We believe in the potential of youth as active citizens, and youth empowerment is our core business.
The Africa Alliance of YMCAs (AAYMCA) is a leading Pan-African youth empowerment movement working across the continent, representing National Movements in 20 countries, 16 of which are very active. As the oldest NGO network in Africa, we reach approximately five million programme participants yearly.

The secretariat of the Alliance operates as a Technical House, and the AAYMCA is a multi-disciplinary team of experienced professionals offering strategic and technical expertise in all areas of organisational and programme operation. Our National Movements benefit from this approach through strategic oversight and capacity building. The AAYMCA collaborates with National Movements to conduct research, develop localised and continental programming, monitor and evaluate progress, and communicate our impact.

AAYMCA works with National Movements to run our flagship Subject to Citizen (S2C) Change Model. S2C is designed to unlock potential and equip youth with the skills and confidence to transform themselves and other young people to influence for positive change.

**VISION**

**EMPOWERING YOUNG PEOPLE FOR THE AFRICAN RENAISSANCE**

**MISSION**

We aspire to develop young people for the holistic transformation of their communities, nation and the continent.

**VALUES**

- Unity and inclusiveness
- Responsibility
- Accountability
- Self-determination
- Integrity

**YMCA S IN AFRICA**

**Active movements**

**Associate movements**
Côte d’Ivoire, Cameroon, Niger, Rwanda

**Movement in formation**
Malawi
MESSAGE FROM THE PRESIDENT AND GENERAL SECRETARY

PETIT-À-PETIT, L’OISEAU FAIT SON NID
STEP-BY-STEP, THE BIRD BUILDS ITS NEST

It started with us dreaming… of a new Africa where young people are transformed to live with pride and responsibility in a continent where rights are enshrined, viewpoints are valued and opportunities to realise dreams are within young people’s grasp. Yes, we dreamed of young people empowered for an African Renaissance. And we saw the huge role we as African YMCAs could play in this: preparing youth to transform themselves and others to take up this challenge; to have voice, space and ability to influence for positive change in their environment. Then we set about positioning ourselves to be the vehicle through which this could happen.

During our last strategic plan period, much of our time was focused on this positioning: the African YMCA movement united like never before under a common identity and a continental Subject to Citizen (S2C) change model. We developed strong cohesion around, and branded ourselves, on our African-ness, our youth focus and our ecumenism.

At our last ordinary General Meeting (OGM) in 2010 when we gathered together as an African movement, we said we were at the tipping point: a point where all our efforts over the previous years was going to culminate in us becoming a cohesive force of good in our continent.

We highlighted the three elements around this tipping point, according to Malcolm Gladwell: the stickiness factor, the power of context and the law of the few. We said that if an idea is ‘sticky’ and contagious like a virus, this is a sign of change. An idea must have the capacity to create a ‘social epidemic’. And when we thought of S2C, we knew it had that stickiness that makes young people either converts or fanatics. When it came to the power of context, we realised that for change to happen, the moment must be right and crave for change. We believed that the moment was indeed ripe and said that if the liberation of Africa was done by young people, the transformation of Africa must be done by young people. We believed that as a leading youth movement in Africa, we must seize the moment. When we thought of the law of the few, we acknowledged that change is never driven by the multitudes but by a few dedicated and committed change-makers. We knew we needed to begin moving forward with a few people who would then convert the many.

We believe we did indeed ‘tip’ as together we have strengthened our movement in Africa to deliver proactive and responsive programmes, based on our core identity and an S2C approach to doing business.

In tipping, we have gathered momentum around our mission and in pursuance of our vision to empower young people for the African Renaissance. We have reached the point of no return.

Year on year we have grown… step-by-step building our nest. Surely and steadily we are reaching our targets, making sure that our dreaming is grounded in reality. We would like to thank all African YMCAs for journeying together in unity in the belief that all is possible when dreaming to achieve. We would also like to thank our partners for believing with us and acting with us.

James Ekow Rhule
President

Carlos Madjri Sanvee
General Secretary
PETIT-À-PETIT, L’OISEAU FAIT SON NID
STEP-BY-STEP,
THE BIRD BUILDS ITS NEST

This African saying is apt for us as we present this report at our 10th Ordinary General Meeting in Senegal in June 2015. It describes our journey as African YMCAs in concretising our vision statement: empowering young people for the African Renaissance. We have not just run full steam ahead and built a skyscraper… no, we have consulted, we have discussed and debated, we have researched and planned and plotted the best way forward. We have not come at our nest from all directions without synchronisation… no, we have worked in unity and in concert with the goals and targets of youth empowerment firmly in our sight and are reaching various milestones as we pursue our vision.

