitation framework and questions
- Session 2 - facilitation framework and questions

“A fantastic initiative ... a big success ... we metaphorically sat cross-legged under a tree ... it was in the right form, in the right place.”

*Peter Posner OBE, Vice President, YMCA England and Wales
Immediate Past President, World YMCA*



Roadmap 2018-2022 Strategy

Seeing the Padare in the context of the 2020 Covid response strategy and the 2018-2022 Strategy

PILLAR 1	PILLAR 2	PILLAR 3
Develop global multi-stakeholder youth empowerment ecosystems	Internal Movement relevance	Strengthening the Movement's economic stability, by building financial sustainability through a robust economic model

Y175 Global Gathering (London - August 2019) - inputs from leaders and young people (over 3,000).



2020 Covid-19 business interruption

RESILIENCE				RECOVERY		REIMAGINATION		2022-2030 STRATEGY	
Resilient Leaders Series and Resilience Playbook	Youth Voices online series	YMCA resource Hub	Big 6 commitment statement - 20 policy solutions and WHO invitation to propose and lead a global youth initiative (pandemic response)	YMCA Solidarity Fund	Padare global virtual roundtable series	Adaptation Handbook	Reimagine Labs - Communities of Impact (Refugees and Migrants, Employment, Mental Health, Climate Action, Policy and Advocacy).	National General Secretaries meetings (NGS)	Next year, we will continue the reimagination process to develop the World YMCA “Vision 2030” strategy with further consultation, design and development. (Global Movement)
INPUT									
Inputs from corporate, government & leading not-for-profit organisations with over 1,000 global YMCA leaders participating	Hundreds of young people from across the globe participated in these virtual sessions	120 National Movements invited to contribute	YMCA, YWCA, Red Cross Red Crescent, Scouts, Girl Guides, Duke of Edinburgh Foundation (together reach over 250 million young people per annum)	Support 27 National Movements	190 participants from 56 countries (sourcing community wisdom - leaders, staff and volunteers)	Available to global Movement 120 NGS	Participation of specific National Movements relevant to issues (approx. 15 Movement representatives per Community of Impact)	120 NGS	Global YMCA Movement

Conclusion

In a rapidly changing world, the challenge is set before us - to be a relevant 21st Century YMCA.

We acknowledge that our YMCAs are different and at different stages of resilience, but we all have one thing in common - our vision and our mission. We have the ability to work in collaboration; we have in our midst a huge range of expertise; and we are working with young people and generations to help us to solve complex problems.

Through the Padare roundtables of July to August 2020, we see the world with renewed urgency and refreshed vision.

The YMCA Movement challenges the social, economic and ecological divides it sees in our communities, and helps build a just, inclusive and sustainable world.

We stand with all young people and their power to inspire and mobilise, and to use their voice on the issues that matter most to them, and to shape the world we all inhabit.

That world needs the YMCA.

And to create the 21st Century YMCA, we need to ensure that we are relevant to our communities, and that young people are co-creating the solutions our world needs.

We will continue to focus on empowering young people, and creating an eco-system in which they can thrive and lead.

And we will also continue to concentrate on being a relevant social enterprise, on being financially sustainable, and on strengthening our Movement at the local, national and global levels.

Our four key areas of global impact - Health, Environment, Employment and Civic Engagement, all of which are underpinned by a commitment to inclusion - fit well with the Padare key areas of focus.

So the pillars are in place for us to be a 21st Century YMCA.

In 2020, Covid has proved to be an accelerator. It has shone an unforgiving light on pre-existing faults and issues, both in the global YMCA as an organisation, and in our world at large. And it has challenged us to deal with them.

For us and for the world, the only way forward is systemic change.

And that change will yield opportunity, as we journey together towards our World YMCA 2030 Global Strategy.

We look forward to continuing to empower young people, to listening to our communities, and to moving forward with this deep-rooted change to ensure that we remain the relevant YMCA that the world needs us to be.



