

ANNUAL REPORT 20 23

AFRICA ALLIANCE OF YMCAs



Empowering young people for the African Renaissance



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WHO WE ARE

At the Africa Alliance of YMCAs, we're dedicated to empowering young people across the continent to thrive and make a positive impact.

Through our programs and partnerships, we strive to create a just, sustainable, and inclusive world where every individual can flourish in body, mind, and spirit. Together, we're building a brighter future for Africa's youth and communities.





Our worldwide YMCA Movement

The YMCA exists to create a better world – with and for young people. Founded in London in 1844, with nearly 180 years of experience, we are one of the largest youth organisations, deeply embedded in local communities across 120 countries worldwide.

Our mission is to empower young people and communities to build a just, sustainable, equitable and inclusive world, where every person can thrive in body, mind and spirit. And our four Pillars of Impact are: **Community Wellbeing, Meaningful Work, a Sustainable Planet**, and a **Just World**.

We provide platforms for youth-led solutions to ensure that young people's voices are heard, and they can make the change they want to see locally, nationally and globally.

We exist in 120 countries worldwide, in 12,000 communities with an extensive global network of 90,000 staff, 920,000 volunteers, providing diverse solutions to local community needs, and reaching over 60 million people each year.

At World YMCA, our aim is to be the global youth-led solutions organisation and partner of choice: empowering, inspiring and mobilising young people to implement their own solutions to the challenges they and their communities face.

Message from our President and Secretary General

When mission continuity invites innovation, we are encouraged to serve with perseverance and optimism, to co-create a brighter future, even in a world that seems to be sinking into darkness.

We ended 2023 with a sense of reinvigoration and renewal to continue our journey towards Vision 2030 and further the African Renaissance. Indeed, our 12th General Assembly held in Nairobi, Kenya, inspired us to co-create a better collective future, to innovate in the empowerment of African youth and communities, and to seek sustainability in our movements to better serve and reach the underserved.

Young people are always at the heart of our actions. We work for them and with them for the social and economic transformation of

our communities. We rely on youth-led actions with innovative ideas to bring - with the contribution of all stakeholders - adequate and sustainable solutions to the problems they have identified together. Local solutions to global challenges. So, 2023 has seen dozens of programs that can be scaled up to solve a range of issues impacting the life of young people, from sexual and reproductive health, employment and access to resources, to juvenile justice, not forgetting green action for the planet. All of this counts towards the contribution of national movements and African youth to the impact pillars targeted by the global movement in Vision 2030, while affirming the S2C philosophy that drives the transformative dynamics of a youth organization such as ours.

The days and months flew by and saw our relentless efforts to renew our value proposition, revise and align our strategies, rethink our role in movements strengthening and serving in fragile and rapidly changing local, continental, and global contexts. It was a journey fraught with challenges and opportunities that we enjoyed. It was a collective journey, which affirmed the African proverb "if you want to go fast, walk alone, if you want to go far, walk together." We are even proud to have expanded the African YMCA family by adopting new YMCAs in four countries: Benin, Namibia, Burundi, and Guinea Bissau. These are movements born or revived to serve communities during the COVID-19 health crises, driven by the YMCA DNA of service and solution providers. We are delighted to support them in building their capacity to join the global YMCA movement. This is part of our mandate as a regional umbrella organization.

We are also delighted to have renewed the leadership of the Alliance by electing a new executive committee. It's a team that brings a good balance in its composition,

both in terms of expertise and capacity and in terms of seniority. There are those who have been re-elected, guaranteeing continuity in the YMCAs mission and vision, and there are newcomers with fresh ideas, pushing the whole team to explore new horizons in service.

We therefore invite you to read this report, which shares our achievements and challenges during 2023. We hope these colorful pages and smiling faces will inspire you with the beauty of serving and transforming the world for a brighter future, despite the disasters brought on by the conflicts and crises that never cease to trouble it. We even invite you to support these efforts for our common good. Many thanks to our leaders, members, staff, volunteers, partners, friends, the global YMCA family, for your precious contributions and your unshakeable faith in the possibility of a better world. We're in this together! God is with us!



▲ Dr. Adrien Coly
President



▲ Lantonirina Rakotomalala
General Secretary

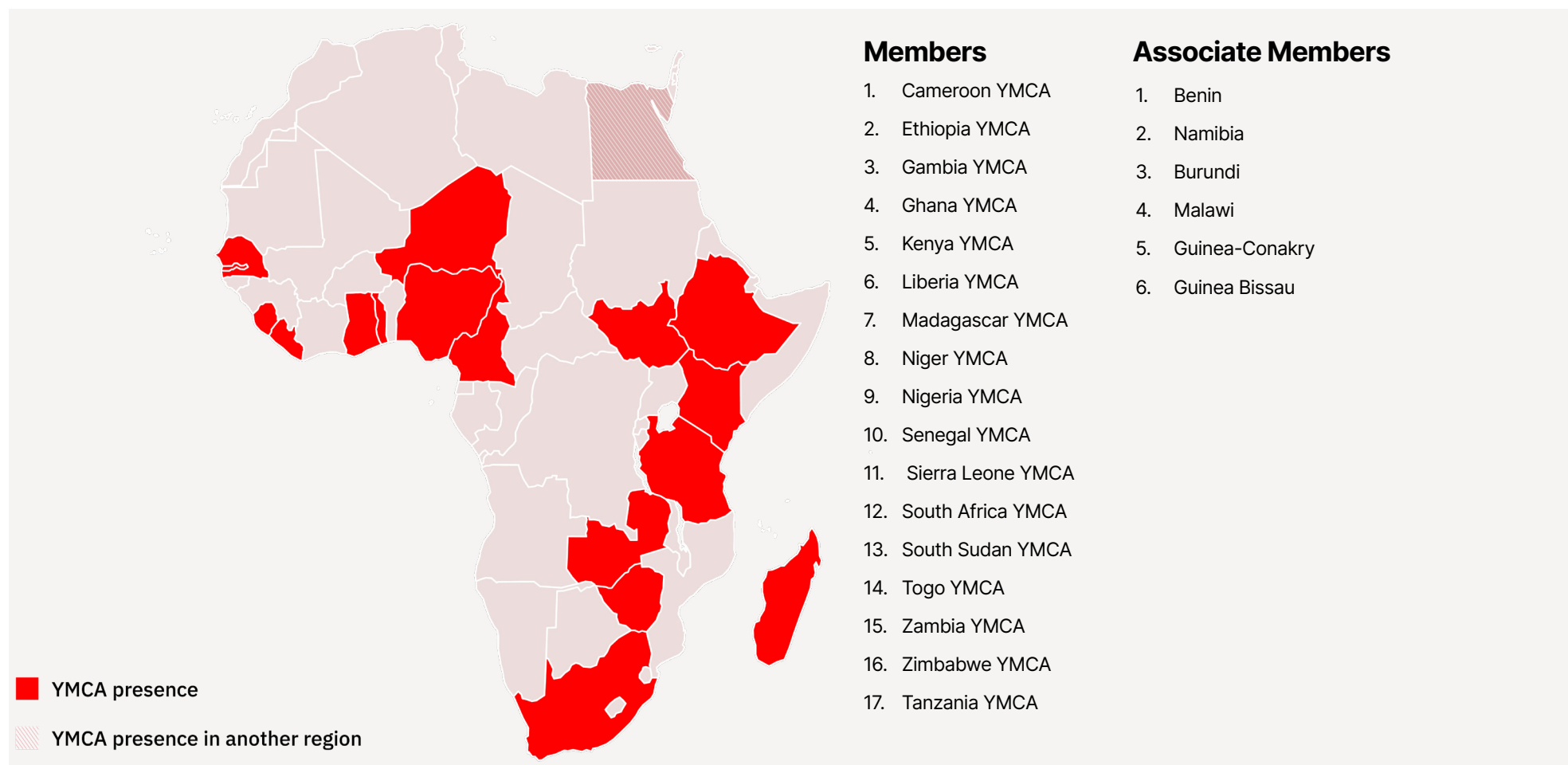
WHERE WE ARE

With 23 YMCA National Movements united under our umbrella, we empower young people to thrive and make a difference. Through innovative programs and our dedicated team, we're building a brighter future for Africa.



Our presence

WHERE WE MAKE OUR IMPACT



WHAT WE DO

The Africa Alliance of YMCAs Secretariat functions as the backbone support for National Movements (NMs), prioritizing expertise. Grounded in our guiding philosophy of Subject to Citizen (S2C) and the transformative Power Space methodology, we empower young people to unlock their potential and contribute positively to society.

