

Creating The PowerSpace

The Proposed Blueprint Report

What are the drivers for change towards the PowerSpace model?

YMCA wants to encourage home grown solutions.

YMCA is a 'part of the house'. Meaning that it integrates with the rest of the YMCA model.

We need to make the branches more attractive to youth. They need investment and change both in the way they look, and also the services they provide.

THE PAST

YMCA as a service provider and supplier

CURRENTLY

YMCA as a place to develop youth

THE FUTURE

YMCA empowering youth

Why is empowerment so important for youth in Africa?

In 2015, member states of the African Union came together to put the pillars in place for a vision and an action plan, to continue the continent's accelerated development and technological progress.

These pillars were translated into concrete objectives, milestones, goals, targets and actions/measures called the 2063 Agenda.

Specifically, the 2063 Agenda places the future of Africa in the hands of the youth.

Pivotal to the success of the agenda, is the empowerment of youth to become the leaders that drive this transformation.

Based on this, we believe that the YMCA at its core is the empowerment of youth. There is no better placed organisation in Africa to be the leader and driver of this transformation and empowerment of youth. A way to do this is the establishment of PowerSpaces across the continent.

A PowerSpace is not just a framework for the empowerment and fostering of youth, but a movement and a methodology for widespread change.

Where do we want to be?

To meet the vision of a more empowered youth in Africa, the YMCA believes that there are key changes that need to happen within the organization and with its service model that will be a vehicle to success of endeavors like the PowerSpace:



Organization
centric

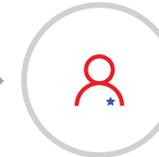


Youth focused

We want to create a YMCA that focuses on the needs of the youth, and structures its programs, structure, and processes to deliver the most amount of value to the youth we create value for.



Youth accessing
services



Youth as Global
Citizens

We aim to create a model that will change the current situation where youth being driven into the YMCA feel like it's a way of just accessing our services, to them going through a process that empowers them and build them into global citizens who are self aware, skilled and poised to accept opportunities.



A YMCA providing
services to youth



A YMCA with
30% youth
leadership

In the past, it's been widely perceived that the youth come into YMCA to gain skills provided by the facilitators and trainers, but we plan to change that into a culture where we empower YMCA members, volunteers and managers with skills that will retain them in the system so they can be advocates for change to new members. Youth will be in more leadership positions and be part of designing change for themselves, with the voice of experience of board members and long-serving members guiding them along the way. This will lead to increased ownership of programmes, ideas and services, which means greater sustainability and likelihood of success.

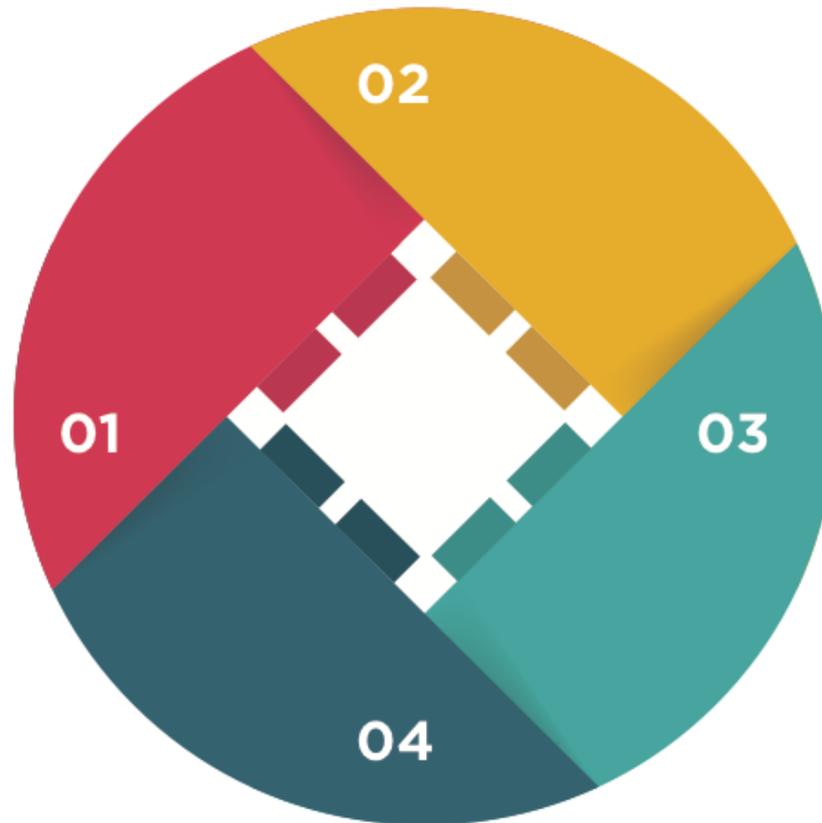
What is a PowerSpace?

