



TOGETHER

"If you want to go fast, go alone. If you want to go far, go together" - African Proverb

For 173 years the YMCA Movement has travelled together. Youth Empowerment is the goal – and also the way we get there. Our cause is addressing the untold stories of injustice against young people. Empowering young people so they can make their change is the magic. Progressing from being an institution to a movement is the way forward. Going from political silence to ethical action is the future.

Our Youth Empowerment work is changing the world daily, one young person at a time, in 119 countries. We are the world's biggest youth movement but we still have a lot of work ahead of us.

2016 marked the half-way point of our journey known as the OUR WAY Strategy. This plan was approved unanimously by the 18th YMCA World Council and the embracing of it has produced great unity for all YMCAs.

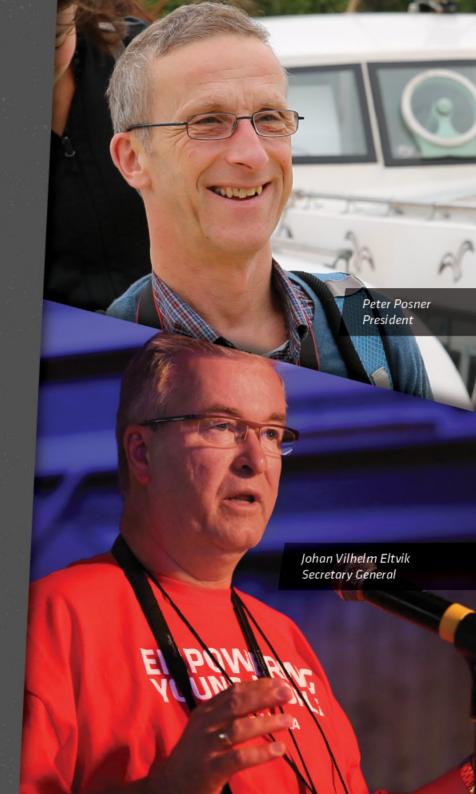
The journey ahead is going deeper into our Youth Empowerment strategies at all levels of our Movement. Further, our next theme for the 19th World Council is 'Youth Empowerment 4 good'. This focus brings our Mission and Principles to life in new and relevant ways. The focus on "Youth Empowerment" is expected and straight forward. The "4" is a pointer to the four advocacy focus areas of employment, environment, health and civic engagement as the most pressing needs of young people as identified by our global research. "4 good" has the dual meaning of representing "for ever" and "for good works".

We are driving a global movement that captures the hearts and minds of more and more young people for social action and positive change. We want to grow so we can serve more young people.

Peter Posner

President

Johan Vilhelm Eltvik
Secretary General





ABOUT THE WORLD YMCA

The majority of the 1.8 billion young people of the world today are facing injustice in its many forms. As a response, the YMCA is determined to empower young people.

Around the world YMCAs are working to offer space, transformation and impact through programmes and activities focusing on the most pressing needs of the young people and communities where we are.

The World YMCA is a federation of 119 independent National YMCA organisations, registered as an association in Geneva, Switzerland. Together we work with a vast network of related agencies and groups working towards a common goal: Empowering Young People. Our motivation to face and tackle injustice originates from our Christian and ecumenical identity.

The 11,200 YMCA branches all over the world are working with a diverse range of programmes and activities including our 4 global strategic areas - employment, health, civic engagement and environment- all of them, focusing on young people.

The work of our almost 100,000 staff alongside millions of volunteers are reaching 58 million people in all continents of the world.

National YMCA organisations are members of the World YMCA and subscribe to its constitution. The World YMCA Secretariat provides leadership and coordination to the federation based on a strategic plan approved during its highest level of governance; the World Council of YMCAs.

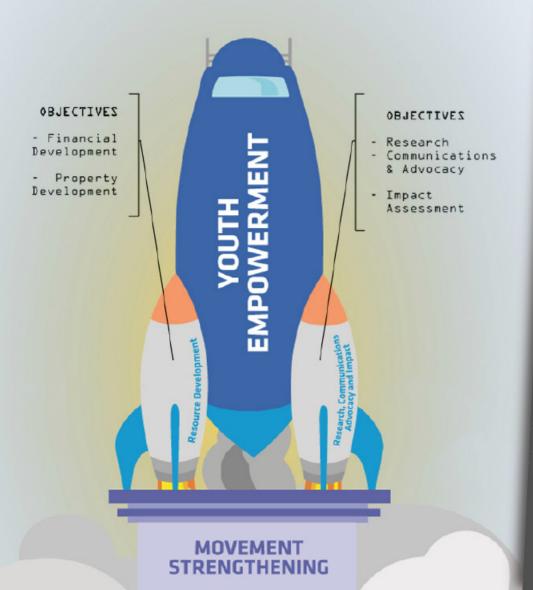
The YMCA global structure consists of Area organisations and a "Governance Policy Agreement", approved in 2002, that regulates the relationships and responsibilities of those bodies.