At the secretarial office, we have an experienced and multidisciplinary group of staff dedicated to supporting National Movements. Our team provides vital institutional and technical support to National Movements to ensure the success of programs and initiatives.



Key statistics and impacts



23

countries where the YMCA is represented



5M+

people reached annually through National Movements



14NMs

adopted new sustainability strategies



1.6K+

staff, volunteers and program beneficiaries trained on design thinking tools.



50+

prototypes developed during the period 2022 across 8 national movements. 10 3I Innovation workshops held in 7 national movements across the continent.



296

community beneficiaries from Youth Justice and Dignity project in Ghana, Ethiopia and Zimbabwe



36

S2C Ambassadors from 17 countries in the fifth cohort onboarded, trained and equipped



2023 highlights

Africa We Want Youth Justice and Dignity project monitoring



FEBRUARY 2023

International Womens Day



MARCH 2023

AAYMCA/Finland YMCA partnership



APRIL 2023

AAYMCA attends the 4th Specialized Technical Committee on Youth, Culture & Sports at the African Union



MAY 2023

S2C Ambassador cohort 5 training begins



JULY 2023

Social Entrepreneurship training in Sierra Leone



AUGUST 2023

Youth Justice peer training



OCTOBER 2023

12th Africa YMCA General Assembly



NOVEMBER 2023

YMCA Vision 2030

OUR VISION

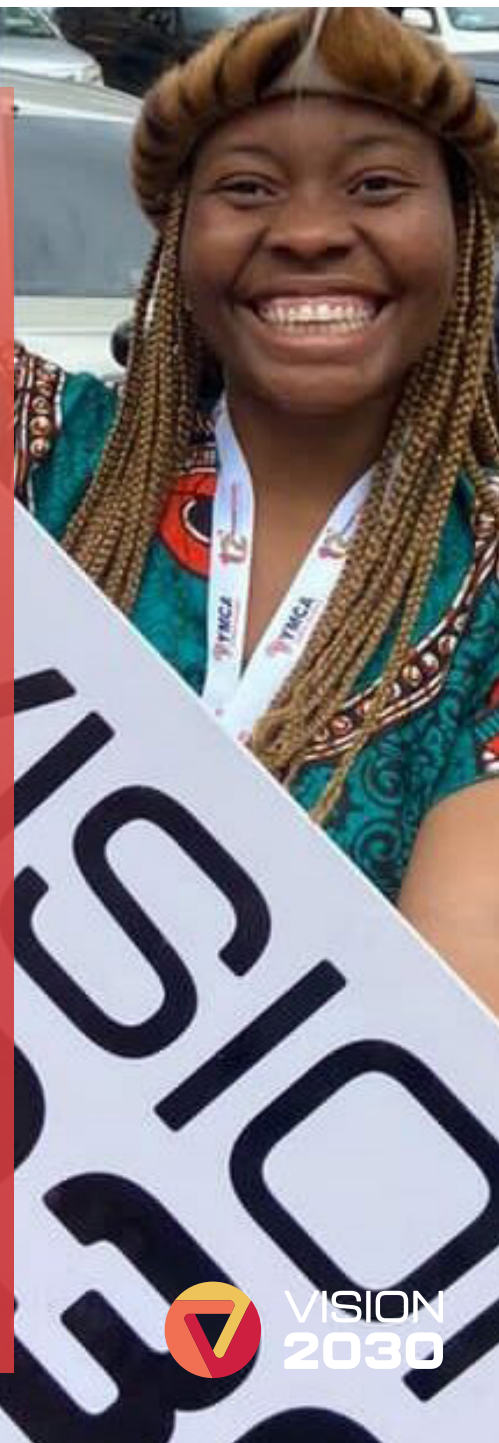
Our vision is a world where every person lives in harmony with self, with society and with creation.

OUR MISSION

Our 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.

OUR FOUR PILLARS OF IMPACT

1. **Community Wellbeing:** We create environments where everyone can thrive in Body, Mind and Spirit.
2. **Meaningful Work:** We work with young people and communities on equitable education, training and employment opportunities.
3. **Sustainable Planet:** We channel young people's commitment to climate justice and sustainability.
4. **Just World:** We stand for a Just World for young people and communities.



Community
Wellbeing



Meaningful
Work



Sustainable
Planet



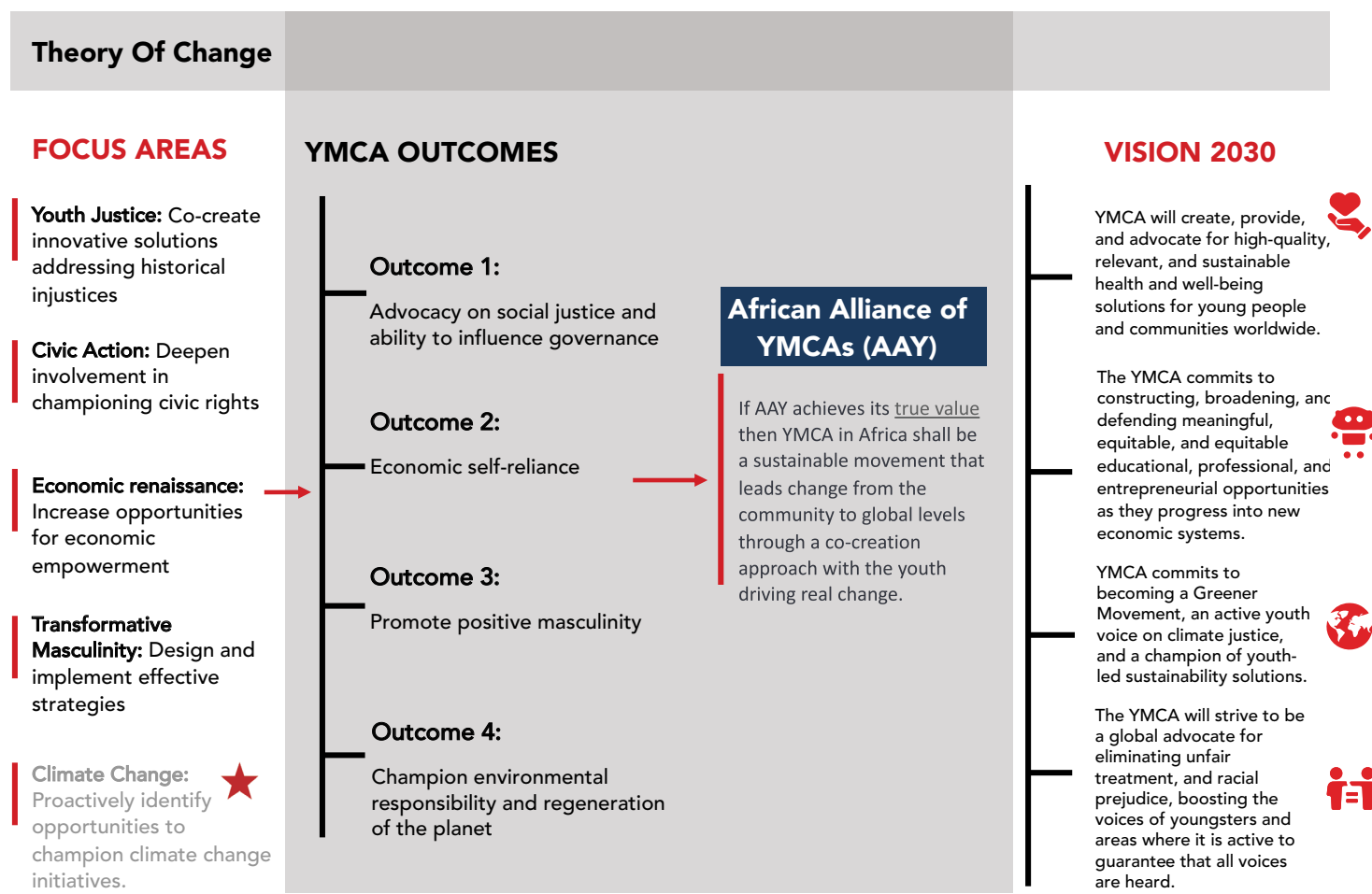
Just
World



VISION
2030

Our Theory of Change

In July 2022, at the World Council in Aarhus D Denmark, the Global YMCA Movement agreed to a single vision, Vision 2030. Our global vision is one where every person lives in harmony with self, with society and with creation and our 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. Through our theory of change, we contribute to the global vision 2030. Our Theory of Change, therefore is summarized below



OUR AREAS OF IMPACT



Y3.0 Game Plan

The Y3.0 is our strategic approach that supports National Movements to deliver on the Vision 2030



Community
Wellbeing



Meaningful
Work



Sustainable
Planet



Just
World

The African Renaissance requires coordinated mass active and qualitative participation of youth in all the 23 National Movements. Youth are the most important human capital of any economy. Not only are they agile, adaptable, and receptive, but they are constantly aware of and ready to seize upon the newest and latest trends. Working with such a generation of youth (millennials and Gen-Zs), requires a movement that is responsive to their dynamic and changing needs. To action this transformational approach, the African Movement must be consistent in offering its value through innovative programming; adapting agile and governance, systems and procedures; and lastly achieve financial independence. During the operations period ending 31st December 2023. The Africa Alliance of YMCAs collaborated with National Movements to ensure that the shared vision is delivered as a result of their alignment to both the global and area strategic frames (Vision 2030 and the Y3.0 Game Plan).