Engaging youth through appealing activities

Activities which will engage the target youth to become aware of the YMCA and creating a space where youth want to attend. For example, art, public speaking, sports or music activities.

Linking with opportunities

To fully realize this transformation, the PowerSpace will link youth with exciting and promising opportunities to fully realize their potential.



Building self awareness in youth

Building self awareness of youth's dreams, aspirations and goals in life. Helping youth to gain critical life and personal development skills.

Building skills

Once the youth has a clear picture of where they want to go in life and what they want to achieve, the PowerSpace builds the required skills to help them achieve this.

What are the principles that will guide the PowerSpace?

A PowerSpace will:

1. Make me feel safe

2. Make me feel empowered

3. Make me feel like I belong

4. Transform me

5. Make us feel united

6. Be based on love for ourselves, our community and our country

7. Provide me with experiences

8. Make me responsible

9. Be fun and engaging

10. Make me strive for excellence

11. Build my loyalty for the YMCA

12. Make me become accomplished

13. Increase and foster my ambition

14. Be open-minded and make me feel secure

15. Make me more networked and connected

16. Offer me opportunities

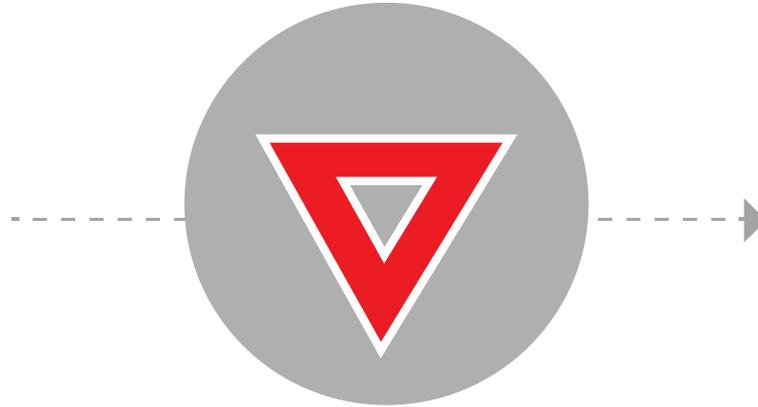
17. Make me feel renewed

18. Make me feel FREE!

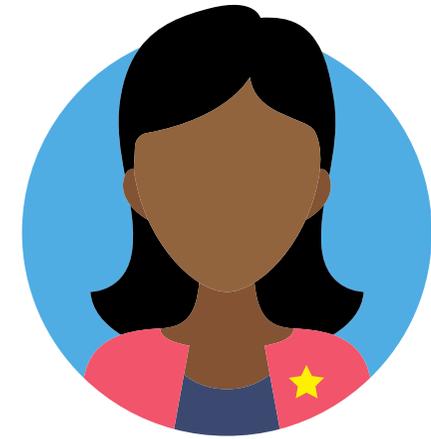
What will be the changed experience for a YMCA member?