Acknowledgments and Padare participants

The contributions made over the Padare series will continue to have an impact for the next decade. Special thanks to the design and project team, the facilitators, documenters and the participants of the Padare series.

DESIGN AND PROJECT TEAM

Carlos Majdri Sanvee (Secretary General, World YMCA); Jan Owen, Strategic Advisor (Adaptability Q, Australia). Hannah Pathak, Zoe Le Grand and Daniel Ford (Forum for the Future, UK); Diane Shelton (YMCA Australia); John Phillips (World YMCA, Switzerland); Claude-Alain Danthe (World YMCA, Switzerland); Sandra Combet (World YMCA, Switzerland).

SPECIAL THANKS

We would also like to acknowledge and thank the Y Australia and YMCA England and Wales for funding the Padare series.

FACILITATORS

Purity Kiguatha

Operations Executive, Africa Alliance of YMCAs

Cristiano Ristov

YMCA Brazil

Melinda Crole

CEO, YMCA Australia

Denise Chan

Assistant General Manager, Metropolitan YMCA Singapore

Reg Bailey

Chair Of The Board Of Trustees at YMCA England and Wales

Renata Ferrari

Senior Director for Global Advancement, YMCA of the USA

Mary Beck

Board of Directors, YMCA Canada

Peter Posner

Vice President, YMCA England and Wales

David French

UK - Chair of the Board of Trustees, Y Care International

GRAPHIC DESIGNERS

Lavine Imali (YMCA African Alliance, Kenya) - campaign.

Georgie Hollins (Australia) - Adaptation Handbook.

DOCUMENTERS

Olga Lukina

Project Manager, YMCA Europe

Adrian Davies

Programme Executive, World YMCA

Tony El Mir

Project Manager, YMCA Lebanon

Mike Cuthbert

Development Director, YMCA South Africa

Lloyd Wamai

Programme Executive, Africa Alliance of YMCAs

Maria Cristina Miranda

Executive Secretary for Programmes at Asia Pacific Alliance of YMCAs

Esperanza Monsalve

Manager International Programme, YMCA of Greater Toronto

Suzanne Watson

Finance and Administration Manager, World YMCA

Duncan Chowdhury

Governance Coordinator, World YMCA

ILLUSTRATOR

Viola Clark

USA

Names and countries of participants follow. (Please note there were some participants who experienced digital challenges, and did not join the conversations in their entirety).

PADARE PARTICIPANTS

FULL NAME	COUNTRY	FULL NAME	COUNTRY	FULL NAME	COUNTRY
Eglantina Lula	Albania	Du Prince Tchakote Noubissi	Cameroon	Javier Guzmán Arriagada	Chile
Alan Morton	Australia	Kotzine Irène	Cameroon	Oscar Ordenes	Chile
Brent McAllister	Australia	Alicia Nunez	Canada	Baraka Mirenge Daniel	DRC
Carolyn Morris	Australia	Caterina Milani	Canada	Telma Zambrano	Ecuador
Christopher Lewis	Australia	Craig Rowe	Canada	Denise Hatton	England and Wales
Colin Lambie	Australia	Esperanza Monsalve	Canada	Jason Stacey	England and Wales
David Patterson	Australia	Karen Pulla	Canada	Reg Bailey	England and Wales
Diane Shelton	Australia	Kayla Condrón	Canada	Dagmawi Selamssa Tessema	Ethiopia
Emily Greco	Australia	Kelly Walker	Canada	Alexandra Box	France
Jessica Michelle Hanley	Australia	Larry Karass	Canada	Cédric Graser	France
Melinda Crole	Australia	Lynne Brisdon	Canada	Claudia Kuhn	Germany
Duncan Chowdhury	Bangladesh	Mary Beck	Canada	Gerhard Wiebe	Germany
Ronel Francis Costa	Bangladesh	Melanie Burns	Canada	Cedric Dzelu	Ghana
Olga Lukina	Belarus	Patricia Pelton	Canada	Gabriel Ofori Appiah	Ghana
Andressa Araujo Furquim	Brazil	Stephen Butz	Canada	George Dela Coffie	Ghana
Cristina Neglia	Brazil	Tanya Colaco	Canada	Kwabena Nketia Addae	Ghana
José Ricardo Calza Caporal	Brazil	Teresa Rinaldi	Canada	Gwenael Apollon	Haiti
Cristiano Ristov	Brazil	Tinika Sampson	Canada	Norman Danilo Mejía Tábora	Honduras
Evariste Niyongabo	Burundi	Eduardo Karmy Butto	Chile	Cristina Miranda	Hong Kong SAR
Dr. Alain-Douglas Wandji	Cameroon	Felipe Jurado Diaz	Chile	Kan Cheung Heng	Hong Kong SAR
Adam Raj Dekkapaty	India	Daniel Cheong	Malaysia	Regine Mays Bete	Philippines
Allen Kotian	India	Michael Cheong	Malaysia	Renata Namnum Barrera	Philippines