In regard to the foregoing, our strategic approach focused on the following:

- (i) Sustainable Growing Ecosystem** – financial sustainability, governance and leadership
- (ii) The Power Spaces**
- (iii) Organisational Development** to effectively fulfil our backbone function



Y3.0 Gameplan

1. Sustainable, Growing Ecosystem

Building the Sustainability of the Movement focusing on how resources are generated, expedited in an efficient and self-perpetuating manner; its leadership, governance and presence to influence the African Renaissance. This how we support National Movements in sustainability to deliver Vision 2030.

The quest for the Africa YMCAs is to have more stable and predictable streams of income, to allow better fulfillment of the shared vision. We envisage that by developing diversified income streams, through membership programs, offering services, building social enterprises, and investing in properties a considerable increase in financial independence will be achieved. In 2024 the main focus was to accelerate progress so far reached among individual National Movements (NMs) in line with their financial sustainability Plans. The Africa YMCA collaborated with these National Movements (NMs) to build their capacities in terms of governance support and identification of opportunities and options for financing and designing business ventures. We anticipated that National Movements (NMs) would advance-scale existing sustainability initiatives. To achieve this Africa Alliance of YMCAs (AAYMCA) focused on accelerating its collaboration with National Movements, building their capacities to create a feasible environment to operate as social enterprises.

The AAY prioritized 4 pathways to achieve this outcome:

- **Contextualisation of Economic Model into actionable strategy (NMS).** This approach was collaborating with NMs through site visits to co-create NM specific sustainability strategies and action plans informed by the New Economic model while identifying opportunities with low hanging fruits. By 2022, 13 NMs had benefited from this approach, but we the AAYMCA increased its reach to 14 with YMCA Madagascar being onboarded. Follow-ups were necessary to provide customized capacity for implementation of the plans for instance in YMCA Sierra Leone. In some cases, the strategies were reviewed and alternative approaches applied to address the prevailing crisis as in the case with Liberia YMCA.



YMCA VISION 2030 SDG ALIGNMENT



Our **Meaningful Work** Pillar of Impact is aligned with these SDG goals: (1) no poverty, (3) good health and education, (4) quality education, and (8) decent work and economic growth.



Y3.0 Gameplan

Sustainability

- ▶ **Skills and organizational capacity to deliver sustainability plans (Africa YMCA/NMs).** To accelerate progress, accountability as well as building capacity in line with identified skills gaps, we recommended the establishment of Business Assistant roles at Zonal Level attached to identified NMs to assist the Business Development Executives work at the three zones (East, South and West) or at the AAYMCA office. However, this was not feasible due to limited resources. To cope with the need of building the capacity of the AAYMCAs mandate to deliver on the sustainability agenda, the immediate alternative was to identify and assemble business teams at NMs level and offer a five-day training on Business Innovation and Financial Modelling (BIFM), this was a success in both Liberia and Sierraleone. Liberia will require further support on capacity building. As recommended during a 2022 Governance meeting, the Economic Model Work Group (EMWG) was formed. The EMWG is a community of practice, learning and sharing while offering peer accountability on delivery of the sustainability agenda. Following the work of the EMWG, a special session was held during the General Assembly. The session was to unpack the New Economic Model, its genesis and understand the root causes of the parternalized dependency on external resources and the possible pathways to achieve financial independence. The conversation was attended by NGSS, Board Presidents, Youth Representatives and other NM delegates including external partners. The EMWG will promote the continuity of the same conversation at NM level.
- ▶ **Focused Business Development with the aim of increasing and diversifying revenue streams. (Africa YMCA/NMS).** This was a collaborative effort between the AAYMCA and NMs that are business ready and have mitigated all or critical barriers to fully implementing a sustainability strategy. Zimbabwe continued benefiting from this support. The process involved: Preparing Business Cases for support for proposed ventures, 2) Identifying and Engage Financing options, 3) Launching, Operating, Reporting Success and Scaling * this is an ongoing component. For Zimbabwe we started the process in step one (1) and anticipate to progress further in 2024. The same will apply with Togo and Liberia.
- ▶ **Prototyping for best practice and scalability. (Africa YMCA/NMs).** Successes or failures of these prototypes will be packaged for learning purposes to inform, re-modelling or scaling. The AAY will therefore, engage in prototyping at three levels solely or will identify NMs with opportunities to innovate along business lines and test feasibility of:
 - Micro Social Enterprise.
 - Macro Social Enterprise.
 - Equity Joint Venture.



A micro social enterprise is being prototyped in Zimbabwe in line with the above sustainability pathway. The Social Enterprise Revolving Fund Prototype is established for the purpose of motivating the development and execution of sustainable Youth-Led Business Models using the Social Enterprise approach. The resources will facilitate a prototype at a local branch in Zimbabwe that will showcase a sustainable business initiative that is a Youth- Led social enterprise with the condition that after that, invested capital will be repaid back to the Africa YMCA so that the same can be reinvested in another prototype. Zimbabwe YMCA will be required to document all processes of the venture including planning and execution. The validated learning ensuing from the prototype will inform scaling into macro or an equity joint to achieve higher social impact.

Y3.0 Gameplan

Sustainability

We realize the need to engage youth in the sustainability strategy of their National Movements. If the African Renaissance should happen, then youth need to be on the driver's seat of the development agenda of the movement. There is evidence through the facilitation and expertise from the AAYMCA's program's team that youth have the agility and creativity to co-create innovative program initiatives.

A trial engagement with youth in both Madagascar YMCA and Sierra Leone YMCA realized creative sustainability ideas for their National Movements. In this case, going forward youth engagement will be paramount while setting up a sustainability strategy for any national movement.

Complimentary governance structures are necessary to operate a business initiative in line with achieving sustainability. Hence the success of the new Hybrid Economic Model must have agile and innovative leaders as a requirement to succeed. Africa YMCA is collaborating with National Movements to align their strategies with the New Economic Model and most importantly adopting agility in their governance processes. Equally, successful execution of any strategy requires an implementation matrix. We are collaborating with NMs to develop executable works plans leveraging on low hanging fruits in terms of opportunities, existing businesses, property and assets.

YMCA VISION 2030 SDG ALIGNMENT



Our **Community Wellbeing** Pillar of Impact is aligned with these SDG goals: (3) good health and education, (4) quality education, and (11) sustainable cities and communities.



Y3.0 Gameplan

Movement Strengthening – Governance and Leadership Development

Well governed, mission centred African YMCAs with sustainable resources, diversified programs, and delivery models.

After the Adoption of the Global YMCAs Vision 2030, the AAY has continued to collaborate with NMs to align their strategic plans to both the global strategic vision and the African YMCAs Y.30. Gameplan. The Technical team progressively firmed the Y3.0 gameplan as recommended by the Strategic Plan review consultant to enable seamless contextualisation by national movements.

- ▶ The revised strategic plan was a key discussion document during the 2023 General Assembly and as a result, it is paramount to prioritise our work as a secretariat to ensure a country level contextualisation of this plan. The delivery of this plan requires committed agile leadership and corresponding systems across the board.
- ▶ The Africa Alliance of YMCAs has been deliberate in setting up opportunities for training and orientation of African YMCAs for agile governance and leadership processes to accelerate mission impact.