The youth we aim to attract in the future



The model which will most effectively create the desired change in our users

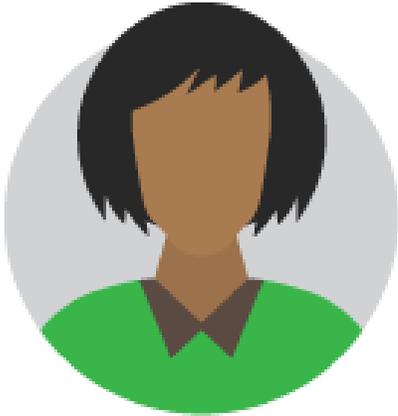


The youth we want to create in the future

Current State | The model through the eyes of the user

Wanjiku • Disengaged Youth

The youth that we aim to attract in the future



AGE: 17 years old

LOCATION: Nairobi - *Shauri Moyo*
Informal Settlements

EDUCATION: Class 8 Graduate

LANGUAGE: Slang (Kiswahili)

“ *Every day is just another way of trying to figure out how we will survive...it has to be taken day by day.* ”

SOMETHING ABOUT ME

I am 17 years old and I am an orphan. Every day is a struggle for me. I had to drop out of school and look after my younger brothers and sister. When you are a woman alone, you sometimes face sexual violence in the settlements. But I was used to it- my parents used to be alcoholics and were abusive.

I have a child of my own now and I love her very much. I find it hard to make enough money to feed my family, as I do odd jobs here and there. In the beginning I thought about taking my own life, but I know I have others to care for and that's what keeps me going.

WHAT I KNOW ABOUT YMCA

What is YMCA? I know about other youth services in the settlements. Once they asked me to come attend a meeting but I had to go to work. I wish I could have gone.

I never really got to be young, you know? I always had to look after the kids and now, its like I am 50 years old. I see young people hanging out and going to school or college and I think, why not me?

MY AMBITIONS

I want to go back to school. I feel that I missed out on being the man that I could have been. Does that make sense? I would love the chance to learn some new skills that I can use to earn more money for my family.

I see having skills and being able to earn money as a part of being free. I wouldn't need to have a man and get married. I've seen other girls I know and that doesn't help them, it just causes more problems in their lives.

MY FEARS

Where do I start? I am scared about losing my home and not being able to provide for my family. There is a man who says he will look after us, but I know what he wants - and I don't want to give it to him. The police don't listen to women when they complain about men treating them badly. You cant trust anyone really.

For now, I worry about even basic needs everyday and making sure that no one goes hungry. It's a lot of responsibility, but all I can do is try.

POWERSPACE

THE CONCEPTUAL MODEL TO CREATE EMPOWERED YOUTH

01

Engaging youth through appealing activities

Activities which will engage the target youth to become aware of the YMCA and creating a space where youth want to attend. For example, art, public speaking, sports or music activities.

02

Building self awareness in youth

Building self awareness of youth's dreams, aspirations and goals in life. Helping youth to gain critical life and personal development skills.