When we closed the chapter on the last OGM in Ghana in 2010, we set for ourselves some ambitious goals, through a process of dialogue and decisions at the Partnership Summit and the OGM itself. At AAYMCA level, we then operationalised the strategic intents. And this is what we set out to do over the last four years:

• Capacity development throughout the African YMCA movement and a more cohesive and comprehensive way of AAYMCA working with the National Movements;
• Consolidate our core identity through S2C and ensure individual movement and collective regional impact;
• Deepen our programme relevance and reach, ensure youth focus and engage in multi-country programmes;
• Ensure youth leadership is central to our strategy and activities;
• Develop an institutional leadership initiative;
• Increase our membership base and deepen the value of our African YMCA membership;
• Increase sustainability within the movement; and
• Strengthen our movement through staff and board development, and through country-focus mechanisms.

And so step-by-step, we moved towards the tipping point in each of these areas.
CAPACITY DEVELOPMENT: TECHNICAL HOUSE

At the beginning of this strategic plan period, we found we were united in theory around our vision, our brand and our S2C change model. At the same time, the AAYMCA had a mandate to provide more strategic support to our National Movements in a cohesive and comprehensive way. So we started to re-envision the role of the AAYMCA for our African movement. To position our National Movements to make solid impact, and to capacitate them more to enable them to journey to sustainability, we knew we had to re-engineer the way we did business. So we evolved from being a coordinating secretariat to a Technical House.

During the last four years, according to a recent independent audit, the AAYMCA has changed radically and emerged as being successful in delivering on the objectives of aligning the structures, systems and practices of African YMCAs to fit the context of the renaissance. Further, the AAYMCA has met its objective of reducing the governance decay by creating a culture of constitutionalism and that of separating the operational and governance structures of the African YMCAs.

National Movements attribute their improved governance and leadership to AAYMCA efforts.

Significant progress has been made in the collective identity of the African YMCA movement, which has been attributed to rebranding and to the holding of various continental and zonal leadership forums.

S2C was seen as having created a universal approach to programmes across the National Movements and buy-in was endorsed, with the majority of National Movements having internalised S2C. In terms of the application of the change model, more efforts need to be made to extend the training and capacity building to ensure integration and successful implementation at National Movement level.

Areas of growth that still need attention include membership participation, donor dependency, conversion of dead capital, and the need to strengthen the relationship between the AAYMCA board and the National Movement boards.
CONSOLIDATING OUR CORE IDENTITY

We had a shared vision when we came to the last OGM, and we left with a common set of values.

UNITY

AND INCLUSIVENESS

RESPONSIBILITY

ACCOUNTABILITY

SELF-DETERMINATION

INTEGRITY

We also adopted S2C as our continental brand, as something much more than a programme... a philosophy and a change model to guide our strategic intents. This entrenched our core identity which we had set on our African-ness, our youth focus and our ecumenicalism. At a strategic level, 10 National Movements have S2C as a guiding tenet in their strategic plans. At a practical level, through S2C we are able to speak with one voice on youth empowerment in Africa and, further, we are able to show impact through our youth leadership and programme work.

After the last OGM, the African YMCA movement united around a common logo with national application. This was the final step in our tangible branding and coming together as a cohesive continental movement.
STRENGTHENING THE MOVEMENT

Capacity building is a pre-requisite for organisational development as it identifies areas for improvement, resolves these through agreed action plans and monitors progress to ultimately build and maintain strong National Movements.

During the period under review, the Technical House organised National Movements into ‘tiers’, with tier 1 being considered viable movements, tier 2 being considered those with potential but in need of capacity attention and tier 3 as those movements in formation, dormant or in crisis.

Our work with the tiers involved working with the tier 1 movements to enhance viability by engaging in a baseline review and developing and monitoring capacity plans. Tier 2 work involved further assessment to be able to identify potential areas of intervention and support, and tier 3 work involved specific attention based on individual needs.

GLOBAL OPERATING PLAN
The Global Operating Plan (GOP) focuses on ensuring National Movements have a clear vision and mission, are socially relevant and remain institutionally viable. The process gives all partners working with the National Movement a better understanding of progress, challenges and impact over a period of time.

GOP achievements over the last four years include:
- More structured and productive meeting strategy with clear goals;
- Much more aligned vision and mission of participating National Movements with that of the AAYMCA;
- Socially relevant programmes that truly spell out their mission but also address country development needs and are in line with their strategic plan;
- Much more coordinated strategy of institutional viability through clear sustainability plans;
- Improved and workable governance systems and structures;
- High performance of results-based management;
- Strategically positioned YMCAs to be much more proactive on youth development priorities;
- Multi-dimensional means of partnership with efficient use of financial resources;
- Sharing of skills and expertise between partners and host GOP countries;
- Increased visibility of National Movements’ contribution to youth development in the various countries; and
- National Movements building a strong niche in youth sector interventions.

PEER REVIEW
The Peer Review process enhances movement strengthening. As an annual event, it is conducted on a rotational basis. It brings together leadership of various National Movements to review a particular movement’s organisational performance, best practices and knowledge sharing. The benefit of such a process rolls out not only to the National Secretariat but also the local associations. National Movements that went through or participated in Peer Review have greatly improved on institutional governance, programmes and resource mobilisation to the extent that they can now support other National Movements with development initiatives.