YMCA VISION 2030 SDG ALIGNMENT



Our **Sustainable Planet** Pillar of Impact is aligned with these SDG goals: (4) quality education, (7) affordable and clean energy, (10) reduced inequalities, (11) sustainable cities and communities, (12) responsible consumption and production, and (13) climate action.



Y3.0 Gameplan

Movement Strengthening – Governance and Leadership Development

- ▶ As it were, we continued to provide National Movement Boards, governance training/ support for effective composition and functionality. in this case a Mission on governance including peer support involving the Africa YMCA General Secretary, Zonal Coordinators and NGSs was done in Togo, Ghana, Benin, Gambia, Tanzania, South Africa, and Burundi.
- ▶ The General Secretary has been working directly with the board of Senegal YMCA to action the recovery strategy informed by the 2022 plan. A follow up visit to enable the board and staff to internalise and actualize the recovery strategy was also done. The recruitment of Interim NGS to oversee actioning the strategy will be done in 1st quarter of 2024 followed by development of a strategic plan to incorporate the recovery strategy. This will be facilitated by the AAYMCA through a co-creation process in the 1st quarter of 2024.
- ▶ Chartering was done for 6 new National Movements resulting in acceptance as new members of the Africa Alliance of YMCAs at the 12th General Assembly.
- ▶ Agile and effective governance places a key role in all levels of operations contributing to mission delivery. While the Economic Model Working Group (EMWG) ventured into the historical context leading to the perennial financial dependency, it was imperative that agility in governance is an inescapable ingredient for systemic transformation towards financial independence..It is to this fact, the emergent economic model christened **“The Hybrid Economic Model- HEM”** suggests a corresponding governance model as leverage while planning a financial sustainability framework for the movement as well as innovation in programme design. This aspect creates rationale for the secretariat to continue promoting agile governance practice.



Y3.0 Gameplan

2. The PowerSpace

The Powerspace is our very own Human Centred methodology of empowering youth into global citizens who are self-aware, skilled and poised to take up opportunities.

This how we support National Movements through the Powerspace to deliver Vision 2030.

YMCA Powerspace -Youth Powering into the Future: The nature of engagement of the YMCA and youth – the opportunity that the youth are afforded within the YMCA for empowerment. Provision of opportunity for youth to engage, to develop, to grow – and the physical and virtual spaces that allow the youth to have meaningful participation

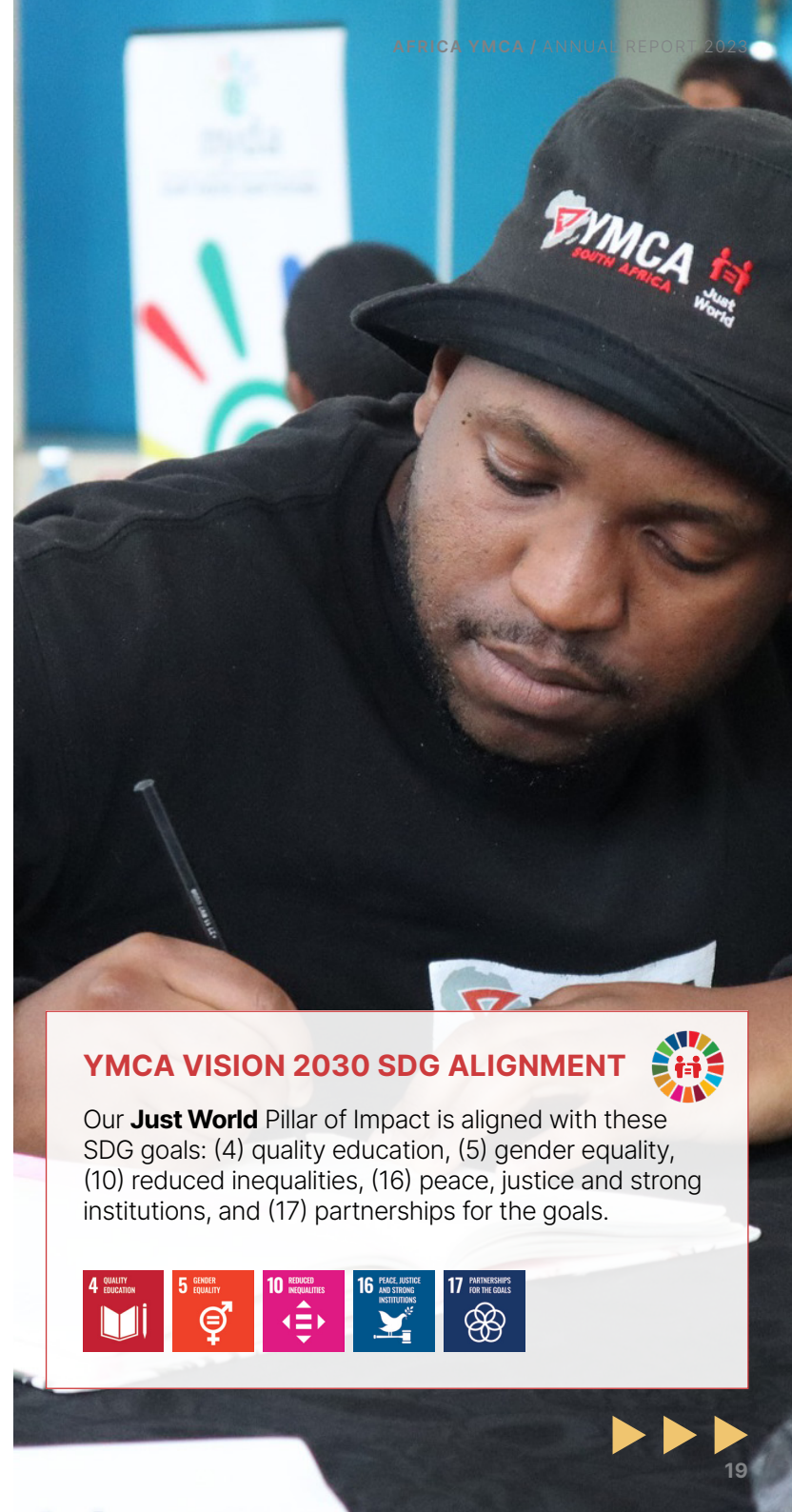
Introducing the comprehensive impact report highlighting transformative initiatives undertaken by the Africa Alliance of YMCAs and its partners. This report delves into the outcomes of key projects including the 'Green Idea' initiative, which empowered youth in Ghana and Madagascar to lead climate actions and promote environmental preservation, aligned with Sustainable Development Goal 13.

Additionally, the Civic Action for African Peace, Security, and Sustainability (CAAPSS) Project, conducted in collaboration with YMCA Finland, aimed to empower vulnerable groups through livelihood opportunities and peace education. Furthermore, the Subject to Citizen (S2C) program and the Youth Justice and Dignity project, funded by Bread for the World, played pivotal roles in empowering young people to become active and responsible citizens while addressing pressing social issues. This report provides an insightful overview of the impactful strides made by these initiatives across Africa.

YMCA VISION 2030 SDG ALIGNMENT



Our **Just World** Pillar of Impact is aligned with these SDG goals: (4) quality education, (5) gender equality, (10) reduced inequalities, (16) peace, justice and strong institutions, and (17) partnerships for the goals.





Y3.0 Gameplan Green Ideas

The 'Green Idea' project was a collaborative initiative undertaken by the YMCAs in Ghana and Madagascar, along with the Africa Alliance of YMCAs with funding from the Swedish Mission Council (SMC) through the YWCA-YMCA of Sweden. Aligned with the Sustainable Planet pillar of the World YMCA's Vision 2030 framework, this project was aimed at empowering young individuals to spearhead climate actions aimed at environmental preservation.

Additionally, the project was also targeted at Sustainable Development Goal 13, urging urgent action against climate change and its repercussions. The Green Idea project specifically focused on enhancing the capabilities of young YMCA members within the plastics value chain, with a special emphasis on encouraging female participation in Ghana while the focus in Madagascar was on strengthening communities' preparedness and promoting eco-citizenship and recovering plastic waste and empowering young people at risk.

The project was implemented in rural communities in both Ghana and Madagascar with the active involvement of young people. In Ghana, the pilot project was implemented at the Takoradi Branch of the Ghana YMCA while in Madagascar it was implemented at the it's Antsirabi Branch.