03

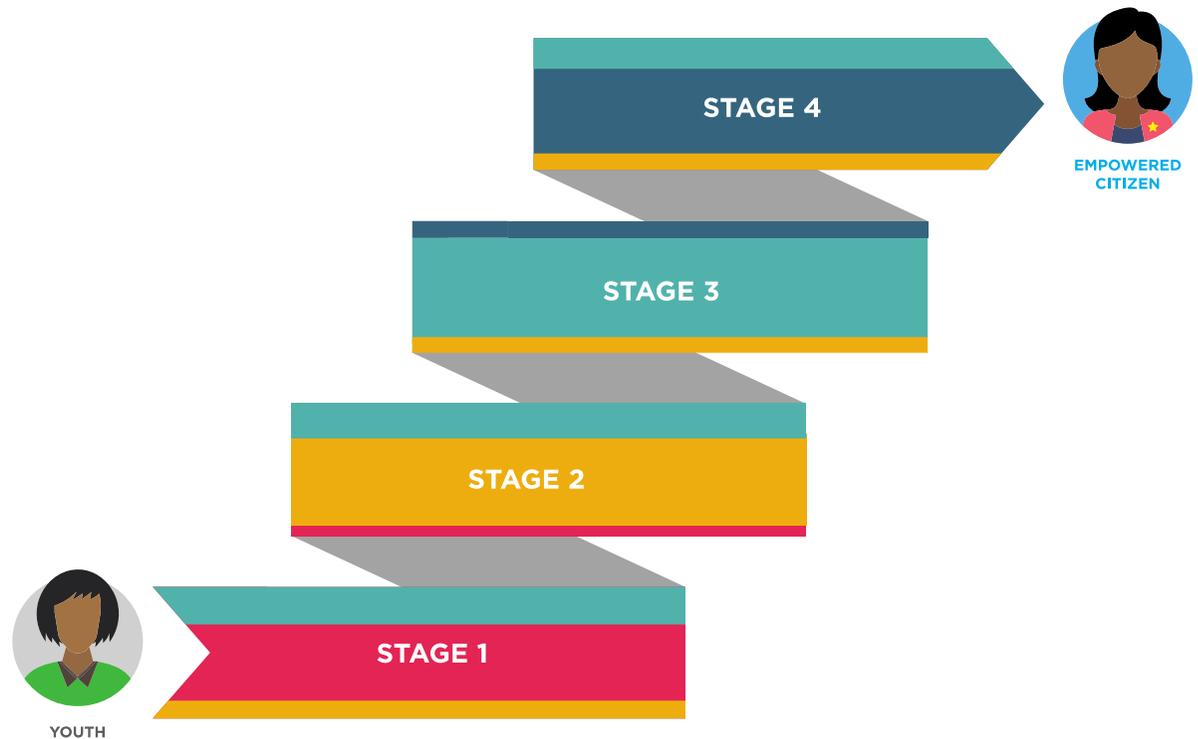
Building skills

Once the youth has a clear picture of where they want to go in life and what they want to achieve, the Powerspace builds the required skills to help them achieve this.

04

Linking with opportunities

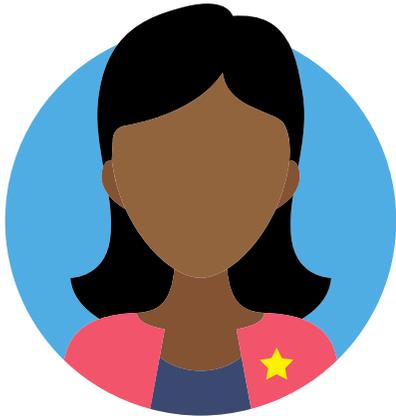
To fully realise this transformation, the Powerspace will link youth with exciting and promising opportunities to fully realise their potential.



Future State | The model through the eyes of the user

Asma • The Budding Entrepreneur

The youth we want to create in the future



AGE: 28 years old

LOCATION: Mombasa

EDUCATION: Technical Skills College

LANGUAGE: Kiswahili and English

“ *I will speak and I will act, as long as I have a voice and my legs to carry me - that is what PowerSpace taught me...* ”

SOMETHING ABOUT ME

I am 28 years old and I am an entrepreneur. I also a single mother of a 3 year old boy. I have spent my life trying to better outcomes for people in my community. I am a youth leader in my community and I mentor to young ladies based on my life lessons and experiences. During my activism years, I went to prison for advocating for women’s rights. I would do it again. I believe you cant wait for others to create your life for you, you have to do it yourself. I had difficulty finding a job, so that’s when I decided to work for myself.

WHAT I KNOW ABOUT YMCA

The YMCA transformed my life. It gave me an opportunity to get new skills, build up my confidence when I felt that I couldn’t amount to anything. I learnt a lot from the. So that’s why I started mentoring women in my community. I know how important it is to have that one person to talk to, and more importantly to look up to as a role model.

