



STRATEGIC PLAN

2024 - 2028



Our Vision:

Empowering Young People For The
African RENAISSANCE

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AIDS	Acquired Immune Deficiency Syndrome
CDF	Constituency Development Fund
HIV/AIDS	Human Immune Deficiency Syndrome
NDP	National Development Plan
TEVET	Technical Education Vocational & Entrepreneurship Training
USD	United States Dollars
WHO	World Health Organization
YMCA	Young Men's Christian Association
WAYMCAs	World Alliance of Young Men's Christian Association
AAYMCA	Africa Alliance of Young Men's Christian Association
SDGs	Sustainable development goals
GDP	Gross Domestic Product
M & E	Monitoring and Evaluation



In the spirit of unwavering commitment to our mission and values, it is with great pleasure and enthusiasm that I present the strategic plan, 2024-2028, for the Young Men Christian Association (YMCA) Zambia. As we embark on this transformative journey, we are guided by our enduring dedication to empowering individuals, especially youths, fostering community resilience, and promoting holistic development. The YMCA has a rich history of serving as a beacon of hope, a catalyst for positive change, and a supportive community for countless individuals around the world.

As we chart our course for the future of YMCA Zambia, we recognise the evolving needs of the communities we serve and the dynamic challenges faced by the young men and women who seek guidance, support, and purpose. This strategic plan is not just a document; it is a compass that will guide us through the complexities of the modern world while staying true to our Christian values and principles. It reflects our commitment to innovation, inclusivity, and sustainability, ensuring that the YMCA remains a relevant and influential force in the lives of young men and women and, the broader community.

As we navigate the complexities of our world, YMCA Zambia must remain steadfast in its commitment to fostering positive change. Our strategic plan outlines key initiatives to strengthen our movement, promote sustainability, advance education, and enhance community wellbeing. Through focused efforts in fundraising, membership management, social enterprise development, climate action, education advocacy, and community support, we aim to create a more resilient and thriving society.

During the period 2024 to 2028, we will implement targeted fundraising campaigns aimed at securing the necessary resources to support our strategic initiatives. By diversifying our funding sources and leveraging innovative approaches, YMCA Zambia will ensure the sustainability movement. Building a robust and engaged membership base is also essential for the longevity of our organization. Through strategic outreach, personalized communication, and member involvement opportunities, we will cultivate a strong sense of community and shared purpose. Further, embracing the principles of social entrepreneurship, we will explore opportunities to generate revenue while creating positive social and environmental impact. By incubating and scaling social enterprises aligned with our mission, we aim to enhance our financial resilience and amplify our influence.

In conclusion, our strategic plan outlines a comprehensive roadmap for advancing our mission of creating positive change in the world. By prioritizing movement strengthening, health, education, and community well-being, we are poised to make meaningful contributions to society and empower young people to realize their full potential. Together, we can build a more just, equitable, and sustainable future for all.

Signed
YMCA Zambia President

The Young Men Christian Association, Zambia (YMCA) is a non-profit organization that was first established in Kitwe, Zambia in 1958. The organization has since expanded and has local associations in Ndola, Kitwe, Solwezi, Lusaka, Luanshya, Kabwe, Chipata, Lundazi, Mazabuka, and Livingstone. Its broad focus is to improve the quality of life for youths physically, spiritually and mentally. The organisation works with both male and female youths and has a membership that cuts across all age groups.

MEMBERSHIP AND ASSOCIATION

The YMCA Zambia is a member of the global YMCA family contributing to a worldwide Christian ecumenical movement for young people. The organization's identity is characterised by the following:

- **A Membership Organization** where members join voluntarily and are managed according to its membership policy.
- **Global YMCA Family:** Zambia YMCA is affiliated with the World Alliance of the YMCA's (WAYMCAs), a global Christian ecumenical movement with a presence in 120 countries with over 65 million members. This involves shared values, principles, and collaborative efforts on a global scale.
- **Federated Organization:** The YMCA operates as a federated organization, consisting of local and national organizations in voluntary association. This federated structure allows for a decentralized approach with affiliated entities working together.
- **Africa Alliance of YMCAs(AAYMCAs):** YMCA Zambia is one of the 24 affiliate members of the Africa Alliance of YMCAs, which has its headquarters in Nairobi, Kenya. This underscores the organization's engagement at continental levels.
- **Local Associations:** YMCA Zambia has a decentralized structure with local entities contributing to the broader goals and mission of the YMCA Zambia. YMCA has representation in 9 of the 10 provinces of Zambia.