Countries



THE YOUTH EMPOWERMENT SPACESHIP



OUR WAYSTRATEGY

In 2016 the YMCA celebrated 172 years of service to young people. We continue to build upon the legacy of our Movement's founders and, through unity and responsibility, we are committed to provide socially relevant programmes, to be institutionally viable and loyal to our Mission wherever we are.

The global Movement has one strategy: OUR WAY 2014-2018.

Youth Empowerment is the main external focus of our Strategy and Movement Strengthening (Organisational Development) is the internal focus for the extension of the YMCA's reach and impact. We strengthen our movement to empower more young people.

This Strategy was unanimously approved during 2014's 18th World Council and sets the stage for the YMCA to triple the number of young people we serve in the next decades. Our ambition is to reach 90 million people in the YMCA, having the support they need to succeed in life.

OUR WAY Strategy Elements

Strategic Focus: Youth Empowerment

The World YMCA Movement collectively invests resources in young people.

Youth Empowerment is the YMCA's shared focus at all levels. YMCA
Change Agents are active young people and the face of the movement through this global leadership development programme for young people aged between 18-30 and coordinated by the World YMCA.

Strategic Priority 1: Resource Development

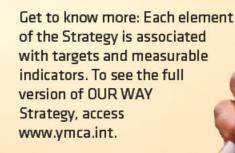
The World YMCA leverages and expands resources to increase the organisational capacity and sustainability of YMCAs around the world.

Strategic Priority 2: Research, Communications & Advocacy, Impact Assessment

Build capacity, expertise, and a collective YMCA profile of relevance to young people and the critical issues of concern to them: employment, health, civic engagement, and environment.

Internal Strategic Focus: Movement Strengthening

The World YMCA continues to work on Movement Strengthening with the focus on the three pillars of strong YMCAs: Mission Clarity, Social Relevance and Institutional Viability.





OUR WAY Report

you want to go fast, go alone. If you want to go far, go together."



WORLD YMCA OUR WAY STRATEGY REPORT

We should be extremely proud of the huge strides the YMCA Movement has made in engaging with and embracing the OUR WAY Strategy.

Originally I hoped it would take 8 years for the Movement to find unity around our central focus of 'Youth Empowerment'. Instead it has happened much more quickly and, as a result, great strength has happened. Anyone can confidently talk about 'Youth Empowerment' in any YMCA in the world today and have a discussion on the

life-changing impact being created and developed. This is the reawakening of a social movement. This is ensuring we remain relevant to young people and their deepest needs for the long journey.

It also ensures we can also go much deeper and much more quickly from herein.

And we cannot delay because the needs of the world's young people are growing.

We aim to deeply root 'Youth Empowerment 4 good' - not just as the theme of our next World Council - but as the focus for every local and National and Area of the YMCA. In the background the work that is being done on the long-term Strategy is to ensure this remains our focus for the next 172 years, and that we do not wander off and have to rediscover ourselves yet again.

OUR WAY Strategic Focus:YOUTH EMPOWERMENT

As I regularly write, I am never more hopeful for this Movement than when I am surrounded by our young people. Here we find great hope for the future as they speak and act on powerful words like 'unity', 'collective' and 'future'. They focus on impact and get aggrieved when we spend too much time in meetings and agendas and not helping as many young people as possible in deeper and wider ways.



YMCA Change Agents

Nowhere do I find this better exemplified than with our YMCA Change Agents. These are not only our 'future leaders', these are our leaders now. If I could bottle up the energy, passion and hope that comes from being in the room with them then we could all see this same picture of a strong social movement of young people, supported by the YMCA, for a better future.

All this good and positive spirit comes with a darker side as well. Too often we want to overlook it or sugar coat the truth. We heard from our young people through our One Million Voices Research the truth about great needs. About darkness and urgency, about lives without hope. We must choose to continually listen to this as well.

This was demonstrated when our Change Agents from Gaza were refused visas to be able to travel to the Global training. Why? As Hannah, one of our YMCA Change Agents said, "one year ago we started this journey of youth empowerment. Today man made borders and laws stood between us and its completion...... such a shame."

More than 100 new projects of this cohort will benefit the local YMCAs. They are in different stages but they ensure ongoing involvement and deep, deep impact in local communities. Some examples are included at the conclusion of this Report.

We continue to have YMCA Change Agent involvement in key meetings. In fact they were actively involved in the design and execution of their Global Training. They are involved in NGS Meetings, Executive Committee Meetings and the OUR WAY Strategy Delivery Summit as well. We hope to have 500 of them in Chiang Mai again in 2018 for the World Council. The planning already has them deeply involved in programming and leading. There are two Change Agents (one from each cohort) on the Planning Committee and they are fantastic.

They are leaders because we are listening to them and we need to find more and more ways to involve and listen to young leaders at every level of the YMCA.