MY AMBITIONS

My personal ambition is to be somebody big. One day I could be running a large organization- one that drives social change in my community and for the country at large. I might even run for office and be the Governor of Mombasa. I want my son to look up to me and be respectful to all women. I feel like being part of the YMCA will allow him to become empowered and learn life changing skills.

For my community, I want to create a space for hawkers to sell without harassment. I also wanted to establish a microfinance for young entrepreneurs and build a network of investors that invest in Kenya’s youth. I want to be a voice for Kenya’s possibilities for the future.

HOW DID POWERSPACE HELP ME?

PowerSpace helped me by building my skills in entrepreneurship and led me in the right direction. It helped me connect to valuable opportunities for business, mentorship and finding capital. Most importantly, PowerSpace helped me overcome my fears to speak out - for myself, for my family, for my community and for other women like me, who just needed to be given a chance to succeed.

What are our barriers to success?

We have overly bureaucratic practices, policies and systems

Organizations that have bureaucratic processes can often stifle creativity and make it hard for the organization to make progressive changes. In some instances, the YMCA can be a bureaucratic process to implement changes or to introduce new innovative concepts or ideas.

Processes are often burdensome in order to manage any potential risks or downsides to the organization. However if the processes are too burdensome, it can also be not managing the positive risk, that is the risk fantastic ideas and innovations and changes to culture don't eventuate due to the policies, practices and processes being too strict.

We believe we have financial constraints

Financial constraints are real in any organization, and can be a barrier to success. However we have seen case studies of centers succeeding in making change through cost reductive measures.

For instance,

So even though financial constraints can be a barrier to success, they should only be seen as a consideration to design or create within, not a reason to not move forward with innovative ideas.

We have a low-risk appetite and a fear of failure

In order for a person, an organization, or even a country to make meaningful changes, it needs to embrace risk and be okay with potentially failing. This may at first be uncomfortable, but it is an essential cultural aspect of helping the YMCA achieve its objectives.



Understanding our **users**

Getting to know the parties involved in this space

The YMCA Experience

Understanding the desired future that YMCA will create through the PowerSpace and the parties involved.



YMCA Member

They are new groups to the YMCA who enroll to the program after paying a membership fee that enables them to access facilities within YMCA's grounds.

They get to also help in coming up with marketing campaigns to the youth who haven't joined the movement.



YMCA Volunteer

They are groups who were once members but have now volunteered their services and skills towards helping the organization in the handling of members. They do this with supervision from the management.



YMCA Manager

They are individuals who started off as members of the YMCA but have been entitled with the responsibilities of handling some structural issues within the organization such as coming up with initiative that can help their respective centers to access external funds. They work closely with the volunteers in coming up with programs and initiatives.



I first joined the YMCA because my friend asked me if I wanted to join him, and I was open to the idea of meeting new people and maybe even getting a job.



- YMCA Member

Give me a sense of belonging

I joined after seeing my family and friends go through YMCA.

I want to be a source of motivation for the young people who haven't joined YMCA to be a part of the movement.

I want to participate in development activities that will have me provide skills in line with helping achieve the objective of the YMCA.

I also want to feel like I contribute to Global development initiatives.

Trust me to execute

Members want to be a source of motivation for the young people who haven't joined YMCA to be a part of the movement.

Participate in development activities that will have them provide skills in line with helping achieve the objective of the YMCA.

They also want to feel like they contribute to Global development initiatives. This can be done by having them present during such global forums.

I want to bring change

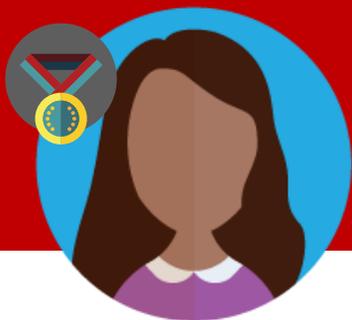
I want to use the skills I've gained from my time in YMCA to bring impact to the lives of other youth.