1. PROBLEM SITUATION

Over the last four years, the Zambian context has undergone many changes. Various challenges have arisen during the implementation of the last strategic plan. During the period 2020 to 2023, Zambia faced economic challenges characterized by slow economic growth, exacerbated by factors such as declining copper prices, which significantly affect the country's export earnings due to its reliance on copper mining. Zambia further struggled with high levels of debt distress, leading to concerns about its ability to meet its debt obligations. The government sought assistance from international financial institutions to manage its debt burden and implement reforms to stabilize the economy. This saw the country bagging an International Monetary Fund (IMF) package which is currently in force as the country grapples with finding a way out of its debt position. The Zambian kwacha experienced volatility against major currencies, posing challenges for businesses and consumers alike. The country further experienced fiscal deficits and revenue challenges which further strained the government's ability to provide essential services and invest in critical infrastructure projects.

The COVID-19 pandemic further strained Zambia's economy, leading to disruptions in various sectors, including tourism, trade, and manufacturing. The government implemented measures to mitigate the socio-economic impact of the pandemic, including relief programs and support for affected businesses.

However, according to data from the Central Statistics Office, Zambia has a young population, with 65% of its population under the age of 25, and over half—52%—under the age of 18, the majority of whom are girls. Given this demography, the young people have multi-faceted challenges that they continue to face to this day. These challenges hinder their personal development, limit their opportunities, and impede the country's overall socio-economic progress. Despite being a significant demographic segment, comprising over half of the population, The Zambian youth encounter barriers that undermine their ability to thrive and contribute effectively to society. With the high poverty level in Zambia, 48% of citizens are classified as extremely poor and a total poor percentage of 60. There is higher poverty in rural areas and among women[1].

One of the most pressing issues confronting the Zambian youth is the pervasive lack of job opportunities. High levels of unemployment and underemployment among young people exacerbate poverty, inequality, and social unrest. Limited access to decent and meaningful employment stifles economic growth and perpetuates cycles of dependency and disillusionment. The unemployment rate in the country according to 2022 data is 6.1%. More important to note here is that most employment especially for young people is either unskilled or low-skilled who earn less than USD 100 per month at the current USD exchange rate.

A. EDUCATION

Further, many Zambian youth face obstacles in accessing quality education due to factors such as inadequate infrastructure, insufficient funding, and geographic disparities. The quality of education varies widely across regions, with rural areas often experiencing significant deficits in educational resources and opportunities. Furthermore, the mismatch between educational curricula and the demands of the labour market exacerbates youth unemployment and underutilization of skills. In addition, gender disparities persist in Zambia, particularly concerning access to education, economic opportunities, and participation in decision-making processes. Young women and girls are disproportionately affected by systemic barriers, including early marriage, limited access to reproductive health services, and cultural norms that perpetuate gender-based violence and discrimination. Addressing gender inequality is essential for unlocking the full potential of Zambia's youth and promoting inclusive development. The Zambian government has introduced free education for primary and secondary education. To help actualise this, 30,000 teachers were recruited, indicating a commitment to the implementation of the 8th National Development Plan (NDP) 2022-2027. Globally, the NDP is aligned to the United Nations' Sustainable Development Goals (SDGs) through the UN-Zambia Cooperation Framework (2021-2025). There is still however a deficit in school places as many children and young people have gone back to school. The learning infrastructure and materials need to be prioritise to ensure quality education is provided for all. Transition rates from both primary and Secondary schools are low at 67.1 %. This is mainly due to lack of facilities- infrastructure, fees, are barriers that can accommodate those who are transitioning. The pass rate for Grades 9 and 12 is low at 55.3 and 64.8 per cent. Access to tertiary education has increased with the introduction of Government bursaries. However, many who are unable to meet the living expenses, especially those from rural areas are still left out.