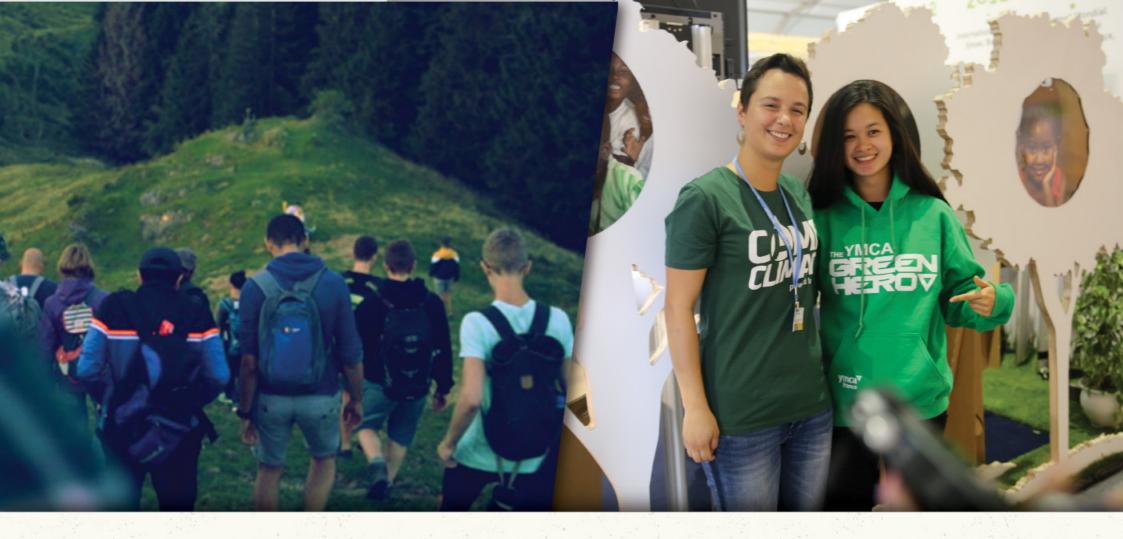
The second cohort graduated in Chiang Mai at the Global Training Event and took great pride in their experience. They return to their YMCAs renewed with passion and vigour to continue youth

empowerment as a reality - as they have experienced - in their local communities through their local YMCAs.

This type of YMCA training provides unique experiences. These YMCA leaders now have 130 friends from all over the globe who they are connected to, networked with and willing to assist. And this will last for many, many years, even if they move on from the YMCA. This is truly the best part of global training. Bob Tobin, an expert consultant and close friend of the YMCA, said "You will become famous for this (Change Agents programme). It will become part of you and the world will know you as the Movement that trains future leaders".

Our planning for cohort 3 has developed well and shall be announced in March 2017 and go through until after the World Council in 2018.





Innovation Camp

Our second Innovation Camp brought together 70 leaders from 29 countries to discuss innovation in programming for YMCAs. Like YMCA Change Agents, this is also Movement Strengthening at its best! Topics included TenSing, Youth Parliament, environmental advocacy and micro financing.

CAMP CLIMATE AT COP22

We were again at the forefront of global environmental discussions in Morocco in November 2016 when we hosted the world's young people at COP22 - the environment's highest discussion forum. We led and hosted 22 organisations from all over the world by bringing them together for 'YMCAs Camp Climate' and advocating for climate change.



OUR WAY Strategic Priority 1: RESOURCE DEVELOPMENT

Our Property Development Project has been developing in order to realise the untapped resources found within the YMCAs properties.

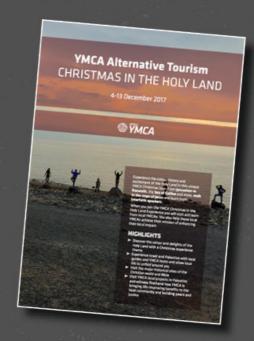
Staff placements are filling the office and the apartments in Geneva. We have had visitors from New Zealand, France, Germany, Russia, USA, and more. Some are returning and some are new. But the impact is deep and the experience is rich and valuable.

As a new fundraising initiative we have launched 'YMCA Around The Table 2'; a new Cookbook that invests back into Youth Empowerment programmes. Purchasing the new Cookbook is an easy way to support our fundraising programmes.

Our partnership with the Japan Peace Boat organisation continues with

their ground-breaking tour from New York to Cuba and the opportunity for the YMCA to have a peace-themed programme on board.

Our first Alternative Tourism programmes in Cambodia, Sri Lanka and the Holy Land took place in 2016 and were successful in turning a profit for both the World YMCA and the local YMCA. Tours to Malaysia, USA, Cambodia, Belarus, Nepal, Sri Lanka and the Holy land are open for booking for 2017.



OUR WAY Strategic Priority 2:

RESEARCH, COMMUNICATIONS AND ADVOCACY, IMPACT ASSESSMENT

Research

We have successfully completed our pilot in Poland for the next One Million Voices Research. The use of One Million Voices as a tool continues. The YMCA Change Agents spent a full day on debriefing and diving deep into the research and they have a great understanding of it. They certainly resonate with the messages coming and again endorsed its validity to us.