I want to mobilize other people to join the YMCA movement.

I want to grow my networks

They are keen on sharing ideas, skills and learning from each other.

They want to be advocates for change through spreading the word to their peers.



I hate it when we spend weeks drafting down proposals then we present them to the Managers, they end up taking all the credit when they forward them to the Officials.



- YMCA Volunteer

I want to implement change

I joined YMCA so I can help drive the mission of the movement.

I want to be a role model to others in my society.

I am here to grow my personal development skills and use them to grow others.

Make me part of the decision making

I want to respond to youth's needs.

I want to make and drive change.

I want to create a safe space for the youth.

I'm more than willing to dedicate my time, treasure and talent to the movement.

I hate being bossed around

I want to feel appreciated.

I want to be treated as a citizen.

I want to feel loved and respected.

I want to feel safe.

I don't like feeling like I don't know my role as a volunteer in the organization.

I want to some incentives or acknowledgement for the work and time that I dedicate to the organization.

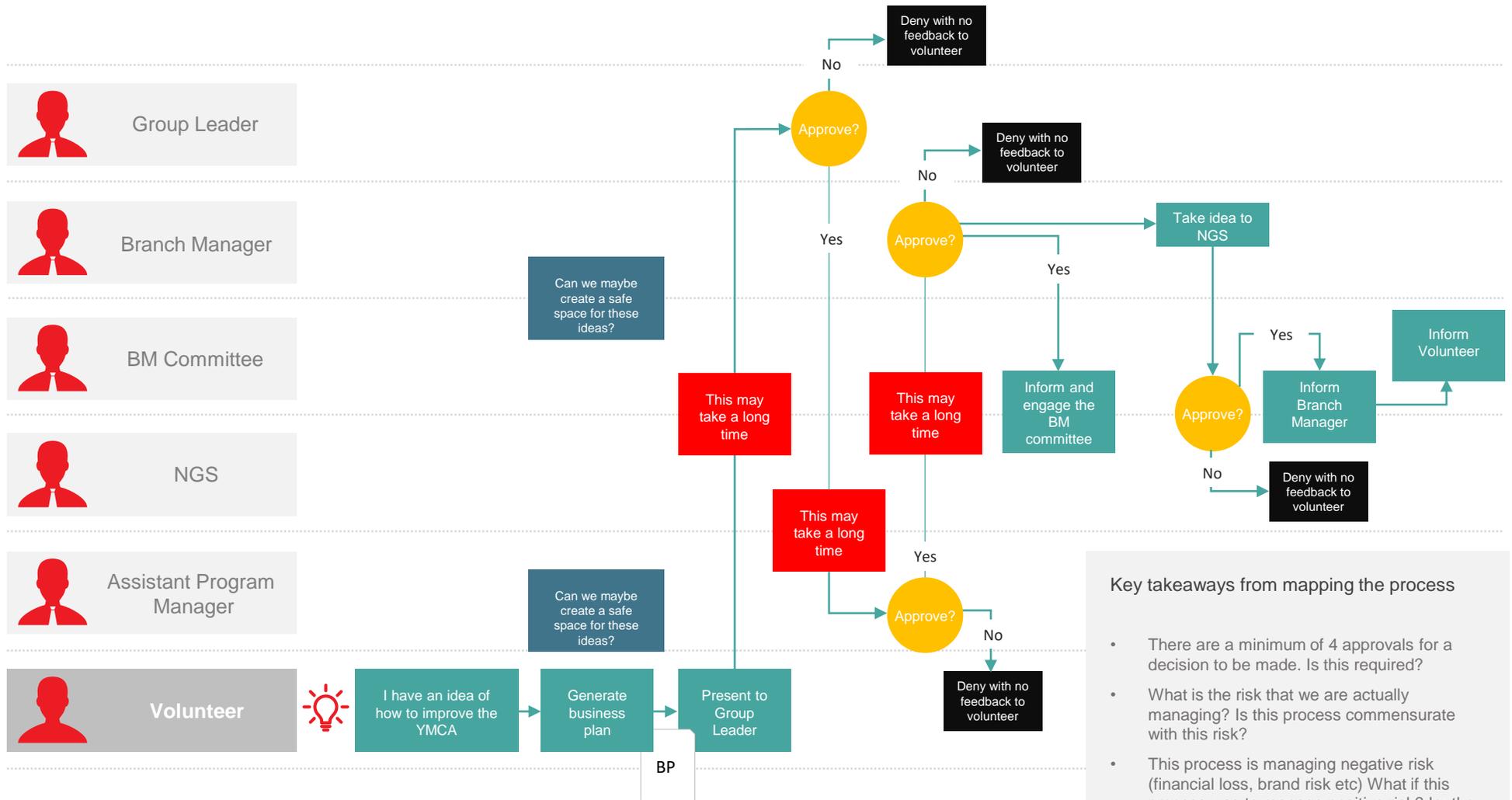
I want to grow my skills further

They are keen on sharing ideas, skills and learning from each other.

They want to be advocates for change through spreading the word to their peers.

I would like to travel to other YMCA centers and get a chance to interact with other volunteers so we can share and grow from our experiences.

Current state in the decision making process





Most Managers were former Volunteers. I believe that one's ability to lead comes largely from their background of having been a part of the YMCA.



- YMCA Manager

I want to serve

I want to recruit young people into the YMCA.

I want to work and empower young people through the facilities available within the organization.

I want to coordinate programs and stakeholder activities.

I want to bridge the generation gap between the youth that join the YMCA and the officials that run it.

I am approachable

I am open-minded to willing to work with the youth members and volunteers.

I want to listen and observe more.

I started off as a YMCA member, so I know how important it is to be available for all the needs the youth members and volunteers may have.

I want to feel appreciated

I want some incentives such as salary or allowances for the work that I do.