NGS SEMINARS
To position ourselves as a continental movement, we hold annual NGS Seminars, and every second year, the NGSs are joined by the Chairs at the Board Seminars. Our focus over the last four years has been on sustainability and collective impact.

Achievements in this regard include:
- Increased learning and sharing among peers;
- Increased interaction and confidence between peers;
- Support through sharing of best practices between staff and board members; and
- Effectively scrutinising various YMCAs and proffering workable solutions in terms of meeting internationally acceptable best practices.

Through this process, most National Movements have seen the need to adopt policies, standards and practices that lead to institutional stability, high performance growth, and sustainable development.
MOVEMENTS COMING ON BOARD

We engaged in particular with our Associate Members Cameroon and Niger YMCAs, as they are poised to become full members, as well as with South Sudan YMCA in its formation.

The situation in Cameroon has been in turmoil for 20 years with two main YMCA factions claiming legitimacy and denouncing each other, but a breakthrough was made during this strategic period. During an AAYMCA intervention, both groups decided to migrate to a new YMCA, based on international standards. Task forces have been dealing with legal aspects, membership criteria, branding and compliance with S2C. The Interim National Council has been coordinating a training plan for membership, leadership and for community engagement focused on young people. As well as this, focus has been on chartering branches and the adoption of the constitution.

An assessment of the Niger YMCA was conducted. Established in 2004, the Niger YMCA has a functional board. Working with various partners, and only the National General Secretary as a full-time staff member, the following programmes are being implemented:

- Economic empowerment activities for women and youth through micro businesses – this is part of a programme funded by Humanitarian International Service Group (HISG), partnering with Dynamic Business Start-up Project (DBSP), a South African Organisation;
- Leadership and personal development trainings – training is provided on a fee-basis by the training/commercial arm of the Niger YMCA;
- Civic education for young people (through monthly debates);
- Sport programmes; and
- Humanitarian aid to the most vulnerable.

Since 2013, the AAYMCA has been helping to build and develop the YMCA in South Sudan, to join the growing family of YMCAs in Africa. This assignment was not without challenges posed by the prevailing political dynamics that slowed down the process of realising a well-functioning YMCA. One of the challenges was the fierce internal battle that broke out in December 2014, arising from political differences and turning into fatal ethnic conflicts. To date, the battle continues but less fiercely and in more rural areas. The Intergovernmental Authority on Development, facilitated by the Region’s Presidents has been playing a key role in ensuring a return to peaceful political and ethnic co-existence. With calm returning to Juba, the YMCA continued in its re-building efforts in the course of 2014.

With the support of the Technical House and Kenya YMCA achievements made include:

- Registration of the YMCA in South Sudan;
- Recruitment of a full-time staff member, in a rented office, to coordinate the activities towards the establishment of a National Council of YMCAs in South Sudan;
- Hosting a YMCA orientation forum, to train and induct key members of South Sudan YMCA to take up leadership in the formation of the YMCA;
- Establishment of an Interim National Executive Committee with key YMCA members in South Sudan, charged with development of the structure, and growing membership;
- Drawing membership from six operational branches; and
- Development of key institutional and governance documents. These include: constitution and policy documents which were developed to facilitate the application for registration of the YMCA with the Government.
PROACTIVE PROGRAMMES

OUR PROGRAMMES ARE OUR PULSE.

Proactive and socially relevant programmes change lives. And we are in the business of changing young people’s lives. With S2C as our base, we set out to make impact in the following areas: Civic Action, Economic Renaissance, Transformative Masculinity and Youth Justice. We also wanted to engage in a multi-country initiative.
CIVIC ACTION
Civic action concerns youth taking positive steps to influence for change in their environment, and involves young people transforming other young people and garnering a groundswell of youth participation in the process. This takes place at National Movement level and involves youth targeting decision-makers from school structures to parliament.

CLIMATE JUSTICE CARAVAN
In 2011, 24 YMCA youth from Kenya, Zambia and South Africa participated in the Africa Youth Climate Justice Caravan as part of the civil society mobilisation for COP17. Travelling through 6 countries from Nairobi, Kenya, to Durban, South Africa, they joined 135 youth from various organisations and countries in the Climate Caravan ‘We Have Faith – Act Now for Climate Justice’ campaign that brought together FBOs, CSOs and youth movements from all over Africa with the support from global climate justice and faith-based movements. Our involvement in the caravan was part of our S2C agenda to provide youth with the avenue to explore voice, space and ability to influence through a tangible project. En route, 80 000 petitions out of a total of 200 000 were signed, and these were handed over at an Interfaith Rally in Durban on 27 November 2011.