Our range of diverse partnerships continues to grow. Recently I met with the Director General of the International Labour Organisation (ILO) and this is a great example of how we now have something to share and discuss. Topics included our research and our advocacy work. We have also seen this with our research being shared at the United Nations. As a follow up we have been invited to participate in an important ILO Conference.





YMCA World Challenge 2016

The World Challenge is really driving impact for those YMCAs who embrace it. This year's theme of "give young people a voice" linked to and built on the One Million Voices Research and enabled YMCAs to – as always – demonstrate their great creativity in executing the event.

We have launched the 2017 event which focuses on empowering young people through basketball as we celebrate the sport's 125th anniversary.

Our **Advocacy** work is continuing to develop as we aim to fulfil OUR WAY's goal of influencing national and global policy debate by increasing the youth agenda. The four advocacy areas of OUR WAY – employment, environment, civic engagement and health – are being realised through global working groups.

We again stood alongside the YWCA for this year's **Week of Prayer.** This year's theme of "Leaving no one behind" was highly relevant.

Our communications focus remains on **digital**. We have pushed our social media impact along with ever growing numbers on Facebook and an emerging presence on Snapchat. We have also invested in a digital accelerator project in conjunction with the YMCA World Urban Network to further improve our impact on line where most young people can be found.

Our work on the **Global YMCA Refugee Initiative** has seen us opening an office in Thessaloniki, Greece and working with an expert group of YMCA people.





OUR WAY Internal Strategic Focus: MOVEMENT STRENGTHENING

We continue to invest in this internal focused activity:

- > The 6th National General Secretaries Meeting was held in its traditional 3rd week February slot in Tanzania, Africa. Here we had over 60 leaders involved in a strong African theme, including research and the delivery of other key OUR WAY strategies.
- > The Global Staff Team (GST) Meeting continues to meet.
- > In November we again held the OUR WAY Strategy Delivery Summit. This includes multiple groups across a range of topics including refugees, communications, property development, strategy development, and research. Participants include a wide range of

YMCA people from different size YMCAs: YMCA Change Agents, CEO/NGS, International Secretaries, full time staff, etc.

- > The Safe Space Working Group has met twice this year to continue to develop its challenging work and is now ready to deliver its first result in a Value Statement and Methedology paper. This will be presented to National Movements for a consultation process before going forward to the World Council in 2018.
- > The World Council Planning Committee met in Chiang Mai in September and developed themes and programming. Chiang Mai's Empress Hotel will be a magnificent 4 star venue. We toured the site and met with the owner and manager who has offered and demonstrated full commitment to our meeting. We shall be the only meeting in the Convention Centre during our time. Planning continues on excursions, inviting speakers and more and we will launch registrations in September 2017 with early bird pricing.

CONCLUSION

We are now officially past the halfway mark for OUR WAY Strategy 2014-2018. The building on the foundational work sees us moving ahead at a faster and deeper pace. I will be travelling extensively to ensure this message is deeply rooted in the Movement. Again, I am thankful for the support of the World YMCA Executive Committee, the World YMCA Staff Team and all those who have worked to develop and deliver OUR WAY.

Warm regards,

Johan Vilhelm Eltvik
Secretary General





YMCA CHANGE AGENTS

A central part of the YMCA Change Agents training is the development of a project in each Change Agent's local YMCA to assist make that YMCA a 'Power Space': a place of more empowerment for more young people.

With more than 400 Change Agents already graduated this realises the change that is coming to our Movement from our young leaders. It is achieving the programme goals of developing a team of connected and empowered young people who can drive change in the communities that they work in.

Through the professional research associated with the Change Agents programme this section received the most positive feedback with Change Agents stating that it was relevant to their own personal development and relevant to their YMCA.



"I really loved this part of the programme, it empowered me to take this challenge and make a change within my local community. Best part of the programme!"

- Change Agent (Cohort 2, 2015/16)

Here is a small sample from each Area of the projects undertaken by our second cohort:





AFRICA

PROJECT: Sanitation campaign LOCATION: Niger Republic, Niamey

SUMMARY: This project will engage young Christians and Muslims from Nogaré to gather once a month over a six months period to begin awareness programs for sanitation and health in our area. Sanitation projects coincide well with the objectives of urban communities' authorities in our district. In addition, there will be awareness sessions on conservation of used plastic waste. The sanitary campaign will undoubtedly contribute to the reduction of waste and other filth in Nogaré neighbourhood and improving general health in the area.

CHANGE AGENT INVOLVED: Maidagi Dadi Adamou

PROJECT: Unemployment is Real

LOCATION: Cape Town YMCA, South Africa

SUMMARY: This project seeks to create awareness around the root causes of unemployment among youth in my local YMCA and community. This project seeks to mobilize other youth and community to become more socially active and allow them a platform to speak out about social injustices related to unemployment. We have used Y-Arts to execute our first phase of our Project; UNEMPLOYMENT IS REAL. As part of one of our Y-Arts projects, we have developed our participants` photography skills and we have created a platform where they will be able to make use of these skills by capturing what they see as unemployment.