[1] Central Statistical Office Poverty Assessment 2022



Another key challenge is that many Zambian youth lack access to essential healthcare services, including reproductive health education, HIV/AIDS prevention, and mental health support. The country grapples with prevalent diseases such as HIV/AIDS, malaria, tuberculosis, and non-communicable diseases (NCDs) like diabetes and hypertension. Many youths lack access to essential healthcare services due to geographical barriers, insufficient healthcare facilities, and a shortage of healthcare workers. Additionally, there is a lack of comprehensive health education and awareness programs, leading to gaps in knowledge about preventive healthcare practices and disease management among youth. Further, inadequate social safety nets and support systems leave vulnerable youth populations, such as orphans, street children, and those living in poverty, at heightened risk of exploitation, abuse, and marginalization.

According to the World Health Organization (WHO) data 2020, the Zambia life expectancy at birth for women was 65.4 while that of men was 59.5.[1] The leading causes of death are HIV/AIDS accounting for 15.43% of deaths while stroke accounts for 7%. It has become known that many diseases and mortalities result from lifestyles, where stress and alcohol and substance abuse are prominent. Violence-related deaths have also become common in the country. Therefore, the physical and mental health status of young people has the potential to significantly impact positive change. Recreational facilities where young people can spend time playing games and interacting in an environment conducive to their development are almost non-existent. This is a contributing factor to high Alcohol and substance abuse, giving rise to negative outcomes. Without meaningful intervention, the youth development problems in Zambia will continue to spiral. Sexuality and Reproductive Health for young people remains a prime topic as it has a significant bearing on their attaining a successful future and long life. There is a need for sustained education and awareness to increase knowledge and help change attitudes practices, and in the long term, the behaviour of young people regarding sexuality.

C. DISABILITY

The National disability survey in 2018 estimated that 10.9% of adults (18+ years) were living with a disability[2]. Therefore, this topic cannot be ignored. Communities are generally still not aware of disability and its common causes. There are many myths attached to disability, especially witchcraft. There is also a high tendency to stigmatise disability. With more attention paid, persons with disability can live, interact and work harmoniously with those without disability. Persons with disability have not been planned for and allocated resources well in the past. Disability was hence seen as a death sentence. However, persons with disability have the potential to live successfully. There need for targeted early intervention to help change lives.

[1] WHO world health rankings 2020

[2] National Disability Survey, Central Statistical Office/Ministry of Community Development and Social Services, 2018



Zambia is currently under high threat to climate change effects for both its urban and rural populations although there is little talked about the topic. According to the Southern Africa Disaster Relief Reports 2018-2022 of the United Nation's Reliefweb, about 1.58 million people in the country are faced with underreported extreme weather conditions resulting in disasters such as flash floods, late rain, lengthy dry spells, pests, and very high temperatures. The majority of Zambia's population depends rain-fed farming. The consequences here include rising hunger levels, general food insecurity, and reduced agricultural productivity.

Climate change in Zambia also impacts electricity generation as the power generation is hydro-dependent. This affects the entire economic and social sector (especially health and education provision). Repeated disasters such as floods can adversely affect infrastructure such as bridges, and other public facilities. Over time the GDP can be affected. Deforestation has emerged as a major challenge which still has unmet mitigation measures. Charcoal burning, and land clearing for developments such as mining, and commercial farming are also on the increase. The demand for timber locally and for export has also increased lumbering.

Zambia holds more than 40% of the Southern African waters through its rivers, hence climate change becomes an immediate regional concern.

Youths generally have low knowledge about climate change, its consequences, and ecological rights. The nation also lacks formidable youth-led interventions to address climate change. Advocacy on Climate change in Zambia is still limited as few organizations are working on the topic.