PADARE PARTICIPANTS CONTINUED

FULL NAME	COUNTRY	FULL NAME	COUNTRY	FULL NAME	COUNTRY
Dr. Thomas Matthew	India	Oriana Del Sol Ortiz Parrao	Mexico	Robert B. Sison	Philippines
Koshy Alexander Vaidyan	India	Hamidou Rabiou	Niger	Rogelyn D. Razon	Philippines
Melvin Louis	India	Adedolapo Ayoola	Nigeria	Antonio Malveiro	Portugal
Chevy Suteja	Indonesia	Adetoye Bamidele Aderemi	Nigeria	Szilárd Tussay	Romania
Dominic Pangrazio	Japan	Aisa Akapson	Nigeria	Colin MacFarlane	Scotland
Misaki Nagaoka	Japan	Akinola Omolola	Nigeria	Kerry Reilly	Scotland
Naomi Kamijo	Japan	Araku Isuwa Obele	Nigeria	Mike G. A. Will	Scotland
Yoshihiro Sueoka	Japan	Dr. Obele Yakubu	Nigeria	Jean Bassene	Senegal
Jared Musima	Kenya	Odeajo Israel	Nigeria	Christian Martyn Kamara	Sierra Leone
Lavine Imali	Kenya	Okunogbe Sunday Olawale	Nigeria	Denise Chan	Singapore
Lloyd Wamai	Kenya	Olukayode Ogunyemi	Nigeria	YZ Soo	Singapore
Michael Khasindu	Kenya	Samuel Pervez	Pakistan	Mike Cuthbert	South Africa
Purity Kiguatha	Kenya	Betsabé Véliz Merino	Peru	Anari De Klerk	South Africa
Vuvu Jordan Khasindu	Kenya	Rocio Solis Vargas	Peru	Fritz van der Lecq	South Africa
Dominik Demaj	Kosovo	Cherry Camille Depano	Philippines	Mike Cuthbert	South Africa
Tony Elmir	Lebanon	Ivory C. Manio	Philippines	Ruby Mathang	South Africa
Lawrence J. Fahnbulleh	Liberia	Jimmy Bacani	Philippines	Yolande Ntsele	South Africa
Mulbah Flomo Jr	Liberia	Orlando Carreon	Philippines	Indong Song	South Korea
Nam Boo Won	South Korea	Judy Hillier	UK	Joaly Rosario	USA
Yang Daeun	South Korea	Leigh Daynes	UK	Kenne'quia Howell	USA
Abraham Anojan	Sri Lanka	Mike Bromfield	UK	Kristine Furtaw	USA
Eraj Wijesinghe	Sri Lanka	Peter Posner	UK	Lisa Pung Michaelson	USA