CHANGE AGENTS INVOLVED: Sharnelle Cader

PROJECT: Care for the Orphans and vulnerable Children

LOCATION: Warri YMCA Nigeria

SUMMARY: A group will be formed that will provide care and support to orphans and vulnerable children by facilitating education, good nutrition, counselling, healthcare, income generating activities & HIV/AIDS education. This group will create awareness in the community and the outside world about the need to protect and support the vulnerable children and the orphans as well as protecting their rights. They will provide adequate education for these children to make them good citizens and have a better future through early education programs.

CHANGE AGENTS INVOLVED: Ibebe Ufuoma Peace

ASIA and **PACIFIC**

PROJECT: CALD Community Aquatic Pathway Initiative

LOCATION: Australia (Dandenong Leisure Facilities)

SUMMARY: This project partners with Lifesaving Victoria and AFL SportsReady and supports groups of 120 young people through a 10-week swimming lesson program, 32 young people obtain their qualification for casual employment, and ongoing training and development through work readiness training for 10 young people. With 47% of our community immigrants we provide training in water awareness, safety and decision making; job and leadership training with obvious pathways to a career in sports and recreation; and family integration into the community.

CHANGE AGENT INVOLVED: Alexandra Triolo (Ash)

PROJECT: kaLIFEdoscope 😊 —

LOCATION: Singapore

SUMMARY: KallFEdoscope is a 4.9km obstacle run initiated by MYMCA's Youth Leadership & Development Department (YLD), and the Special Projects department in YOUTHsync (YLD's youth leadership committee). It aims to celebrate youth's boldness and dynamism. My main role in the project will be to mentor the youths in the development of the event - from building up the sponsorship kit, to budgeting, to even the personal development of the youths such as the leading of their peers.

CHANGE AGENT INVOLVED: Melissa Poh







PROJECT: Road to 2020

LOCATION: Yokohama YMCA ACT

SUMMARY: This project is for junior high school and high school youth who come to the YMCA ACT to talk about Tokyo Olympics held in 2020. Youth want to be active in planning for Olympic 2020 and this will provide a forum for their discussions. It will increase their motivation to study English. They will discuss social problems in connection with Olympic 2020.

This project has an expectation for youth empowerment, a keen critical mind, leadership training and creating a unique idea for a new event in YMCA ACT.

CHANGE AGENT INVOLVED: Yuirri Suzuki

PROJECT: Joint-University Recycle Program – "Waste"

LOCATION: CYMCA, Hong Kong

SUMMARY: The main topic of our project is about "Waster". We wish to present the idea of wasted materials or things that being abandoned can be useful if we create them a new meaning. Also, throughout the program, we wish to bring out the problem of world climate at the moment and empower youth to take the first step to protect our land. Our project will involve different units of Uni-Y and College-Y under CYMCA in Hong Kong, in which the student committees can have experience in organize activities. Therefore, we, as Change Agent and other organizing committee members will act as a guiding role, to delegate the student committee's autonomy to design their individual activities for university students and to share their voice. Moreover, the reflection part is what we think the most important part where students that joined the activities or workshops could share their feelings and experience, in order to positively influence the others and the public or even come up with any innovative ideas that can benefit our society.

CHANGE AGENT INVOLVED: Lim Pui Yan and Tam Chin Long



EUROPE

PROJECT: Immigration and the Y Generation

LOCATION: Lyon, France, YMCA/UCJG

SUMMARY: For our project, we will bring about 40-50 young people aged between 18 and 25 years, from France, Kosovo, Bulgaria, Czech Republic and England together. During a week in France, we will discuss immigration, which is a current topic in each of those countries. We will study the history of immigration and try to understand the new situation (why, where), to learn and compare the laws and to think together about a solution or a better situation for everyone -for now and the future. We would like to imagine what we can all do as a citizen, as a human. We would like to empower them in a way of awareness, tolerance and curiosity.

CHANGE AGENT INVOLVED: Amandine Chavignon and Clémence Croué

PROJECT: Leaders around the world

LOCATION: Siderno, ITALY

SUMMARY: The idea of this project is based on the needs of young people from the area of Siderno, who are looking for international experience. The goal for YMCA Siderno is to bring back the international network which was there in the past and create strong cooperation with other local YMCAs doing the same types of activities. Another key point for this project will be the language exchange which all the volunteers will benefit from in both directions. Our young people study English in school but have no practical experience speaking in English. This project will help young people to improve their language skills. This project will also educate YMCA SIDERNO leaders and volunteers on diversity and multiculturalism and allow them to be agents of social change in an increasingly diverse and global community.

CHANGE AGENT INVOLVED: Mario Trichilo

PROJECT: Mental Health and Wellbeing Programme

LOCATION: YMCA Swansea and local community, United

Kingdom

SUMMARY: This project would empower young people to overcome barriers in relation to mental health and well-being and have more control over their own well-being. The One Million Voices Report showed that this is of high importance to the world's youth. Positive psychology exercises will be held. Activities would also promote the five ways to wellbeing: connect, give, be active, take notice and learn. For example, we would promote gratitude diaries, mindfulness sessions, nature walks, and promotion of community involvement and education as a means to wellbeing.