As a result of the Africa Youth Climate Justice Caravan:
• The youth participants developed policy and advocacy skills that are useful for influencing policy. A strong voice of African youth in the global climate movement was developed;
• Through developing and executing the Caravan together with youth from other countries and parts of the world, an intercultural communication and interaction was also developed. New ideas and learning were developed and shared among the youth which improves understanding of the future; and
• More African youth were well informed on climate change issues and were able to reach out to their peers in home countries.
STOP POVERTY SAFARI

Engaging in poverty eradication initiatives in Africa must involve the participation of the communities it most affects. With this in mind, in 2012 the AAYMCA, in partnership with Y Global and the YMCA-YWCA of Norway, journeyed through Kenya and Tanzania to bring people together to advocate for better decision-making and policy development procedures for those affected by poverty. The month-long Stop Poverty Safari brought together 60 youth from 9 countries: Kenya, Norway, Zimbabwe, Tanzania, Palestine, Sri Lanka, Togo, Senegal and South Sudan.

The AAYMCA was represented by six S2C Ambassadors whose role it was to mobilise support for S2C within the group and through interactions with the community.

Along their journey, the Safari travelled through numerous local communities and visited important centres of learning at which they could present their programme and interact with local youth. In the end, 5 schools, 4 youth groups and 3 local branches of the YMCA and the YWCA of Kenya were visited by the participants. In Tanzania, 15 schools, 5 youth groups, 2 orphanages, a centre for the blind and 5 YMCA and YWCA local branches welcomed the Safari group.
Key activities of the Safari:

- Awareness-raising of the S2C philosophy through workshops. This provided the local communities with the opportunity to discuss their local realities and become motivated and empowered through the S2C change model; and
- Petitions were signed and gathered to mobilise people around the campaign for better poverty eradication strategies. The end objective was to gather over 8,000 signatures to highlight the youth voice for change.

With S2C as a core component of the Safari’s journey, many gains were made in ensuring the AAYMCA’s long-term goal of changing the nature of citizenship of African youth. Specifically, the journey ensured that:

- Over 3,000 people were sensitised to the S2C philosophy, a further 500 participated in the S2C workshops, and 6,000 people were made aware of the Stop Poverty Campaign;
- In Kenya and Tanzania, board members and staff from six local YMCAs and YWCAs were sensitised and informed on the S2C philosophy;
- 14 S2C groups and citizens’ clubs were created in different schools and universities; and
- Safari participants took part in three radio debates in Kenya and Tanzania so that issues of poverty and youth empowerment could be discussed publically.

AFRICAN UNION INITIATIVE

During the Golden Jubilee celebrations of the Africa Union, the AAYMCA developed a memorandum, and complementary video and song to:

- Laud the African Union for carrying the agenda of unity among African nations for the past 50 years, nurturing peace and harmony so that the fruits of these efforts are seen today – Africa is among the fastest growing regions in the world, with some countries having the fastest economic growth in the world; and
- Communicate to the African Union that the young people, as the custodians of the future of Africa, have something to offer and to call upon the organisation to bring youth organisations to the AU table to craft the Renaissance of Africa together.

A key focus of the communication was around health and the expertise we have gained through the Act2Live project, which co-funded the initiative. In Togo, the AAYMCA and Togo YMCA paid a visit to the Minister of Foreign Affairs, and engaged with the Minister, while two S2C Ambassadors read out the memorandum. We were warmly received and the Minister gave support to Togo YMCA at national level. National movements replicated this initiative with the Minister in their country who deals with liaison with the African Union.

ECONOMIC RENAISSANCE

Economic Renaissance is a youth economic empowerment model, the aim of which is to move young people from economic inertia to economic renaissance, where they are actively participating in their individual and collective economic future as owners of capital. The model takes young people through a process of self-awareness, business opportunity identification, analysis and business plan development, linkages to finance (both equity and debt) and mentoring post access to finance to ensure successful application and management of the finance for enterprise growth. The business identification process follows a value chain analysis model. This process uses the market map analysis to determine the most viable industry and sub-sector for youth to be involved in, including at what stage of the value chain.

To date the programme has been implemented by the Kenya YMCA in Nairobi and by the Madagascar YMCA in Fort Dauphin and Antananarivo, as well as in Zambia. The specific age group for youth project participants is 20-35 years old.
Achievements in numbers:

**MADAGASCAR**

- youth trained in both locations on entrepreneurship skills
- youth established businesses
- value chains identified in which youth participate: artisanship, poultry keeping and duck liver production/sales
- youth identified as winners in business plan competition in Fort Dauphin by Rio Tinto, a mining company
- youth in Fort Dauphin endorsed to access funds from the Regional Committee for Development of Entrepreneurship Culture (CRDCE)
- savings schemes established with a total of 117 savers
- revolving saving scheme established with 10 members in Antananarivo; and Rio Tinto has committed to support youth in enterprise in Fort Dauphin as part of their business strategy.