There is a need to already develop responses, mitigation and mainstreaming measures that provide more economic and social security in the medium and longer term. Young people form the critical mass that could be engaged in knowledge sharing, technology development and career advancement that is cognisant of such challenges. They could also be galvanised to advocate for meaningful change.

E. ORGANIZATIONAL ISSUES

As an organisation, we realise that the YMCA has not been able to implement many resolutions from decision-making meetings/assemblies. There has also been a tendency over the years to maintain the status quo, with much reluctance among members to think outside the box. Going forward YMCA seeks to cultivate an atmosphere of openness to new ideas.

Other organizational challenges identified include unclear communication and understanding of roles and responsibilities in the organization.

Limited resources for implementation in YMCA have resulted in some activities being phased out e.g. the teachers' training for early childhood education, which has closed at a time when demand is so high- with government early childhood education and development mandatory. YMCA also used to provide leadership orientation in schools for prefects yearly. This was a great window for positive influence on young people but there are currently no resources to continue with this program.

YMCA has the advantage that it can easily recruit more members but the challenge is to ensure that there is a valuable purpose for people to join the movement; member satisfaction is key to sustainability. We should, therefore, constantly ask ourselves what would motivate a young person to join and stay on as a member of the YMCA? Any issues emerging from this question should be addressed for YMCA to maintain relevance. This means that changes in the lives of those who become members should be tracked and documented to help provide insights for reflection. Basically, the YMCA should be intent on the benefits of members of the association, both immediate and longer term.

The visibility of the YMCA has, to a great extent, not been achieved. Going forward there is a need to develop a strategy for visibility. We are also committed to paying more attention to utilising the large membership and affiliations for the greater good such as advocacy.

Despite being significant stakeholders in Zambia's future, youth often face challenges in meaningful participation in civic and political processes. Limited access to information, lack of representation in decision-making bodies, and political marginalization undermine youth empowerment and contribute to feelings of disenchantment and apathy.

Access to quality education and good health are fundamental prerequisites for youths to secure employment and pursue meaningful careers. A well-educated and healthy workforce is crucial for driving economic growth, innovation, and sustainable development in Zambia. By investing in education and health, YMCA can equip youths with the necessary skills, knowledge, and resilience to succeed in the job market and contribute positively to society (World Bank, 2020).

YMCA plays a crucial role in addressing these challenges by implementing targeted programs and initiatives that empower youths and promote holistic development. By focusing on education and health, YMCA can create opportunities for youths to thrive, break the cycle of poverty, and contribute to the overall well-being of communities in Zambia (YMCA Zambia Annual Report, 2021). Through strategic interventions and collaborations with stakeholders, the YMCA can make a lasting impact on the lives of young people, enabling them to reach their full potential and positively influence their communities.



Vision

Empowering Young People for the African Renaissance

Mission Statement

To translate the principles of YMCAs' Christian heritage into programs that nurture children/youth, strengthen families, build strong communities and develop a strong healthy spirit, mind and body for all.

Our Goal

Improved living standards (quality of life) of young people through a reduction in poverty.

The Strategic Plan

Young Men Christian Association (YMCA) Zambia has facilitated a detailed introspection and analysis of the organisation and programs to define areas of focus and impact for the next five years. Through a participatory process and in line with the global and continental strategies, areas of need were identified and focus areas defined. The situation analysis used strengths, weaknesses, opportunities and threats methodology to identify opportunities and areas of weakness, and external influence to address them.

OUR IMPLEMENTATION STRATEGIES







Youth Empowerment: We aspire to empower young men and women with skills, knowledge, and values that will enable them to navigate life's challenges with resilience and purpose. Through tailored programs, mentorship, and educational initiatives, we will provide opportunities for personal and professional growth.

Community Engagement: Building on our legacy of community service, we commit to deepening our impact by actively engaging with, and addressing the unique needs of the communities we serve. By fostering a sense of belonging and inclusivity, we aim to create a positive ripple effect that transforms individuals and communities.

Innovation and Technology: Embracing the opportunities presented by the digital age, we will leverage innovative technologies to enhance our programs, expand our reach and connect with a new generation. We will remain adaptable and forward-thinking to ensure that the YMCA continues to be a leader in youth development.