CHANGE AGENT INVOLVED: Ashleigh Cullen

PROJECT: Recruiting more local people in camp who will

engage themselves as future YMCA volunteers

LOCATION: YMCA Bitola, Macedonia

SUMMARY: This project focuses on recruiting more local young people in our summer camps, who will afterwards engage with our YMCA, start new programs/projects and help us strengthen the organization. About 80 youngsters come to our camp every summer. They come from many different towns in Macedonia, and only few are from where our YMCA is located. It is difficult for young people from other towns to engage in our YMCA and become active youth volunteers so this project will increase the number of young people from our YMCA participating in summer camp and eventually become Y leaders in our YMCA and community.

CHANGE AGENT INVOLVED: Ivana Spirovska and Maja Ivkovska

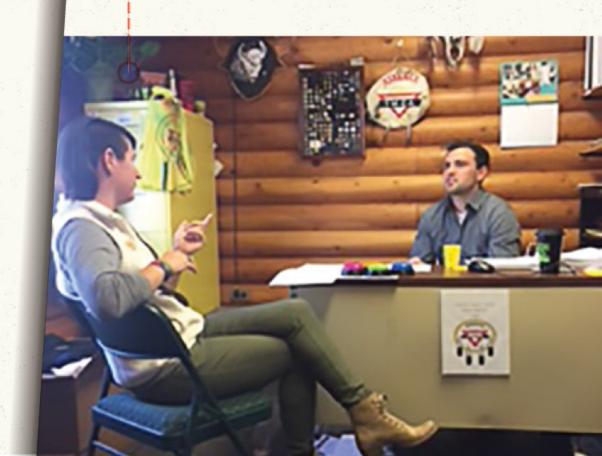
USA

PROJECT: Global centre of excellence

LOCATION: Sioux YMCA, Dupree, South Dakota, USA

SUMMARY: This project will help us connect and strengthen global bonds. The Global Center of Excellence (GCE) project will strengthen the Sioux YMCA and allow more volunteers' access to the Sioux YMCA. With more volunteers we can establish connections and placements in communities on the Cheyenne River Sioux Tribe Reservation. The volunteers would be trained and connected before being placed in YMCAs located around the globe.

CHANGE AGENT INVOLVED: Andrew Corley



LATIN AMERICA

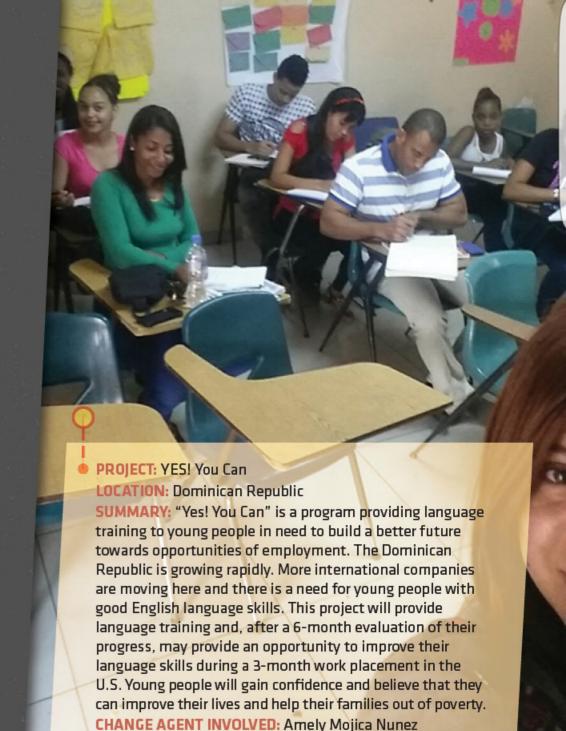
PROJECT: YMCA d'Haiti Reading and Literacy Program
LOCATION: YMCA d'Haiti in several YMCA Community Centers
SUMMARY: The rate of illiteracy in Haiti is very high; estimated in
2003 by the Haitian Institute of Statistics at about 49%. This rate
concerns youth and adults from 15 through 55 years old and
beyond. This project will focus on:

- New Readers A basic literacy program for young children not enrolled in school.
- Reading Clubs- An after school literacy program to improve reading for vulnerable school children with literacy challenges, to enable them to stay in school.
- Literacy Community Leaders- A program to enhance reading and leadership skills for teens and young adults, through tutoring and volunteer reading activities in the community.
- You Can Read- A basic literacy program for women and seniors to teach reading.

CHANGE AGENT INVOLVED: Dorly G. Jeffrey Oriol

PROJECT: "Con las Pilas Puestas" (With the Batteries Installed)
LOCATION: Santo Domingo de los Tsáchilas - Ecuador
SUMMARY: This project will help increase the number of
volunteers at our YMCA. We will provide a space to encourage
reflection and action, to raise awareness in a field chosen by the
teens and young college students. They will lead these processes
and share knowledge, skills and experiences to maintain good
relations. For example, if there is a young man who knows how to
play a guitar and others are interested they can exchange songs,
tips, and skills that will allow them to build a relationship so that
they can raise awareness about the realities of the towns or a
problem regarding youth.