I would like some support from the officials in the implementation of initiatives that I come up with.

I want to be trusted with responsibilities from my bosses because I know I can deliver.

I want to be a leader

Through my time in the YMCA, I know I can be a good leader once I'm promoted to the next level.

How to build your PowerSpace

Your PowerSpace building blocks

- In the following sections you will find a suite of initiatives to choose from to start your PowerSpaces in your regions.....
- But also guidance in setting up your physical PowerSpace spaces.

Establishing your space

There are options to how you might acquire a space to run the PowerSpace. There are:



Update existing spaces

Its important for the space to be youth friendly and to embody the values of the Powerspace. Some regions, such as..... Have done this through getting in youth to decorate and style the space.



Look for alternative options

Depending on the exact function of your powerspace, there may be an opportunity to think outside the box when thinking about the venue. Are there current facilities, such as camps or training venues which could facilitate the process?



Look for partners

It may also be possible to look for spaces which are not owqned by the YMCA to conduct the powerspace. (can we give examples..)

01

How to build your PowerSpace

Engaging youth through appealing activities

01. Engaging youth through appealing activities



01. Engaging youth through appealing activities

Edu-tainment



Using entertainment to educate and building skills in young people through activities such as poetry, dance, music and drama.

This will encourage networking, creating a fun environment and keep the youth engaged.

Talent Shows



This will be a good way of bringing youth together as they showcase their talents for others.

It'll be an ideal way for the ones who have some interaction problems to overcome them through encouragement from their peers.

Sports



Engaging youth through various sports activities will enhance a healthy, fun environment for them as well as enable them to build skills, grow their networks and give them a sense of empowerment.

Group Discussions



This is a good networking avenue for the youth to get to know each other and grow friendships and also be encouraged to continue with the program.

Agronomics



This will enhance farming skills among the youth.

This can be done through seminars where they can gain an all-round skill in this field.