PADARE PARTICIPANTS CONTINUED

FULL NAME	COUNTRY	FULL NAME	COUNTRY	FULL NAME	COUNTRY
Theonis Charles Browson	Sri Lanka	Richard James	UK	Mary Tikalsky	USA
Helena Lewandowska	Sweden	Viktor Serbulov	Ukraine	Melissa Bellew	USA
Carsten Sudhoff	Switzerland	Anaclara Rodríguez Canzani	Uruguay	Michael Weil	USA
Sarina Schöni	Switzerland	Adriana Stanovici	USA	Mohamed Sandy	USA
Faith Simon Mbuya	Tanzania	Alice Mairs	USA	Nikkey Blackman	USA
Chularat Phongtudsirikul	Thailand	Beth Malcom	USA	Norris Lineweaver	USA
Phanomwan Yodee	Thailand	Chad Nico Hiu	USA	Philip Dwyer	USA
Rachan Maneekarn	Thailand	Cliff Magno	USA	Phillip Jimenez	USA
Kevin Fiashinou	Togo	Cynthia Flynn	USA	Raquel Rivera	USA
Amy Helland	UK	Daisy Moran	USA	Renata Ferrari	USA
Arvinda Gohil	UK	Denise M. Brooks	USA	Scott Fahrney	USA
David French	UK	Dr. John Ehrbar	USA	Sushma Reddy	USA
Duncan Ingram	UK	Efrain Gonzalez	USA	Thomas Valentine	USA
Emily Wheeler	UK	Emily Morisawa	USA	Valeria	USA
Jamie Hutchinson	UK	Hugh Fitzpatrick	USA	Egija Cinovska	Wales
John Naylor	UK	Janele Nelson	USA	Nyaradzai Mupini	Zimbabwe
John Peacock	UK	Jesus De Las	USA		



Appendices

Appendix A

Summaries of Padare groups (Adaptive YMCA, Youth, Financial Sustainability)

ADAPTIVE YMCA

How do we adapt our scale and internal realities (fewer YMCAs, fewer staff and volunteers and a smaller footprint) to navigate and anticipate further waves of the pandemic?

- We have to decide what is important among many important things and make changes before we have to. **Change is inevitable and we have to adapt to it**, though it might be painful. We are not going to be the same Y within a couple of years.
- **Increased demand for online education and mental health programmes and services**, for example members are paying to conduct virtual Therapy Seminars via Zoom.
- **New forms of gathering**: smaller groups gathering in person can be done as an adaptive measure (wearing masks, not touching), because not everything is possible online, especially psychological counselling. Parks are becoming focal points of activities for

physically distanced gatherings.

- The crisis is challenging YMCA senior leaders to detach from existing strategic plans (some of them newly launched) and take the risk to **create significantly different community solutions** for a world that is changing as we speak.

Which reforms do we need internally to remain relevant in a rapidly changing context? How can we innovate our models, structures and processes to remain relevant in the 'new normal'?

- **Move to digital**: increasing adoption of digital platforms and technologies, increasing need for online education and programming and risk of digital exclusion in more rural communities.
- **Shifting working patterns**: working from home, running webinars, talking to young people through new mediums.
- Maintaining a **strong connection with members** is required for imminent change, young people need to be more involved in the process, and young staff leaders are being included in the process of responding.
- **Youth unemployment**: The Covid-19 pandemic hit hard the job prospects of young people, under- and unemployment was at crisis levels before Covid-19 and is now an emergency affecting young people in every corner of the world. The YMCA should work towards addressing youth unemployment issues.
- **Support for young people with mental health and anxiety**. YMCA can be an advocate for these people and provide virtual platforms to address youth mental health. The online platform of Vancouver YMCA is one of them, this could be a useful resource and has already been implemented in several countries around the globe.
- **The government is seeking partners** and the Y needs to be seen as a backbone to the future that our country needs.

- **Rethink how we can use physical and virtual spaces**: adapt programmes and facilities (physical and virtual) to focus resources on meeting the greatest needs of those we serve, aligned to the strongest local assets. Move to virtual programme delivery, for example YMCA@Home; Ymind; YGYM and celebrate and broadcast examples of best practice, wherever they are, and invest where we can in the capacity to develop them.
- **Environmental protection**: supporting action on climate change and planting trees. For example some YMCAs are communicating online about how to grow and care for trees.
- **We need to work against increasing domestic violence**, as people are forced to stay in their homes.
- **Covid-19 had led to many people experiencing homelessness**. We need to address this issue to be more community oriented.