Global Collaboration: Recognizing the interconnectedness of our world, we will strengthen our partnerships and collaborations at local, national, and international levels. By working together with like-minded organizations, we can amplify our voice and impact and contribute to a global movement for positive change.

The YMCA will maintain a holistic approach of reaching out to the spirit, mind, and body of young people, and other targeted populations. In this regard, we will seek to attain, throughout our programs, positive mental, physical, and spiritual development. Through careful participatory analysis, the YMCA has decided to strategically focus programming in the next five years on Education, Health, and Climate change. We will also pay particular attention to that YMCA has flagship programs which must be found, over time in all YMCA districts. The following are the flagship programs:

-  • **Conduct spiritual emphasis activities such as youth camps to empower young people spiritually.**
-  • **Rehabilitation from drug and substance abuse**
-  • **Psychosocial counselling and support**
-  • **Mentorship and guidance programs**
-  • **Climate change (sustainable planet)**
-  • **Sports and recreation. In addition, every district should establish a camping site for outings and life skills development.**

YMCA will organise the established/successful young people who have passed through their programs and encourage them to also contribute to uplifting others through offering to sponsor, and provide internships, mentorships and other forums that will allow for fruitful interactions. We intend to build on past positive experiences rather than start-up. The drive-in programming will remain focused on meeting the needs of members (young people) and ensure that young people who participate in YMCA programs achieve the observable desired change in given change areas.

Zambia YMCA will concentrate on addressing current challenges and maintaining the membership before considering admitting new members. Potential for success in the community and opportunities for widespread community engagement are great.

Young people benefiting from YMCA programs will become responsible citizens socially, also contributing to meeting the needs of others who are vulnerable. They will have acquired skills that enable them to secure employment or start their own businesses. They will participate in addressing civic matters in their communities and contribute effectively to attaining positive changes for youths.



MOVEMENT STRENGTHENING

The five-year strategy will emphasize the strengthening of governance and management policies in Zambia YMCA. The Board will offer guidance on whether a few additional policies need to be developed. Management systems will be strengthened by ensuring very effective monitoring and evaluation tools are in place.

The visibility of the YMCA has, to a great extent, not been achieved. Going forward we will need to develop a strategy for visibility. YMCA will pay more attention to utilising the large membership and affiliations for the greater good, including advocacy. There may be a need to form a committee to spearhead advocacy activities i.e. Advocacy and Communication Committee. Such a working group would help develop/strengthen linkages to relevant networks, local and global to add a voice to some pertinent issues. Donor dependency puts organizations at high risk, especially in the shrinking donor resource environment. YMCA has the potential to generate significant resources to implement programs. This potential will be explored during the next five years by decentralizing and diversifying resource mobilisation. Districts will be encouraged to develop and implement resource mobilisation plans to secure external funding as well as start their fundraising initiatives. Successful districts can support others through experience sharing and exchange visits.

YMCA will progressively take measures to promote equity for all districts. One strategy that we shall employ is to expose all districts to capacity building and regularly share information on opportunities. Where possible joint projects will be developed for wider scale implementation.

Although the YMCA has a membership policy, it is acknowledged that Induction of members needs to be accorded more attention. Quality of recruitment is key, and so is induction, to ensure a common understanding and stimulate participation beyond payment of membership fees. The secretariat will coordinate and ensure that members are actively engaged and contribute effectively to the achievement of the YMCA mission.

A SUSTAINABLE PLANET

Programs here will focus on awareness creation and implementing disaster risk reduction measures to address climate change. Youths will be engaged through sensitization, and practical skills training such as green construction. Climate-smart agriculture will be concentrated especially in rural areas. Young people will be supported to apply innovative technologies and develop green enterprises (e.g., use of alternative energy) both in rural and urban areas.

Forums that seek to make climate change a topic will be developed e.g. clubs through the school system as part of community programs that help to educate young people about climate change while they are still young. Young people will be exposed to various competitions e.g. essay writing radio programs, interacting with change agents such as climate change celebrities and participating in conferences on climate change. Other topical research will be encouraged for those in higher education.