It shall be an ideal way of empowering them with entrepreneurship insights.

Innovation Hubs



This will expose the youth to avenues where they can acquire skills in technology and also serve as a place for them to showcase their innovative ideas around app development and mechanical work. This will in return create job opportunities.

Youth Camps



This will be a good way of community mobilization through fun activities that will building the youth in team building and leadership skills as we as giving them new experiences.



How to build your PowerSpace

Building self awareness in youth

02. Building self awareness in youth

Focus Group
Discussions



Poetry



Workshops



Building
Capacity



Music
Concerts



Exhibitions



Road
Shows



Youth
Camps



Talent
Shows



Sports
Activities



02. Building self awareness in youth

Focus Group Discussions



This will be an ideal avenue for youth to network, exchange ideas while establishing networks and friendships.

Building capacity



This will be an avenue for them to share information, network and have a SWOT analysis of their goals.

Youth camps



This will expose the youth to avenues where they can acquire skills in technology and also serve as a place for them to showcase their innovative ideas around app development and mechanical work. This will in return create job opportunities.

Poetry



This is a good networking avenue for the youth to get to know each other and grow friendships and also be encouraged to continue with the program.

Music concerts



This will be a good way of exposing the youth to avenues where they can.

Talent shows



This will help youth identify what they are good at, build self confidence and enhance creativity.

This can be done through events such as plays, poetry nights, speech competitions and art shows among others.

Workshops



Through this, the youth can get proper career guidance, enhance their personal and communication skills while networking with peers and mentors from various fields.

Exhibitions



This will be an ideal platform for the youth to showcase their talents and ideas.

Its also a good avenue for them to grow their creativity and gain motivation to push their skills further.

Sports activities



Sports such as basketball, football, volley ball and athletics can be a way of engaging youth in fitness programs while enabling them build networks.

Road shows



This is ideal for community mobilization, spreading the awareness of the movement to others and provide a fun place for the youth to place themselves in.



How to build your PowerSpace
Building skills

03. Building skills



03. Building skills

Internships



This will help build their skills through hands-on experience as well as creating future job opportunities.

It will also give motivation to the youth through empowering them with responsibility and also improve their creativity.

Workshops



This will be a place for them to showcase specific skills and also get training in things like music, drawing, mechanics and technology. It is ideal for building networks and encourage creativity.

Mentorship programs



Having a one-on-one engagement with trainers and mentors will encourage the youth in having a point of focus from that accountability level of dealing with a personal tutor.

Assignments



This would serve as an accountability program where the youth get to meet up and evaluate progress on their particular skills.

Art Clubs



Through different groups within this club such as music, acting, design and poetry, youth will be able to explore various options where they can identify their passion, and through this they can further develop their skills in an aim of making a living out of it in future.

Sporting Clubs



The youth can explore different sporting activities depending on their preference and also use it as an avenue to discover their talents.

Beauty and Cooking Clubs



Youth involved in these clubs can gain skills that can be geared towards exposing them to entrepreneurship opportunities for them to open their own businesses.



How to build your PowerSpace

Linking with opportunities

04. Linking with opportunities



04. Linking with opportunities

Build/develop networks



This can be done through stakeholder meetings where the youth can build alliances with like-minded organizations.

They can also have online networking forums that will expose them to opportunities and empower them with information.

Networking



This will be done through linking the youth with a variety of employers who can in return give them internships for them to perfect their skills in the working environment. This can in return lead the youth to also venture into entrepreneurship where they can employ others.

Career Expos



Here they will get to showcase their different talents and abilities in a community setting.

Advertising opportunities



This is ideal for sharing news on internship and job opportunities through different avenues such as social media, print press, and broadcast.

Partnerships



This will be a good avenue for sharing their resources to help them become better in service delivery in their respective fields.

The Proposed Next Steps

An outline of the actors that will be involved in the implementation of the PowerSpace

The proposed next steps