5,600

**young people (aged 15-25) trained
in the challenges of climate change,
recycling, waste management
and the adoption of eco-citizen
behavior**



Tree planting at Limuru YMCA in Kenya ▲



Y3.0 Gameplan

Green Ideas

Throughout the project implementation in Ghana, 20 youth leaders were trained as Green Ambassadors to increase awareness and community preparedness to prevent the impact of climate change, 30 young people were trained and or engaged to acquire employable and entrepreneurial skills (in the recycling and upcycling of plastic waste) to enable them access jobs, local community networks were strengthened along the plastic value chain especially amongst women groups and MSMEs with local community advocacy for proper management of plastic waste advanced amongst stakeholders and communities. Additionally, new partnership were developed within the plastic waste chain and climate change for the Ghana YMCA in General and the Ghana YMCA adopted to mainstream climate smart and green programs in the TVET program as an extra curriculum activity with the hope to standardize it in future.

Additionally, in Madagascar, 20 youth were leaders trained as Green Ambassadors to lead activities of the project at grassroot levels, 5600 young people (aged 15-25) also trained in the challenges of climate change, recycling, waste management and the adoption of eco-citizen behavior in their respective communities, awareness, and mobilization around environmental protection within targeted communities increased, the vigilance and responsiveness of communities to environmental risks increased. Additionally, new partnerships with key public and private entities to bolster environmental conservation efforts were established and 3 high schools equipped with waste sorting facilities (bins), strengthening their capacity to effectively manage waste generated in the school. Maintenance equipment such as wheelbarrows, wipers and brooms were also provided to ensure the sustainability and effectiveness of the eco-citizen facilities put in place.

Solid new partnerships were developed with 4 public and private entities thus positioning the YMCA as a relevant actor for climate action within the youth and community engagement space, 50 at risk youth participated in an innovative training program focusing on transforming plastic waste into sustainable livelihoods.



YMCA Madagascar green ambassadors ▲



Y3.0 Gameplan

The Civic Action for African Peace, Security and Sustainability (CAAPSS) Project.

This project is a cooperation with Africa Alliance of YMCAs within the YMCA Finland's development cooperation programme for Youth, Peace, and Livelihoods 2022-2025. The goal of project is to empower youth through livelihoods opportunities and peace education so they can become active peacemakers both in their communities and globally. The main themes of the programme are livelihoods and peace. The programme is implemented together with local YMCAs in The Gambia, Kenya, Ethiopia, Cameroon in collaboration with the Africa Alliance of YMCAs. It is targeted at youth in the most vulnerable positions in the society, such as returnee migrants, refugees, young women, people living with disabilities and uneducated and unemployed youth. In addition, the programme aims to support partner YMCAs in their capacities to provide relevant services and operate in their local civil societies.

One of the focus areas of this implementation was on Youth, Peace, and Security with the aim of increasing awareness and capacity of youth organizations and civil society, with focus on YMCAs in the region, to organize, advocate on UNSCR 2250 and participate in inclusive peacebuilding and strengthened capacity of young right-holder groups to engage in inclusive peacebuilding. The AAYMCA has been working with the Cameroon YMCA to enhance their capacities in promoting the UNSCR 2250 and initiating a national plan of action for its activation as well as enhancing the capacities of young people to advocacy for peacebuilding, leveraging on the UNSCR 2550. Through this support, 20 young people were trained as peace Ambassadors and agents in advancing advocacy on the UN resolution 2550. 785 young people reached through routine engagement across different platforms. 5 staff members of the Cameroun YMCA were trained as peace actors through a structural design thinking approach and methodology.

YMCA VISION 2030 SDG ALIGNMENT



Our **Community Wellbeing** Pillar of Impact is aligned with these SDG goals: (3) good health and education, (4) quality education, and (11) sustainable cities and communities.





Y3.0 Gameplan

The Civic Action for African Peace, Security and Sustainability (CAAPSS) Project.

The project implementation also focused on increasing capacity for the implementation of sustainable interventions regionally in African countries. With this focus, YMCA Senegal received support from Finland YMCA after a visit that highlighted opportunities in migration and agriculture. Directors from both organizations visited local centers for presentations and discussions. YMCA Senegal staff participated in a training course in Kenya focused on sustainable farming practices aligned with divine principles. They began implementing their learnings in Gonoum, mulching crops, and planning future plantings. Future includes expanding crop varieties, constructing infrastructure, and launching reforestation campaigns. On the 17th of November 2023, delegates visited Kenya YMCA College of Agriculture and Technology (KYCAT) and Mama-Fua App (MFA) premises to promote climate-smart agriculture and youth-led social enterprises that solve systemic problems at grassroot levels.

Additionally, during the General Assembly of the AAYMCA in November 2023, the AAYMCA organized with the Kenya YMCA College of Agriculture and Technology (KYCAT) for a visit by 100 staff and leaders of the entire YMCA Movement in Africa. The delegates visited the Climate Smart Agriculture (CSA) demonstration farms that have been established in partnership with the YMCA of Finland and the Kijabe based Care of Creations CSA training institution. The visit allowed delegates to interact with climate friendly farming techniques, as well as to witness the effects of the techniques on improving farm produce in terms of both quantity and quality. Finally, as a contribution to the institution's strategy on improving the country's tree cover, delegates planted 80 trees on the institution's grounds. KYCAT's CSA project is a cornerstone investment in building a Green YMCA and is contributing towards the Vision 2030 Pillar on building a Sustainable Planet. In 2024, discussions have been underway with Senegal YMCA to establish a climate-smart agriculture farm, inspired by their training in Kenya, with plans to replicate the model in Lemuru.





Y3.0 Gameplan

Subject to Citizen program

The Africa Alliance of YMCAs is committed to enhancing the knowledge of young people to become active and responsible citizens through the S2C program. The Subject to Citizen (S2C) program is an initiative designed to unlock the potential of young people and equip them with the skills and confidence to transform themselves and other young people. S2C is based on the concept that young people are subjects in the way they are both excluded and manipulated politically, economically, and socially.

The program is aimed at developing the civic competences of young leaders to equip them in responding to today's challenges in Africa. The program entails, training, mentorship, and an action at home (Community engagement initiative). The S2C training focuses on "Transformative Masculinity", "Youth Justice", "Civic Action" and "Economic Renaissance" with Human Centered Design thinking as a specialized component for community action. As a two years program, it incorporates a holistic approach, addressing areas such as financial literacy, entrepreneurship, leadership, advocacy, youth leadership, communications and innovations, civic competence, and youth justice.

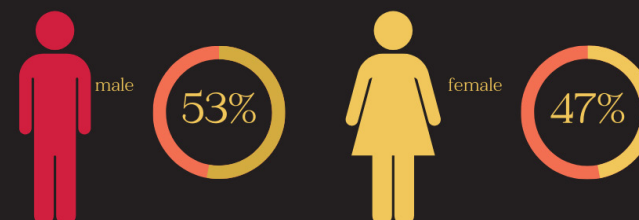
In April 2023, the program welcomed its 6th cohort, comprising 30 dynamic youths from 18 YMCAs across Africa, including 14 females and 16 males. These S2C Ambassadors were selected through their national movements based on criteria such as age, gender diversity, commitment, readiness for virtual training, and active involvement with their local YMCA.

Since the inception of this cohort, these young people have been actively engaged in a virtual training and are soon expected to graduate as S2C Ambassadors.

On International Volunteers' Day in 2023, the S2C Ambassadors took initiative and mobilized themselves to create video-recorded messages conveying their best wishes to YMCA staff and youth who were making significant strides through volunteerism. These heartfelt messages were compiled into a single video and shared across various social media platforms.