Young people will also be facilitated to participate in various climate change discourses to help them become familiar with various concepts such as carbon trading, and alternative energy technologies.



EDUCATION

We will continue to promote scholarship programs for secondary and tertiary education. Further still, the YMCA will seek scholarships and other requisite resources to enable vulnerable young people to progress to secondary school education, college, university, and skills training schools.

It is necessary to collaborate with some existing opportunities e.g. the government's Technical and Vocational Training Agency (TEVET) and the Constituency Development Fund (CDF) structures to help young people access the services. Mentorship will also be provided to young people through various forums. It is expected that through these programs, young people will start businesses, or will find employment. The access to skills training will endeavour to be demand-driven in order to enhance employability.

Various educational camps will be organised each year, based given thematic areas and needs. Mentorships and other informal sector skills training will be promoted. Skills training overall will be linked to employability, self-employment and enterprise development. Other initiatives like global exchange programs will be pursued to broaden the opportunities further.

It is also possible for YMCA to own learning institutions, especially as social enterprises. We will explore the possibility of building a boys boarding school during the strategic period.

Targets will be set each year to determine the numbers that can be taken in for various opportunities. Youths will be helped to secure scholarships for higher education, college and universities, and monitored until they graduate. Others will be linked to informal training. Forums for developing spiritual and social capacities will be organised for youths to interact and learn together.

It is expected that youths will utilise these opportunities to study and successfully graduate from schools, colleges and universities. They will also acquire knowledge and soft skills through participating in camps. This will help change their attitudes towards life, e.g. appreciate the importance of hard work, and living well with others.

COMMUNITY WELLBEING

All districts will aim to have spaces for physical recreation e.g. basketball netball, and board games. Physical sports and recreation activities will be developed to address both physical and mental health in the districts. Camps and other gatherings will be organized on physical, spiritual, and mental health topics.

Youths who participate in the programs will, over time, adopt healthy and balanced lifestyles free from alcohol and substance abuse, and able to maintain a good balance of physical and mental health.

Other young people from the community will participate in sports activities; Psychosocial counselling will also be open to all youths in the community. Both male and female youth will be encouraged to participate in the activities offered. Youths will be free to suggest preferred activities.

Programming will also focus on HIV/AIDS, sexuality and reproductive health awareness. Psychosocial Counselling and rehabilitation from Drug and substance abuse will also be prioritised as needed.

We will create safe spaces in the district offices where young people can meet and interact, as well as receive help. We will also collaborate with the Drug Enforcement Commission to strengthen prevention and curative measures for drug and substance abuse. Other topics such as suicide, gender-based violence, and water and sanitation will be integrated as needed.



Health advocacy will be included in programming in order to train, and sensitize young people and communities on various health topics and empower them to demand services. Through advocacy, the YMCA will be able to interact more closely with various stakeholders.

Some health programs may be implemented in schools and colleges as needed.

CROSS-CUTTING ISSUES

Gender, disability inclusion and advocacy will be mainstreamed in the YMCA. This means that these topics will be integrated into programming and the reporting system.

i. Gender

YMCA has a gender Policy whose objective is to transform attitudes and behaviour of staff, and youths (girls and boys) and allow all to participate without discrimination. Gender as it relates to male/female role perceptions, based on culture and socialisation, will be mainstreamed in YMCA structures, management, and programming. Positive discrimination will be applied to ensure that both females and male access opportunities and participate effectively.

All data collected will be disaggregated according to gender. Gender sensitization among members and staff will be conducted regularly. Gender-based violence and exploitation is recognised in the YMCA code of conduct. Measures to act to address such matters promptly will be strengthened. Linkages to relevant government institutions, and others, in addressing such matters will be established.

ii. Inclusion

Topics on disability have only recently been more recognised in public discourses in Zambia. Disability is still generally not culturally accepted. It is associated with myths such as witchcraft and curses. Therefore, parents tend to hide persons with disability in their homes for fear of being stigmatised.