How are we building adaptive capacity in the Global YMCA movement?

Blended approach of financial income sources is working much better (than just generating income from services). YMCAs with a blended approach have done better, partly because of government funding. Those depending on programmes only are more seriously affected.

Support the move online and the acceleration of digitalisation: saves money, expands the offerings, helps survival in the short and long term and creates a stronger connection to youth. The World Alliance can encourage a global campaign to increase technology access. New communications technologies have shown strong results in supporting leadership, training and programmes.

Change our structure: YMCA structures should be less bureaucratic and more inclusive. We need to focus on what is working now and what needs to be changed before there is no choice. Our connectivity is our

strength so we need more of it: we have the means to act together through the coming change, but a top down patriarchal system is counterproductive in modern day society that is still grappling with the issue of inequality. Decision-making process should be streamlined but compact.

Maintaining staff is a real challenge, with contracts not being renewed, the World Alliance Solidarity Fund could be a big help. YMCAs with resource sharing could come forward to strengthen the Solidarity Fund.

Impact on smaller YMCAs is much more catastrophic than on the larger ones with multiple revenue streams, meaning that mergers between branches might be inevitable, but this involves risks of diluting grassroots engagement.

Young people leading the process of change: engage entrepreneurial leaders ready to see and take opportunities and mentor the future world leaders and inspire them to create a better future. Young people need to be more involved in the process and actively involved in advocacy. This requires a shift in services towards virtual programming.

Collaboration and partnerships: we need to adapt to circumstances and build partnership and relationships for impact. For example, partnering with other organizations to support victims of domestic violence. Aligning and building connections with local businesses is essential, and partnering with organizations that have digital capabilities.

YOUTH PADARE - GENERAL CONSIDERATIONS AND ACTIONS

GENERAL CONSIDERATIONS	ACTIONS
Digitalisation	<ul style="list-style-type: none"> • Increase access to digital spaces (Short Term) • Involve young people more in decision making and programme building (Short Term) • Increasing digital competence of young people (Long Term) • Safeguarding issues (Short Term) • Meaningful online activities (Short and Long Term) • YMCA not falling behind (Short Term)
Training	<ul style="list-style-type: none"> • Entrepreneurship (Short and Long Term) • Upskill young people (Long Term) • Provide training for future jobs (Short and Long Term) • Financial and other practical skills (Short and Long term)
Partnerships	<ul style="list-style-type: none"> • Match values with potential partners (Short Term) • Build our brand identity (Long Term) • Better articulate what are we doing and why (Short Term) • Private Sector guidance for YMCAs (Long Term) • How do we support Tourism (Short Term)
Self-reflective (Short and Long Term)	<ul style="list-style-type: none"> • Understand who we are • Promote YMCA influencers • Revisit and update our programmes • Evolving our spaces
Mental health work (Long Term)	<ul style="list-style-type: none"> • Co-create with young people • Look to the community for answers • Look outwards
Local and National Governments (Long Term)	<ul style="list-style-type: none"> • Stay true to the mission • Support mental and physical health • Barriers to inclusion due to mental health • Be the voice of the communities we serve • Being credible partners (example of aid during Covid times)
Employment (Long Term)	<ul style="list-style-type: none"> • Co production for local needs (National/International programmes) • Are we accessing Government resources? • Young people losing faith in governments- how do we get involved here? • Job creation • Digital competence • Training

ADAPTIVE Y - FINANCIAL SUSTAINABILITY

General Considerations and Actions:

GENERAL CONSIDERATIONS (short term 6-18 months)	ACTIONS
Revenues Being Cut	<ul style="list-style-type: none"> Diversify Income Streams. Adapt - be flexible. Build Global revenue generation/fundraising to benefit YMCAs globally by partnering at the right level (local/area/global) (Implement YMCA Marketing collateral).
Unemployment - job cuts	<ul style="list-style-type: none"> Cross cutting cooperation for easier access to internal YMCA funding.
Programmes Being Cut	<ul style="list-style-type: none"> Re-evaluate how to invest assets (buildings etc.). Access Government schemes. Promote Membership Loyalty e.g.: 'stay with us campaign'. Internal Partnerships (e.g. World YMCA Solidarity Fund).
Move to Digital	<ul style="list-style-type: none"> Evolve existing projects to the new norms. Switch to online where existing programmes can be digitalised. Develop new digital - possible revenue generating - programmes.
GENERAL CONSIDERATIONS (long term 18 + months)	ACTIONS
Increasing Competition in the NGO sector	<ul style="list-style-type: none"> Clarity in our core mission and brand - Focus on core revenue competencies such as mental health, employment. Measure Impact in YMCA core fields. Partner and share with like minded organisations. Ensure Global Brand value with minimum governance standards globally.
Move to Digital	<ul style="list-style-type: none"> Review Membership Models - diversify from physical membership fee base. Exploit greater, cheaper global audiences - reach wider. Tell stories - show impact. Look at revenue generating digital programmes.
Erosion of social safety nets	<ul style="list-style-type: none"> Long term review of diverse revenue streams. Social Enterprise initiatives. Review the financial model of YMCAs. Global networking of governance/impact measurement/branding/fundraising to attract global philanthropy.

Appendix B

Iceberg Model

One systems thinking model that is helpful for understanding global issues is the Iceberg Model. We know that an iceberg has only 10 percent of its total mass above the water while 90 percent is under water. But that 90 percent is what the ocean currents act on, and what creates the iceberg's behaviour at its tip. Global issues can be viewed in this same way.

LEVELS OF THINKING

1. The Event Level

The event level is the level at which we typically perceive the world—for instance, waking up one morning to find we have caught a cold. While problems observed at the event level can often be addressed with a simple readjustment, the Iceberg Model pushes us not to assume that every issue can be solved by simply treating the symptom or adjusting at the event level.

2. The Pattern Level

If we look just below the event level, we often notice patterns. Similar events have been taking place over time — we may have been catching more colds when we haven't been resting enough. Observing patterns allows us to forecast and forestall events.

3. The Structure Level

Below the pattern level lies the structure level. When we ask, "What is causing the pattern we are observing?" the answer is usually some kind of structure. Increased stress at work due to the new promotion policy, the habit of eating poorly when under stress, or the inconvenient location of healthy food sources could all be structures at play in our catching a cold. According to Professor John Gerber, structures can include the following:

1. Physical things — like vending machines, roads, traffic lights or terrain.
2. Organisations — like corporations, governments, and schools.
3. Policies — like laws, regulations, and tax structures.
4. Ritual — habitual behaviours so ingrained that they are not conscious.

4. The Mental Model Level

Mental models are the attitudes, beliefs, morals, expectations, and values that allow structures to continue functioning as they are. These are the beliefs that we often learn subconsciously from our society or family and are likely unaware of. Mental models that could be involved in us catching a cold could include: a belief that career is deeply important to our identity, that healthy food is too expensive, or that rest is for the unmotivated.

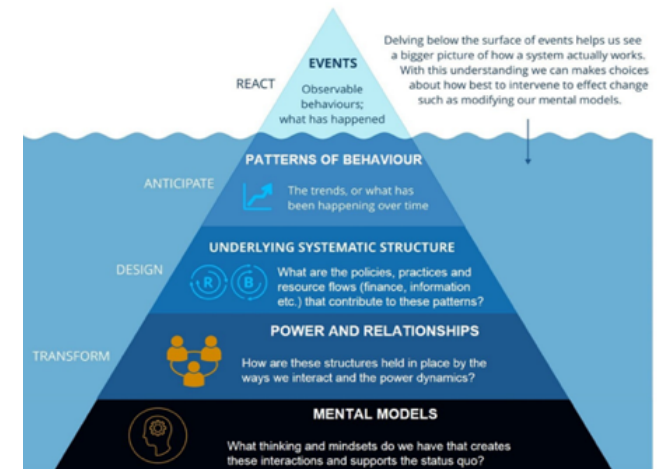
PUTTING THE LEVELS TOGETHER - GIVE IT A TRY!