Gender representative



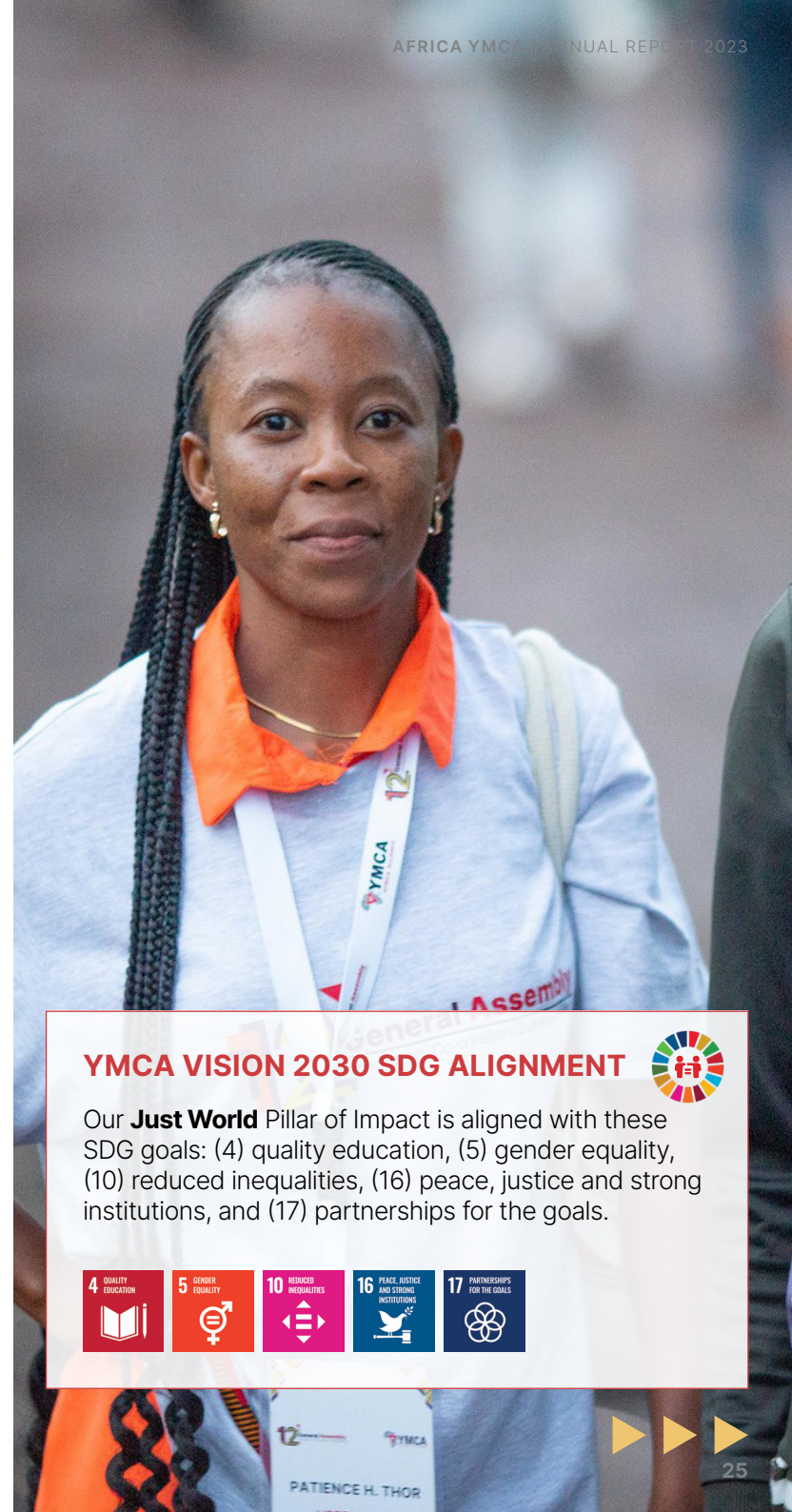


Y3.0 Gameplan

Youth Justice and Dignity

The program implementation for Youth Justice and Dignity for the Well Being of African Youth was targeted at young people in conflict with the Law and those at risk of conflict with the Law. It was implemented in Nigeria, Ghana, Ethiopia, Zimbabwe, and Cameroun with funding from Bread for the World.

- ▶ Through this project, the Africa Alliance of YMCAs recruited, and trained 30 Young S2C Ambassadors from 18 national movements and supported the internship of the best emerging candidate, Francesca Ohenewaa from Ghana at the AAYMCA offices, as well as in the Think Place Kenya offices. Ms. Ohenewaa spent 3 months in Kenya engaged in various activities, including project activities at Thinkplace Kenya and AAYMCA. Additionally, 100 youth leaders and influencers developed collaborative campaign strategies correlating with powerholder dialogue focus and raising awareness of the youth, dignity and Justice framework agreements during celebration of African Youth Day.
- ▶ The AAYMCA celebrated Africa Youth Month in Nairobi Kenya, and through funding from the project supported the attendance of Youth leaders from the National Movements, including availing them the opportunity to engage with a senior policy leader at the African Union, Ms. Prudence Ngwenya (Director of the Youth And Gender Affairs at the African Union) and implemented 5 Youth Dignity and Justice prototype PowerSpaces supported by the ARH in the National Movements directly benefitting 10,000 youth in 4 National Movements of the YMCA. At the national moment level of implementation, there were also gains made.
- ▶ At the Zimbabwe YMCA, a number of Powerspace prototypes targeted at young people (18-25) in conflict or at risk of conflicting with the law from low-income situations in Bulawayo, Zimbabwe were implemented. Activities implemented were targeted at young people doing petty businesses and ex-offenders from rehabilitation institutions. The Powerspace model empowered participants to engage through appealing and interactive activities, building of self-awareness, building skills and eventually linking them to opportunities once they integrate back to the community. More to this was that the YMCA also conducted a reintegration dialogue and sports activity: benefiting 37 females and 48 male. There was also at Percy Ibbotson in September 2023 where 93 young people attended. and the YMCA supported the one on starting a barber spot as it needed less capital and some participants already had skills for running it.



YMCA VISION 2030 SDG ALIGNMENT



Our **Just World** Pillar of Impact is aligned with these SDG goals: (4) quality education, (5) gender equality, (10) reduced inequalities, (16) peace, justice and strong institutions, and (17) partnerships for the goals.





Y3.0 Gameplan

Youth Justice and Dignity

► YMCA Ethiopia's Youth Justice and Dignity project is a key component of its Youth Civic Engagement and Meaningful Participation pillar that is making significant strides in empowering young individuals who are either in conflict with the law or at risk of being involved. The program utilizes the PowerSpace model, which entails creating safe spaces where young people can explore their identities, acquire skills, and implement social programs and business ventures that contribute to the betterment of their communities. By employing the PowerSpace model, the YMCAs ensure that these young individuals are provided with the necessary environment, voice, and influence to effect positive changes within their communities. The youth Justice and Dignity project provided comprehensive life and business skills training, including vocational training in catering and fast food preparation to 15 youth (9 females and 6 males). The youth accessed materials and seed money to kick start their own ventures.

Following the Design thinking workshop conducted by the AAYMCA, 10 young individuals (6 females and 4 males), who were vulnerable to crime and committed to transforming their lives, were selected in collaboration with the local government's youth affairs office. The selected youth underwent an orientation session at the YMCA branch, and their personal profiles were developed and documented through interviews.

► Ghana YMCA: The Youth Justice and dignity project implementation in Ghana was focused skill and livelihood support Training, business Startup kits support, and Micro/mini grant support. During the implementation, the Human Design Thinking Approach was applied in the implementation of these key activities. This allowed the beneficiaries to lead the intervention and its implementation from their own perspectives. The YMCA in Ghana conducted a skill and livelihood Support Training for young female kayaye (porters) to promote viable business ventures and to ensure a sustainable livelihood after the covid-19 pandemic, followed by a livelihood skill training at the Centre for National Culture, Accra (Arts Centre). These females were trained in Liquid Soap Making, bead making, nails Technology and how to make fabric softener (after wash) and an added value technology with plastic waste. Over a 140 female head potters (Kayayei) aged 15-35 benefited. For the business Start-up kits support, 10 Kayayes from each livelihood support training field who performed exceptionally well and showed higher enthusiasm of adopting their new learned skill to make a decent living benefited. The micro/mini grant support was specifically designed to enable twenty (20) beneficiaries set up their own micro and small businesses in the respective fields. By benefiting from this support, the beneficiaries were required to pay back with a 10% interest rate. Essentially, a total of 13 beneficiaries have received a mini grant support of GHC 350.00 each to set up their own micro small businesses in the fields they were trained.





Y3.0 Gameplan

Youth Justice and Dignity

► **Cameroon YMCA:** During this period, the Cameroon YMCA launched the third installment of the Youth Justice Project, targeting young individuals engaged in informal sector activities. These youths are particularly vulnerable as their endeavors lack security and could easily be disrupted by authorities. The rationale behind selecting this group was to delve into their challenges and brainstorm ways to offer better support.

Two activities were conducted for this targeted group: a brief training program aimed at equipping them with essential skills for personal growth and business development and provision of seed funds to enable them implement their activities. Regarding the first activity, a streamlined financial support process was implemented. Participants were required to complete a simplified business plan, which the Cameroon YMCA team then assessed, offering guidance where necessary. Upon completion of the review phase, the projects were presented to the board for approval. After receiving approval, the team procured materials specific to each project, and participants were presented with their materials during an official ceremony.