CHANGE AGENT INVOLVED: Elizabeth Palma





MIDDLE EAST

PROJECT: The Y Hangout LOCATION: YMCA Jordan

SUMMARY: The Y hangout is an opportunity for young people to meet and hang out to study, meet their friends to play board games, and meet different people from diverse backgrounds. Affordable refreshments will be available. We will employ young people, offering work experience. Under-utilized space will be used throughout the year.

CHANGE AGENT INVOLVED: Journana Malas

PROJECT: Engaging the youth

LOCATION: East Jerusalem YMCA Palestine

SUMMARY: This project will form youth groups at the YMCA who will be trained to become leaders through leadership and empowerment programs. The aim is to offer the young people a safe place to share their concerns and ideas and to strengthen the ties and relationships between youth in Jerusalem. Teaching them how to respect and accept each other despite their religious differences or social status. By building trust between the different groups, young people will no longer see themselves as individuals but one team. We will do this through peer support, leadership development, project and planning

skills, and providing new experiences. The group will be expected to lead other younger groups at the YMCA in the near future.

CHANGE AGENT INVOLVED: Nancy Kiriaco, Yara Dowani and Maurine Kouba

PROJECT: YEE - Youth Educate & Empower LOCATION: YMCA-Gaza, Gaza strip, Palestine

SUMMARY: The Gaza YMCA has an excellent camp program. The most significant part of the summer camp is the preparatory training course new leaders go through before joining the leaders club. This is our legacy as YMCA-Gaza and we want to give access to that legacy to all young people of Gaza Strip.

For this project we aim to address some of the needs indicated by young members of YMCA-Gaza through organizing a series of workshops, seminars, and training courses. The highlight of the project will be an 8-month series of advanced leadership courses (Animator, introductory and advanced leader preparation, summer camp management, training of trainers). This project can eventually be adopted into a certified diploma in training on local, national, and maybe area level. We also aim at having cross-cutting goals of empowering young women in specific.

CHANGE AGENT INVOLVED: Hanna Borbara, Fahmi Ayyad, Dalia Al-Dabbagh, Vivian Al- Jelda





The World Alliance of Young Men's Christian Associations

Geneva

Report of the auditor to the Executive Committee on the summary financial statements 2016



Report of the auditor to the Executive Committee of The World Alliance of Young Men's Christian Associations Geneva

Report of the auditor on the abstract of financial statements

The accompanying summary financial statements, which comprise the balance sheet and statement of income and expenditures as at 31 December 2016 for the year then ended are derived from the audited financial statements of The World Alliance of Young Men's Christian Associations for the year ended 31 December 2016. We expressed an unmodified audit opinion on those financial statements in our report dated 15 March 2017. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by the Swiss law and the association's articles of incorporation. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of The World Alliance of Young Men's Christian Associations.

Executive Committee's responsibility

The Executive Committee is responsible for the preparation of the summary financial statements in accordance with the requirements of the Swiss law and the association's articles of incorporation.

Auditor's responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Swiss Auditing Standard (SAS) 810, 'Engagements to Report on Summary Financial Statements'.

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of The World Alliance of Young Men's Christian Associations for the year ended 31 December 2016 are consistent, in all material respects, with those financial statements, prepared in accordance with Swiss law and the association's articles of incorporation.

PricewaterhouseCoopers SA

Marc Secretan Marcello Stimato
Audit expert Audit-expert

Geneva, 16 March 2017

Enclosure:

Summary financial statements (balance sheet and statement of income and expenditures)

PricewaterhouseCoopers S.A., avenue Giuseppe-Motta 50, case postale, CH-1211 Genève 2, Switzerland Téléphone: +41 58 792 91 00, Téléfax: +41 58 792 91 10, www.pwc.ch

THE WORLD ALLIANCE OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS Geneva

Balance sheet as at December 31,		2016	2015
ASSETS	Notes		
Current Assets			
Cash in hand and banks		242'004	724'477
Accounts receivable	3	277'227	414'124
Loan to the Africa Alliance of YMCAs	7	133'509	0
Projects deferred expenses	4	30'919	17'916
Total Current Assets	- · · · · -	683'659	1'156'517
Non-Current Assets			
Investment Portfolio		4714001005	4710041000
Loans to the John R Mott Foundation	5	17'100'025 3'416'491	17'224'669
	6 7		3'478'530
Loan to the Africa Alliance of YMCAs	,	67'915	201'424
Furniture and equipment Total Non-Current Assets		20'584'432	20100 4102 4
Total Non-Current Assets		20 584 432	20'904'624
TOTAL ASSETS		21'268'091	22'061'141
LIABILITIES			
Current Liabilities			
	8	020240	081000
Accounts payable Short term portion of bank loan	6	82'249 28'800	96'992 28'800
Deferred revenue	4	398'072	401'745
Deletted revenue	•	396 072	401745
Total Current Liabilities	_	509'121	527'537
Non-Current Liabilities			
Long term portion of bank loan	6	1'375'200	1'404'000
Total Non-Current liabilities		1'375'200	1'404'000
Reserves and Funds		Y	
The General Reserve	9	249'243	748'273
Reserves and Provisions	10	505'739	741'798
Refugee & Relief Funds	11	1'020'277	1'182'785
Endowment Funds	12	1'060'901	1'043'917
JRM MOTT Endowment Funds	13	16'458'761	16'363'286
Surplus for the year after attribution		88'849	49'545
Total Reserves and Funds	_	19'383'770	20'129'604
TOTAL LIABILITIES	1 - 1	21'268'091	22'061'141
		21230001	22 001 141