Select a recent event that strikes you as urgent, important or interesting. Some examples include a recent hurricane, drought, or winter storm; a controversial Supreme Court decision or a high profile court case; a local policy change or contentious issue; recent military action between nations; or an issue you have personally encountered in the last few weeks. Write the event (what is observable about the event) at the

top of the blank iceberg below and work your way down through the patterns, underlying systems and mental models, adding as many as you can think of. It can also be useful to move up and down between levels as you think more about the event.

QUESTIONS TO CONSIDER AFTER TRYING OUT THE ICEBERG MODEL

1. Does the Iceberg Model help broaden your perspective? If so, how might this new perspective be helpful?
2. Consider the concept of entry, or "leverage" points. These are points at which to intervene in a system that could lead to systemic transformation. Does the exercise show you any new entry points at which you are inspired to intervene?
3. What issues that have frustrated you might be interesting to analyse with the Iceberg Model?



Reference: Ecochallenge.org

Appendix C

System Change Strategies

SYSTEM CHANGE STRATEGIES	EXAMPLE: YMCA ACTIONS - INTERNAL	EXAMPLE: YMCA ACTIONS - EXTERNAL
The external context This level includes the natural environment, the demographics of society, the socio-political trends, as well as cultural values and paradigms. Our current neo-liberal economy is an example of our current landscape.		
Create a robust case for change		
Help people understand what needs to change and why.	Listen to, clarify and assess the needs of young people and communities.	Be young people's voice to Government.
Shift cultures and mind-sets		
Challenge assumptions about how the world works, and how things are done.	Be self-reflecting and revisit who we are. Put youth co-creation at the heart of how we work.	Promote young people as powerful agents of change
The regimes or institutions are social networks where markets, infrastructures, technology, and policy have coalesced into stable configurations. There are usually shared rules within the pattern or structure of the status quo.		
Provide equitable flows of information and structures		
Ensure that people are able to access the information they need and be transparent.	Share knowledge and experiences between YMCAs.	Boost young people's skills such as entrepreneurship and digital literacy.
Create collaborations		
Come together with NGOs, business, Government to take action on specific issues.	Connect with and listen to other YMCAs in the network.	Establish partnerships that match our values to create wider change on young people's issues.
Create the right incentives, business models and financing		
Innovate new business models and funding streams.	Diversify funding streams and provide new services.	Become an exemplar of new youth-led governance models.

SYSTEM CHANGE STRATEGIES	EXAMPLE: YMCA ACTIONS - INTERNAL	EXAMPLE: YMCA ACTIONS - EXTERNAL
Develop policies that facilitate change		
Develop and implement policies with Governments and within your own organisation.	Test out youth co-creation models and learn from them. Create policies to support youth co-creation.	Advocate for policies that support young people.
Develop rules, measures and standards		
Work with others to agree transparent measurement frameworks, and standards that drive good practice.	Measure impact and outcomes of programmes.	Work with civil society and governments to agree consistent social impact measures.
The niches are small networks of dedicated actors, often outside or on the edge of these regimes or institutions , where radical or disruptive innovations are created or emerge.		
Create new and disruptive innovation		
Create new products and services which disrupt your market and your own organisation.	Create new models such as online services, community aid.	New collaborations with unusual partners, delivering new services to new groups.
Enable routes for new innovation to scale		
Create new platforms to take innovation to market.	Move from facilities-based movement to programme-based movement.	Promote young influencers who connect with young people.

#WorldYMCA

Chemin de Mouille-Galand 1
1214 Vernier
Geneva, Switzerland

p: +41 22 849 51 00

e: office@ymca.int

w: www.ymca.int

 [@worldymca](https://twitter.com/worldymca)

 [@worldymca](https://www.instagram.com/worldymca)

 facebook.com/ymcas

 youtube.com/ymcaworld

December 2020