**KENYA**

- active and engaged youth entrepreneurs, 2 group-based enterprises
- youth coached by 4 coaches on entrepreneurship in the areas of catering, arts, entertainment, textiles and design;
- learning exchange visits to business sites; and new partnerships with like-minded organisations initiated which will bear fruit in the next strategic period
OTHER RESULTS:

• In Madagascar there has been increased capacity of YMCA staff and volunteers on value chain analysis, market analysis, establishment of micro-enterprises, business plan development and entrepreneurship. This greatly impacted on the success of the project in Madagascar.

• A clear and empowering entrepreneurship model has been defined that will enable youth to establish/build profitable businesses in Madagascar and in Kenya.

• The discipline for saving is slowly becoming evident. This has helped the members of the saving schemes to invest in income-generating activities and undertake commercial activities.

• The youth enterprises have offered full- or part-time employment for young people for both the entrepreneurs and employees.

• Strategic partnerships for mentors and coaches for youth in small businesses have been developed with seasoned entrepreneurs and business. For example, in Madagascar, the Economic Development Board and the Fort Dauphin Chamber of Commerce have committed to offer support to the youth entrepreneurs in different ways.
The S2C Youth Justice programme was conceptualised to work with young people in conflict with the law or at risk of entering into crime. It involves role-modelling, life skills training, personal development, paralegal assistance and entrepreneurial opportunities, while at the same time targeting the criminal justice system on youth awaiting trial, during sentencing and serving time in a correctional service. Togo, Sierra Leone and South Africa YMCAs have been doing work around youth justice for some time and have developed a wealth of experience and expertise.

The AAYMCA and SA YMCA worked together in 2013 to develop the South African programme to be centred on the S2C change model. The national programme now consciously seeks to address the subjective competencies of young men and women offenders at different stages of the justice system (youth at risk, youth who are incarcerated and youth post-release).

As an S2C programme, Youth Justice in South Africa is now being documented as a best practice for replication. The following has been achieved in the development of the Youth Justice programme:

- SA YMCA identified its response to Y-Justice/S2C and defined key focus areas for South Africa. It was agreed at a workshop held in July 2013 with relevant partners that the new focus for SA YMCA Youth Justice work would be to reduce the rate of recidivism among participants within the YMCA programme;
- SA’s response is linked to S2C continentally, and they identified Togo and Zambia as partners in their response to S2C;
- Sustainability was identified as key in the success of the Youth Justice programme because it promotes entrepreneurial skills, and is rights based. It further focuses on life skills and creating interdependence among relevant stakeholders;
- Four local associations currently implementing the Youth Justice programme agreed on a national strategy: Cape Town, Cape Flats, Durban and Pietermaritzburg YMCAs;
- The focus is on assisting young people in conflict with the law and/or their parents through prison work and street kid programmes. Life skills are offered in prisons in Durban and Cape Town, while street soccer and street kids programme is conducted in Pietermaritzburg YMCA;
- Basic monitoring and evaluation systems have been set up through monthly national data collections; and
- Parental and other stakeholder involvement has been identified in the reunification process.
**ACT2LIVE**

**YOUTH HEALTH INITIATIVE**

Act2Live, the three-year multi-country health programme began in March 2012. The programme was implemented by YMCA National Movements Zambia, Zimbabwe, Madagascar, Senegal, Togo, Liberia and the YWCA in Zambia. The technical partners in the programme were Y Care International, AAYMCA and YMCA-YWCA Sweden. The overall goal of the programme was to have relevant quality health information and services that respond to the specific needs of vulnerable and marginalised young people.

The multi-country approach is critical for African YMCAs because of the learning it provides not only for this continental movement but also for other organisations working in Africa. The realities of youth disempowerment are often similar in African countries. A multi-country approach therefore provides an opportunity to have an impact on more young people at a time. The learning is realised from the contextualisation of approaches as well as the variety of outcomes from implementation of the programme.

The S2C influence over Act2Live was through Civic Action. As a result, the programme strategy included a youth-led approach to research, advocacy and health education. Young people have been empowered to identify issues and communicate them to their peers and decision-makers, thus building their confidence and self-awareness.

Partners also embarked on a process of capacity building of health service providers to provide youth-friendly health services and sensitisation of service providers including police, religious leaders, teachers, local authority officers and prison officers. This was supported by networking with like-minded organisations to support programme implementation.
RESULTS IN NUMBERS FOR THE LAST TWO AND A HALF YEARS:
- 455 peer educators trained and supported;
- 49 292 young people reached through peer education activities: one-on-one sessions, group activities, sporting events and referrals to health facilities;
- 425 young advocates trained and participating in local advocacy engagements including media campaigns;
- 302 health service providers trained;
- 10 health facilities supported to offer youth-friendly facilities;
- 535 other service providers sensitised; and
- 2,063 number of decision-makers reached.