THE WORLD ALLIANCE OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS Geneva

Statement of income and expenditure for the year ended December 31,

consumers of mounte and experiencire for the ye	ai cilucu	Deu	aniber 51,		
	Notes 2016		16	2015	
Operating Income					
National Movements			1'491'570		1'464'854
Strategy Implementation	14		39'301		7'365
Governance	15		49'123		38'262
Administration	16		1'692		14'298
One Year Projects	4				
			191'751		272'807
Open Projects	4		177'538		149'579
Secours Speciaux	10		15'011		16'911
otal Income		_	1'965'986	-	1'964'076
Operating Expenditure					
Strategy Implementation expenditure	14	-	316'019	-	285753
Governance	15		257'073	-	141'585
Administrative expenditure	16	-	221'708	-	442'591
Personnel Costs	17	-	1'667'062	-	1'823'556
One year Projects	4	-	289'413	-	531'010
Open Projects	4	-	182'621	_	72'582
ecours Speciaux	10	-	42'866	-	21'374
Cotal Europaditura		5	2'976'762	-	2'240'454
otal Expenditure		-	29/6/62	-	3'318'451
perating Result		-	1'010'776	- 1	1'354'375
inancial Income					
nterest Current Account			28		4781
nvestment Income			573'328		272712
otal Financial Income			573'356		277'493
inancial Expenses					
inancial Expense Current Account			40'121		30'243
nvestment Expenses		-	109'336	-	558'101
otal Financial Expenses		-	149'457	-	588'344
		_			000 044
lesult before Release of Provisions and Res	erves	Ξ	586'877	21	1'665'225
Release of Provisions and Reserves	18		1'106'780		1'432'774
lesult for the year after Release		-	519'903	-	232'451
ttribution to Funds and Provisions					
ransfer Deferred Income/Expenditure			5'083		7'855
				-	
ransfer to Secours Speciaux Provision ttribution Financial result to Investment Funds		-	27'855 463'992		4'463 285'389
otal Transfer and Attributions		=	431'054		281'997
urplus for the year after attribution			88'849		49'545
		100	00 040	_	40 040

GOVERNANCE & LEADERSHIP

Leadership

(For the four year term 2014-2018)

Officers:

President

Mr. Peter Posner, England

Deputy President

Ms. Evelyne Sami Gueye, Senegal

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Rev. Johan Vilhelm Eltvik, Norway

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(elected November, 2016)

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Mr. Mauricio Korber Molina, Mexico

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USA

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Mr. Babu Markus Gomes, Asia & Pacific Alliance

Mr. Ed Eggink, Netherlands (completed April, 2016) /

Mr. Mike Will, Scotland

(commenced as President
November 2016), YMCA Europe

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A SINCERE THANK YOU

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Strategic Partnerships

- > YMCA World Urban Network
- > International Coordination Meeting of Youth Organisations (ICMYO)
- > World YWCA
- > Alliance of Youth CEOs
- > Y's Men's International
- > United Nations (UNDP, UN-HABITAT, ILO, IOM)
- > Ecumenical Advocacy Alliance
- > North American Urban Group (NAUG)

- > World Council of Churches
- > Peace Boat Organisation, Japan
- > Sport and Sustainability International

YMCAs who hosted various programs of the World YMCA

- > YMCA of Chiang Mai, Thailand
- > YMCA Peru
- > YMCA Europe Training Centre; Litomysl, Czech Republic
- > YMCA East Jerusalem
- > YMCA Sri Lanka
- > YMCA Cambodia

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- > YMCAs of Singapore
- > YMCA Chiang Mai
- > YMCA Bangkok
- > Y's Men International
- Contributors for the "YMCA Around the Table 2"
- > YMCA Victoria

Thank you for everything!

A SINCERE THANK YOU

THANK YOU TO OUR PARTNERS, SUPPORTERS AND VOLUNTEERS

The World YMCA is thankful for having dedicated partners, supporters and volunteers on board to strengthen its efforts to empower young people. To all of you that worked in 2015, THANK YOU!

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World YMCA

Annual Report 2016

Photos: World YMCA Archives, YMCA Change Agents

Published by: World YMCA
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#worldymca

Design by: www.nourishingmedia.com

World YMCA, Geneva, April 2016

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