► **Nigeria YMCA:** The Youth Justice and Dignity Project acknowledged the diverse challenges encountered by various youth personas within the justice system. By recognizing and comprehending these personas, the project tailored its interventions effectively to address their specific needs. Two personas were chosen as focal points for the intervention project due to their vulnerability and unique experiences.

The project started with a Design Thinking Workshop held at the YMCA of Lagos center in September 2021, followed by PowerSpace experimental projects in December 2021. The first phase of intervention in July and August 2023 focused on locating decent and affordable accommodation and shops. The YMCA Nigeria Team conducted numerous meetings and consultations with the identified sex workers and estate agents, resulting in securing seven separate rooms for accommodation and five lock-up shops for business activities. On September 20th, 2023, a contingent of thirty-five persons, including the YMCA Nigeria Project Team, Barrister Akin Ajidagba, Nurse Mrs. Tubi, and twenty-seven commercial sex workers, visited one of the previously empowered sex workers in Aba-Eleshin Area of Ibadan City, Oyo State, Nigeria, to patronize her business. The final phase of the intervention project continued resettling identified commercial sex workers by securing decent, affordable accommodation, shops, and startup businesses in December 2023. 12 reformed commercial sex workers were identified and comfortably settled in their new residences and businesses between September and December 2023, with ten of them successfully launching their own businesses.



Y3.0 Gameplan

Partnership, advocacy, and networking

The AAYMCA has also embarked on efforts to embarked itself as key and reconcilable actors in the youth development space in the continent as part if it's strategic focus. In it's partnership efforts, the AAYMCA participated in The African Union Specialized Technical committee meeting in 2023, through the invitation of the African Union Commission's Women, Gender and youth Directorate as observer.

The 4th Specialized Technical Committee Meeting was held in Addis Ababa, Ethiopia under the theme: AU at 60: Unlocking and Scaling Innovation for AfCFTA Implementation Through Youth, Culture and Sports. The purpose of the STC-YCS4 was to provide a common platform for Senior Officials, experts and Ministers of Youth, Culture and Sport to review progress made on the implementation of decisions of the STC-YCS3; deliberate and report on the implementation of activities on the theme of the STC-YCS4 and AU theme of the year; and develop key strategies and recommendations for the promotion of arts, culture, heritage and sport as an essential tool for youth development in Africa. As key partner in youth development in Africa, the Africa Alliance of YMCAs was invited as an observer to this process.



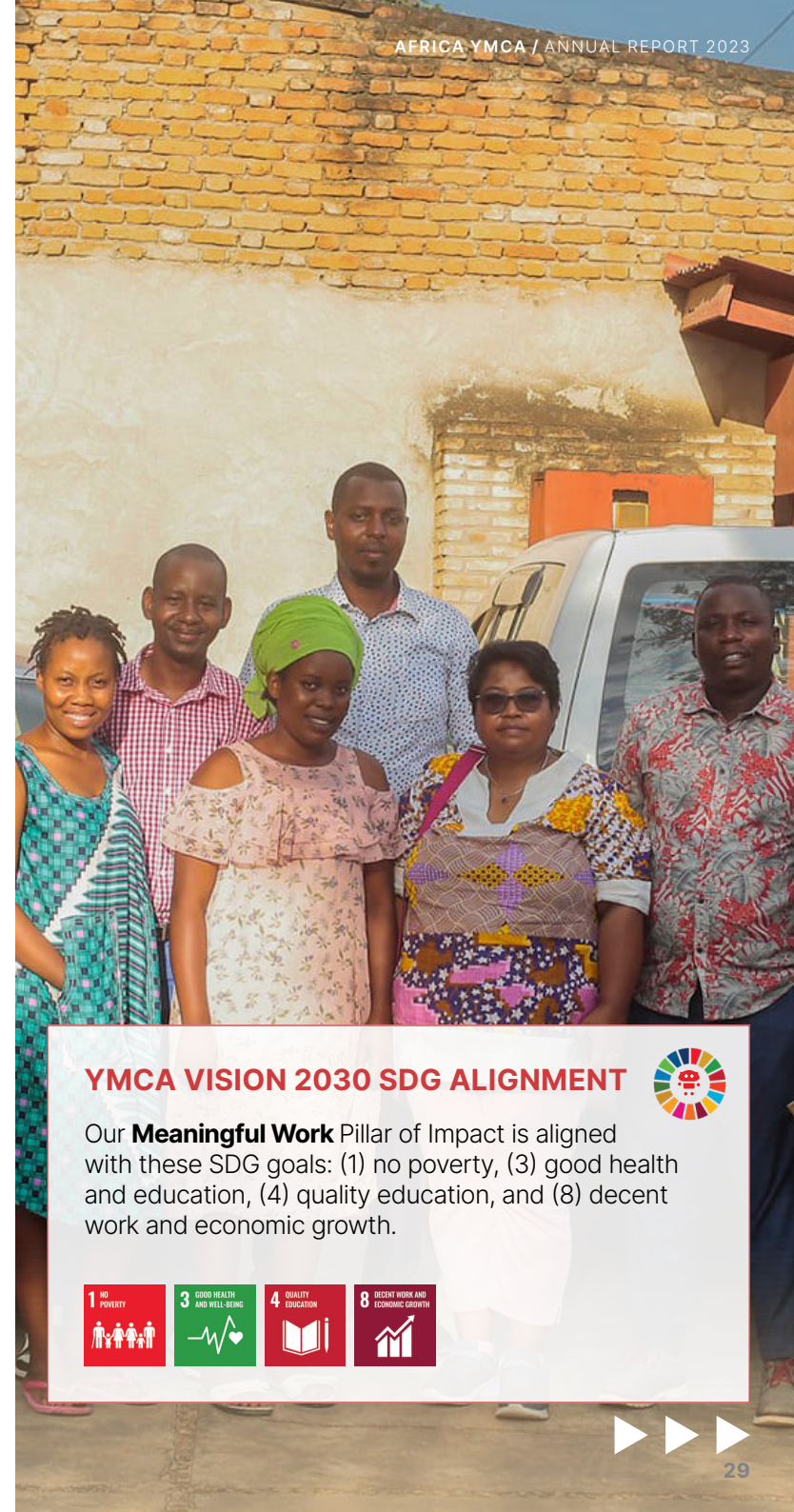
Y3.0 Gameplan

3. Organisational development

In order for us to achieve Self Sustainability and to have an effective youth empowerment strategy, we need to have a strong core. Our core is our people – our staff and our volunteers. This how we support National Movements through organizational development to deliver Vision 2030.

Our core is our people – our staff and our volunteers. We therefore leaned on the goals of the Global YMCA Vision 2030 to ensure that we prioritise staff and volunteers wellbeing, focus on building an internal culture where meaningful work and lifelong opportunities exist for all and ultimately implement policies, procedures and practices that promote equity, inclusiveness, safety and ultimately create a feasible environment to achieve movement agility and sustainability.

- ▶ During the reporting period ending 31st December 2023, the AAY took stock of its very own capacity in fulfilling its backbone role and ability to perform in a complex youth oriented environment. This capability include both cultural and operational components to optimize workflows and make strategic decisions as required.
- ▶ The revised strategic plan was a key discussion document during the 2023 General Assembly and as a result, it was paramount to prioritise our work as a secretariat to ensure a country level contextualisation of this plan. The delivery of this plan required committed agile leadership and corresponding systems and policies at the Alliance level, before cascading the same to the National Movements.
- ▶ The AAY completed the review of its policies incorporating a comprehensive Risk policy. Adopting agility in our work will also require digitalising our systems and procedures - this is a process that begun in 2023.



YMCA VISION 2030 SDG ALIGNMENT



Our **Meaningful Work** Pillar of Impact is aligned with these SDG goals: (1) no poverty, (3) good health and education, (4) quality education, and (8) decent work and economic growth.





Y3.0 Gameplan

Organisational development

- The AAY further made it a priority to start a process of organisation development through support of a consultant. The central goal of organisation developing which is an ongoing process aimed at increasing the AAYMCA's competitiveness in the delivery of its overall strategy. The areas of focus being:
- I. **Human process initiatives** - (team building, interpersonal and group process approaches, and coaching),
 - II. **Techno -structural initiatives** (including systems and processes in meaningful flexible work design; total quality management; financial management and sustainability).
 - III. **Human Management Initiatives** (employee engagement, employee experience, performance management, employee development, succession planning, coaching, and mentoring, career development and diversity awareness).
 - IV. **Strategic Initiatives** (organization transformation, culture change, agile governance and leadership development, attraction, and retention initiatives).