OTHER NON-QUANTITATIVE RESULTS INCLUDE:
- A youth-led research completed in 2012 that revealed: the gaps in youth-friendly health service provision in each of the countries; cognitive, financial and infrastructure barriers that limit access to health services for young people; and neglected and major health issues affecting young people, among them STIs, mental health and fistula. This research was in turn translated into Citizen Report Cards that were distributed to local and national decision-makers as part of advocacy.
- Networking: participating National Movements made links with local and national NGOs which provided complementary services that the YMCAs are not able to directly provide. These include HIV testing and counselling, provision of medicines and distribution of condoms. Network partners also supported the planning of events such as Sports Days.
- National Movements are now recognised as leading youth organisations by government agencies such as the Ministry of Health, Ministry of Youth, National and/or regional AIDS councils and committees.
- Increased communication among participating National Movements, especially after the Mid-Term Review workshop in Nairobi in December 2013.
- Uptake of advocacy as an approach to programming. National Movements designed advocacy strategies for years 1 and years 2 and 3 combined, based on the results from the youth-led research in their respective countries.
- National Movements’ visibility and publicity has further been enhanced through media campaigns. Radio proven to be hugely effective to create awareness about Act2Live, connect with young people on their issues as well as support advocacy.
604 men and women participated
TRANSFORMATIVE MASCULINITY

The Transformative Masculinity (TM) programme is a unique approach to gender rights education. At its heart, TM attempts to create a generation of youth who respect and appreciate one another by re-ordering and reconstructing understandings of manhood. Gender is a social construct aimed at providing the men and women with a lens through which to sift societal roles and expectations. In struggling social systems, youth masculinity is increasingly defined through defiance, aggression and a desperate need to hold onto power. This often leads to violent crime and gender-based violence. By the time the youth reach adulthood, this distorted masculinity becomes part of the ‘male culture’. In Africa, the male gender is socially constructed to be hegemonic. If it is not dominant, it is not male. This also leads to a distorted view of women. In Southern Africa, rape is seen as a way of asserting male hegemony. Similarly, the young man is socialised to believe that having multiple sex partners is a symbol of hegemonic power. To establish hegemony in some places, a young man has to commit acts of violence as a sign of masculinity. To improve gender relations in Africa, maleness needs to be confronted and challenged. Our strategic intention therefore is to re-define, re-order and re-orient youth masculinity. With this re-orientation, we expect young people to treat women with dignity and sensitivity.

OUR THREE CORE INTENDED OUTCOMES ARE:

• Male notions of social power changed by promoting mutual dependence between young men and women;
• The social structures that distort masculinity engaged, challenged and changed; and
• Youth culture and norms that perpetuate distorted male dominance changed.

OUR ACTIVITIES IN THE ZIMBABWE YMCA TO DATE INCLUDE:

• Quantitative and qualitative research conducted in Bulawayo and Kadoma;
• 26 young people (16 males and 10 females) held a 3-day camp in April 2013;
• 200 young people attended a Pasa Pasa youth talent show in Kadoma in October 2013 (80 males and 120 females); presentations were in the form of motivational speeches, drama, songs and dance;
• Bulawayo participated in the 16 Days of Gender Activism coordinated by the Ministry of Gender and Women Affairs in December 2013;
• Establishment of 15 active Y-Clubs and R-Clubs in schools, colleges and churches in Zimbabwe;
• At least 160 young people (86 males and 74 females) meet in Y-Clubs in Bulawayo;
• At least 180 R-Club members (102 males and 78 females) and 58 Y-Club members (22 males and 36 females) meet in Kadoma; and
• Gender Change Catalyst Training conducted with 40 young men and women in Bulawayo in July 2014.
DYNAMIC YOUTH LEADERSHIP

We took a deliberate approach to ensure that youth became more central in our work at strategic and operational levels. Of note, we developed a transformational mentoring model that was tested with our current groups of S2C Ambassadors. At the heart of this was reverse mentoring with their individual mentors and group reverse mentoring whereby the youth shared learnings and facilitated sessions with elders. This was done at National Movement level, and a special session was held with the NGSs and Board Chairs in 2013 in Togo.

An evaluation of this model, which tracked 54 S2C Ambassadors from 12 National Movements, revealed that it greatly impacted on the sense of personal achievement felt by mentees and their confidence in their ability to share knowledge that is valued by others. Mentors reported that it added value to their own personal development and their leadership capacity.

During the last four years, we graduated our first group of S2C Ambassadors in 2012 and then enrolled the current group who graduated in early 2015. These young people were deeply rooted in their communities, engaging in peer education, and S2C awareness-raising through presentations and facilitations. At a national and continental level, they contributed to profiling the movement through writing and documenting, as well as by representing Africa YMCAs at various fora and exchange programmes.

Our graduated and current S2C Ambassadors have participated as Change Agents over the last two years, showing exemplary leadership qualities and carrying the S2C message into the global arena.