YMCA will ensure that persons with disability are deliberately integrated in all programs. All organizational data on participants/ beneficiaries will be disaggregated according to disability to keep track of such persons and respond more effectively to their needs. Young persons with disability can be vulnerable and prone to abuse, therefore an awareness that helps programming to account for their needs will be emphasized.

All YMCA facilities are required to be disability friendly e.g. infrastructure. Disability will be mainstreamed in all YMCA programs.

YMCA will create awareness of disability and ensure that safe spaces for persons with disability are available in programs and at facilities, to enable persons with disability to participate freely.

iii. Advocacy

We will promote visibility and make the voice of the YMCA heard on key issues related to our focus areas. An advocacy and communication strategy will be developed as a priority to guide engagement. Staff and members will be oriented and trained in advocacy as needed, for meaningful engagement.

We will strengthen networking ties and alliances on topics of common interest.



ANNEX 1: SWOT ANALYSIS RESULT FROM PARTICIPATORY PROCESS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. The youth membership 2. Property Portfolio 3. Institutional longevity 4. Global institution (brand) 5. Intergenerational leadership 6. YMCAs national presence and character 7. Relevant human resources very qualified individuals such as accountants, social workers, entrepreneurs, medical doctors theologians, lawyers etc. 8. Spiritual emphasis -Christian identity which distinguishes us from other organizations. 9. Capable /ability to offer empowerment opportunities to young people (internship, scholarship and employment bot at local and international 10. Partnerships & networks -Local and international. 11. YMCA is an international brand which different people, organizations etc. would like to associate with. <p>YMCA has assets such as infrastructure and land in the different geographical locations</p>	<ol style="list-style-type: none"> 1. Property -Poor state of some properties-Fetch little despite their prime locality. 2. Failure to project the organization-Visibility 3. Failure to have research directed resource mobilization strategy systems 4. Lack of full time research and Development department 5. M & E tools – Needs review 6. Poor orientation /induction /capacity building 7. Lack of meeting places (no permanent meeting venues for some local associations. 8. Lack of facilities for sports in most local Associations. 9. Donor dependence service model

ANNEX 1: SWOT ANALYSIS RESULT FROM PARTICIPATORY PROCESS

OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Zambia being a Christian nation 2. National demographic is youth 3. Stable political landscape 4. Acceptability is wide 5. Zambian culture is receptive 6. The universality of the organization 7. Government policy orientation towards the youth is an opportunity for partnership 8. Social media /technology /modernization 9. Availability of technical aids 10. Geographical location 11. The rise in land and property appreciation by Zambians. 	<ol style="list-style-type: none"> 1. Government Policy – unfavourable laws, policies enacted by government 2. Global trends - not talking about faith freely. Christian is no longer fashionable due to modernization. As Christian organization, you can only attract certain donors. 3. Limited access to donor funding due to certain conditionalities not in line with the mission. 4. An increase in the cost of doing business 5. Cultural and social norms (e.g. Mkanda boys transform after 6 months) 6. Reputational damage (i.e. if one YMCA member does something wrong , all YMCA will suffer reputational damage) 7. Some government policies may not enable YMCA to execute on its mandate <p>Global trends have changed ie donor basket dwindled</p>

1. 2022 Census of Population and Housing, Zambia Statistics Agency
2. 2022 Poverty Assessment in Zambia,
3. Labor Force Survey 2020, Zambia Statistics Agency
4. Zambia Demographic and Health Survey 2018, Zambia Statistics Agency
5. Zambia Disability Survey 2015
6. Relief Web
7. YMCA Vision 2030
8. AAYMCA Y3.0 Strategic Plan
9. Climate Change Impacts on Zambia's energy and agriculture sectors: An economy-wide analysis, 2020
10. National Policy on Climate Change 2017
11. Vision 2030, Republic of Zambia
12. <https://www.iicba.unesco.org/en/node/113>
13. <https://www.unicef.org/zambia/education>
14. <https://www.teveta.org.zm>



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