Our voices

YOUTH VOICES ACROSS THE CONTINENT



Nalisoa Andrianarivo
S2C Ambassador, World YMCA Executive
Committee Member,
YMCA Madagascar

“ The YMCA - from my Y-club to the World Alliance, has given me space to grow. The trust and the faith the Y put in me through these different experiences have built and enhanced my confidence and helped me believe that I can participate in the empowerment of my peers and community.”



Daliso Chavula
S2C Ambassador, YMCA Zambia

“ It has been interesting to interact with and build relationships with young people from different cultures. If there is one takeaway for me under this programme, it would be that there are problems everywhere. But, we can always learn from those dealing successfully with challenges similar to our own.”



Goddy Nana Mens
Communication Advisor, YMCA Ghana

“ I love working with the YMCA because I see firsthand the real change we are making in the lives of young people. It is always inspiring when we help young people to find their voice and develop to become agents of change in their communities. ”



Essozimina Bamaze N'Gani
S2C Ambassador, YMCA Togo

“ It all started with searching for an ideal and appropriate setting to conduct my research work in 2018. Who would have thought that a simple search for quiet to study could give rise to an experience that would transform and impact my life? And so it has! ”

OUR PEOPLE



Africa YMCA staff team



General Secretary
Lantonirina Rakotomalala



Programme Innovation and
Management Executive
Mr Lloyd Wamai



Administrator/P.A to the General
Secretary
Ms Anne Kotut



Accounts Officer
Mr Francis Indangasi



Finance and Human Resource
Manager
Ms. Elizabeth Nanjala



Business Development Executive
Mr Osborne Wanyama



Communications Officer
Ms Lavine Imali



Grants Accountant
Ms Julliana Ndavi



Programmes Assistant
Mr Lawrence Dolo



Zonal Facilitator,
Mr Christian Kamara



Zonal Facilitator
Mr Jared Musima



▲
YMCA S2C Ambassadors and Change Agents alongside Dr. Adrien Coly, President of Africa Alliance of YMCAs



▲ Kenya YMCA volunteers alongside Soheila Hayek, President of the World YMCA



▲ Ethiopia YMCA, also the Africa YMCA Liaison Office



▲ Zambia YMCA General Assembly



▲ National General Secretaries



▲
12th General Assembly of the Africa Alliance of YMCAs delegates

GOVERNANCE

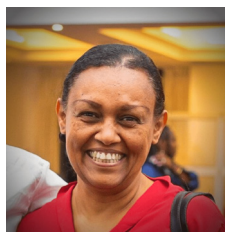


Africa YMCA Executive Committee

OFFICERS & SECRETARY GENERAL



▲
Dr. Adrien Coly
President, Senegal



▲
Ms Ethiopia Tilahun
Deputy President,
Ethiopia



▲
**Mr Du Prince Tchakoté
Noubissi**
Treasurer, Cameroun



▲
**Lantonirina
Rakotomalala**
General Secretary,
Madagascar

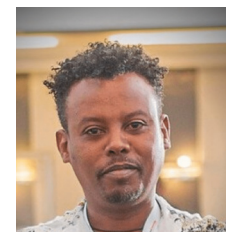
EXECUTIVE COMMITTEE MEMBERS



▲
Dr Vakai Matutu
Southern Zone
Representative



▲
Ms Esther Angwenyi
Womens Representative



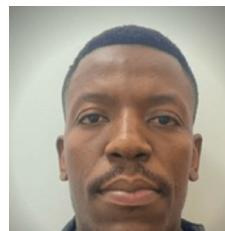
▲
Mr Ephrem Lemma
Eastern Zone
Representative



▲
Mr George Dela Coffie
Youth Representative



▲
Mr Eho Kokouvi
Western Zone
Representative



▲
**Mr Lethukuthula
Shongwe**
Member of the executive
committee



▲
**Ms Nalisoa
Andriananarivo**
World Alliance of YMCAs
Representative



▲
Mr Ronald Senghore
World Alliance of YMCAs
Representative

GENERAL ASSEMBLY



12th Africa Alliance of YMCAs General Assembly

The 12th General Assembly of the African Alliance of YMCA convened in Nairobi, Kenya, spanning three days of insightful deliberations and spirited discussions. The assembly opened with an opening ceremony and devotion, setting a reflective tone for the proceedings, followed by homage paid to departed YMCA members, emphasizing their embodiment of diversity within the organization.

The assembly's diversity was clear as delegates from various African countries and associate members from across the world were duly recognized. Discussions centered on pressing issues facing African youth, including gang violence and limited employment opportunities. Keynote addresses highlighted the African Union's commitment to youth engagement and multifaceted mandates. Hot Bench discussions ensued, addressing critical questions on leadership, character development, and challenges faced in initiatives like the Mama Fua App.

The assembly concluded with the adoption of resolutions, the announcement of newly elected Executive Committee members, acceptance speeches, and an end note address emphasizing unity, responsibility, and progress. The closing ceremony and awards presentation symbolized gratitude and recognition, concluding with a prayer and a resounding sense of accomplishment, setting the stage for a renewed era of purpose, resilience, and sustainability for the YMCA movement in Africa.



WORLD YMCA



World YMCA in 2023

In 2023, the World YMCA continued its mission to empower young people and communities worldwide, focusing on building a just, sustainable, equitable, and inclusive world.

Through innovative Youth-Led Solutions, the YMCA addressed key challenges in health, employment, environment, and community engagement and participation - guided by its four Pillars of Impact: Community Wellbeing, Meaningful Work, Sustainable Planet, Just World.

2023 was the year in which it brought about practical, Movement-wide alignment on work on the four Pillars of YMCA Vision 2030 and began to put in place the Movement Support functions to coordinate and strengthen that work.

Key highlights include:

Global Youth Mobilisation

The YMCA partners with the "Big Six" youth organisations to tackle global challenges aligned with the UN's SDGs. Phase 1 of the Global Youth Mobilisation project engaged nearly 73,000 young people in 125+ countries, benefiting over 3.6 million community members. We are proud to say that the EU has announced its ongoing commitment, with an additional EUR 10 million funding for Phase 2.

HP partnership

YMCA, in partnership with HP Inc., continues to provide digital access and skills training to young people, primarily aged 15-26, in underserved communities. The programme reached more than 300,000

people in Moldova and across the Western Balkans. YMCA hubs in East Jerusalem, Scotland, Ethiopia, and Liberia also offered digital training courses, with three YMCAs selected as tech centres.

YMCA Australia & Deloitte Australia collaboration

YMCA Australia led the World YMCAs Meaningful Work pillar team in collaboration with Deloitte Australia, conducting global youth research, which will result in the delivery of key reports on the state and opportunities with modern work for young people.

YMCA Europe and Accenture Development Partnership (ADP) collaboration

YMCA Hubs in Ukraine, Romania, Moldova, and Slovakia have been developed to address the need for digital competencies and employability skills, supported by the Accenture Foundation.

World Basketball Day

The United Nations General Assembly designated World Basketball Day on 21 December, acknowledging the sport's origins at the YMCA. We're proud of our history and the global sport which was founded by James Naismith

at a YMCA in Springfield, USA, with two peach nets and a soccer ball.

Global Change Agents

The 2023 YMCA Change Agent programme focused on empowering 115 young leaders from 56 countries, each with a unique mandate to create change in their local communities. Since 2014, 750 Change Agents have graduated, leading change in 67 countries worldwide.

COP28 Youth Delegates

16 YMCA youth delegates represented the organisation at COP28 in Dubai, in December 2023, with their focused advocacy goals on fossil fuels, just transition, and youth voice.

Strategic partnerships and collaborations

World YMCA worked with the Global Youth Mobilization, HP Inc., Accenture Development Partnership (ADP), World Health Organization, United Nations Foundation, FIBA Foundation, Kofi Annan Foundation, and many others, aiming to empower young people through programmes, events, campaigns, workshops, and conferences.

Through all of these efforts, the World YMCA continued to make a positive impact, empowering young people to drive change and create a better world for all.



FINANCIALS



Financials

Financials will follow after Executive Committee review of 2023 Africa Alliance of YMCAs accounts.

AFRICA ALLIANCE OF YMCAs

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May 2024