We also began to track youth participation at National Movement level, with the following results during 2014:

- Number of youth engaging with adults: 52,976
- Number of youth in YMCA leadership positions: 963
- Number of events where youth and adults interact: 3,062
- Number of programmes led by youth: 244
- Number of advocacy initiatives led by youth: 315
LEADERSHIP INITIATIVE:
AFRICAN RENAISSANCE UNIVERSITY

The African Renaissance University (ARU) is our definitive contribution to the African Renaissance. The AAYMCA has for several years been working towards making the dream of having a university a reality. The ARU is an initiative that seeks to transform the mindset of youth through education. The university will provide education that is relevant in the African context with the aim of producing graduates who are able to develop appropriate solutions to African problems. The curricula of the courses to be offered at the ARU will incorporate the S2C training that seeks to empower the youth socially, economically and civically so they can take action and responsibility for their own development.

The ARU will have campuses in three locations: the Western Zone Campus in Togo, the Eastern Zone Campus in Kenya and the Southern Zone Campus in Zimbabwe. These campuses will specialise in different fields within the ARU philosophy. The proposed areas of study will be Social Sciences, Engineering, Agriculture and the Management of Non-Profit and Civil Society Organisations. Industry players will be involved in the curricula development process to ensure relevance of content.

The niche market for the ARU will be youth from disadvantaged backgrounds who would otherwise not have an opportunity for higher education. The ARU will deviate from classic universities in that admission will be based on aptitude and not rigid academic prerequisites. ARU graduates will be equipped with soft skills such as critical thinking, communication and influencing, and problem solving. In addition, the curricula will incorporate entrepreneurship training to encourage youth to be job creators. Entrepreneurial skills are useful, particularly to marginalised groups that often experience discrimination in the hiring process. The ARU will be an institution that drives and advances the African Renaissance and will carry the YMCA identity that centres on youth empowerment.

As an entry strategy to the higher education market, the ARU is establishing strategic collaborations with accredited pre-existing universities. Once it has the necessary infrastructure in place, the ARU will make an application for accreditation to the relevant authority. The university will begin offering degrees in its own name once it becomes a stand-alone university.
MEMBERSHIP AND S2C FRANCHISING

As a membership movement, a key focus needs to be on membership development. To this end, we spent time at the 2013 NGS Seminar looking at membership strategies and the operationalisation thereof. National Movements then had a working concept for localisation.

The following table shows an overview of National Movement reach and participation:

<table>
<thead>
<tr>
<th>National Movement</th>
<th>Project participants</th>
<th>Indirect reach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethiopia</td>
<td>9 869</td>
<td>49 345</td>
</tr>
<tr>
<td>Kenya</td>
<td>264 600</td>
<td>1 291 000</td>
</tr>
<tr>
<td>South Africa</td>
<td>24 500</td>
<td>100 000</td>
</tr>
<tr>
<td>Togo</td>
<td>43 613</td>
<td>2 000 000</td>
</tr>
<tr>
<td>Liberia</td>
<td>6 703</td>
<td>25 500</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>12 000</td>
<td>32 000</td>
</tr>
<tr>
<td>The Gambia</td>
<td>478</td>
<td>100 000</td>
</tr>
<tr>
<td>Senegal</td>
<td>44 234</td>
<td>86 270</td>
</tr>
<tr>
<td>Tanzania</td>
<td>18 054</td>
<td>918</td>
</tr>
<tr>
<td>Ghana</td>
<td>5430</td>
<td>27 150</td>
</tr>
<tr>
<td>Zambia</td>
<td>16 029</td>
<td>151 000</td>
</tr>
<tr>
<td>Madagascar</td>
<td>1 172</td>
<td>1 474</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>7 860</td>
<td>10 000</td>
</tr>
<tr>
<td>Nigeria</td>
<td>2 500</td>
<td>5 000</td>
</tr>
</tbody>
</table>

The concept of S2C franchising was broadly developed to recruit and retain new members. Year on year, S2C has gained momentum. Programmatically, we have S2C Catalysts, youth working in Y-clubs and R-clubs and engaging in Civic Action, Transformative Masculinity, Economic Renaissance and Youth Justice. Through peer education and inter-generational dialogue, they are making positive impact in the communities by seeking tangible and positive change. The youth leaders, S2C Ambassadors, have played a pivotal role in raising awareness around S2C, and in engaging decision-makers and influencing for positive change.

We have set our sights on increasing the number of young people who take part in a structured, incremental S2C training and participation programme to aggregate the impact of S2C at individual and organisational level from the local to global arenas.

Thus we developed a franchising model to radically improve the impact at community level, which will involve more S2C programmes across Africa, and more young members committed to these programmes which benefit the community and country. As our youth lead this process, they will highlight the African Renaissance agenda with decision-makers and influence for positive change. The inter-generational cooperation inherent in this model, will be played out through youth and elders working together, and through the transformational mentoring system that has been established with reverse mentoring as a key component.
We have been testing some aspects of franchising, after holding a think tank session with selected S2C youth. Various orientation packages have been developed and tested on the ground and we have revised the curriculum which now involves:

- A full TOT on the civic competence manual, how to roll out and track results;
- Short courses of one and three days which complement the full seven-day course (which can be done over a week or a period of months depending on how the Y-Club is functioning);
- Short courses including Economic Empowerment – and this often then supplements income needed to run the S2C trainings; and
- Orientation presentations for Board, stakeholders and youth.

An S2C Champion meeting was held with those who are tasked with the caretaking and coordination of the rollout of S2C franchising in the National Movements and a roadmap and key indicators were developed.
INCREASING SUSTAINABILITY

Sustainability. This is something we strive for. To be able to focus on deepening our impact in youth empowerment from community to continental level, we have to be able to determine our financial security and ability to generate funding from diverse sources. Great strides have been made by National Movements in the last four years around diversification of the traditional YMCA resource base. As an example, WE HIGHLIGHT THE SUSTAINABILITY ACHIEVEMENTS OF THE KENYA YMCA.

SHAURI MOYO YMCA COMMUNITY HALL ROOF REPAIR:
The repair of the Community Hall roof was funded by Safaricom Foundation to the tune of USD25,885. Kenya YMCA matched the amount by contributing USD35,294. The facility is used for empowering the youth through a diverse range of sports and recreation, trainings and workshops, meetings and debates, concerts and entertainment. The hall is located in a densely populated area with many idle youth who have sought out the YMCA as a second home and these activities greatly contribute to positively redirecting the energies of the young generation. The hall is also used for S2C activities as well as activities to create awareness on terrorism and extremism and how to avoid them.

FUNDING WATER PROJECT IN KONDO YMCA BY THE MINISTRY OF WATER AND IRRIGATION:
The Kondo YMCA, which is located in Machakos County, received funding amounting to USD258,823 from the Ministry of Water and Irrigation to fund the community water project for the local YMCA members. Once fully complete, the project will indirectly benefit well over 3,000 people, together with their animals. The project is designed to improve both the health and agricultural production in the community. The YMCA Branch Management Committee has been converted into the Project Committee and trained in the management of the project.

FUNDING OF KONDO YMCA TO TRAIN YOUTH IN ENTERPRISE SKILLS:
The Equity Bank, a leading national bank with a network of branches in every local community, sponsored training of youth in business skills. The trained youth are expected to apply the acquired skills to start business ventures that will enable them to earn income.
NEW ECONOMIC MODEL

The AAYMCA has proposed a new Economic Model for African YMCAs that is premised on the understanding that the AAYMCA and National Movements need sufficient, sustainable and self-perpetuating resources (both financial and human) to deliver on our joint mission centered on the empowerment of the young people.

The proposed Economic Model is a gradual approach to reduce our current over-exposure to programme funding by introducing substantial new sources of income. It is about being mission driven and ensuring that income meets the needs of our mission. It is about diversity: diversity of people with diverse skills, diversity of programmes and diversity of revenue sources.

The model is simply about creating new resources (people, time, money) to achieve our mission. It is about developing specific strategies, deploying relevant people and allocating resources to develop or improve the following:

- Direct contributions – especially leveraging sustained membership growth and contribution;
- Programmes – increasing success rates for restricted funding;
- Investments – success rate through the market and financial instruments; and
- Permanent fund – a shared module for sustained growth of a permanent fund.

OUR PROPOSED MODEL

Mission centred
Diversified Revenue Sources
Diversified people and skills

ORGINATION UNIT
* Research
* Business origination
* Resource planning
* Relationship management
* Knowledge management

DELIVERY UNIT
* Project delivery
* Project management
* Project reporting
* Resource management
* Impact Assessment and Report
EXECUTIVE COMMITTEE
President
James Ekow Rhule
Ghana
Vice-President
Evelyne Sadio
Senegal
Hon Treasurer
Lucy Wanjiru
Kenya
Youth rep
Mutale Chanda
Zambia
Women’s rep
Tsegereda Zewdu
Ethiopia
Western Zone rep
Hon Minister Sam Hare
Liberia
Eastern zone rep
Brother Peter Lymo
Kenya
Southern zone rep
Reverend Conrad Mbewe
Zambia
Immediate Past President
Clifford Sileya
Zimbabwe

KEY STAFF
Carlos Madjri Sanvee - General Secretary
Gil Harper – Executive Secretary: International and Corporate Affairs
Sonia Rasugu – Executive Secretary: Programme Innovation and Capacity Development
Elizabeth Nanjala – Finance Manager
Christian Martyn Kamara – Western Zone Coordinator
Jared Musima – Eastern and Southern Zone Coordinator
Anne Kotut – Administrator

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Y Care International – London, United Kingdom
Y Global – Norway
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