



YMCA Canada International Safeguarding Policy: Protection from Sexual Harassment, Exploitation and Abuse, and Child Abuse

Last Updated and Approved: 27 February, 2023

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1. Policy Statement

YMCA Canada places human dignity at the centre of our work. At the heart of YMCA Canada's efforts to build a just, sustainable, equitable and inclusive world is its engagement with marginalized communities. We also recognize the particular responsibility we have to similarly promote human dignity and social justice within our own organization and maintain a safe and respectful workplace. We recognize the importance of organizational culture and accountability in creating a safe and supportive organization for our staff, our partners and the communities with whom we work.

At YMCA Canada, we believe all people have a right to live their lives free from sexual harassment, exploitation and abuse, and that no child should be subjected to abuse of any form. We believe that sexual harassment, exploitation and abuse, and child abuse, are more likely to be exerted over particular groups of people due to inequalities and vulnerabilities, particularly those experienced by women, children, racialized, Indigenous, 2SLGBTQIA+ people, persons living with disabilities, and other vulnerable individuals. We recognize that there is unequal power between YMCA Canada Employees and Related Personnel and the people we partner and work with throughout our programs, and also between people within our organization. We expect that our power will not be used to advantage ourselves or cause harm to others.

YMCA Canada recognizes we have a responsibility to protect people we work with, and who work for us, and we will continuously strive to prevent sexual harassment, exploitation and abuse and child abuse from happening. We take seriously all reports of sexual harassment, exploitation and abuse, and child abuse. Our actions are informed by a survivor-centred approach which means that the needs and wishes of survivors guide our response, that survivors are treated with dignity and respect, and the rights of survivors to privacy and support are prioritized.

YMCA has a zero-tolerance approach toward sexual harassment, exploitation and abuse, and child abuse. We will carefully examine allegations and investigate, and take appropriate disciplinary action where this is needed, taking into consideration the rights and interests of the survivor, consistent with YMCA's survivor-centred approach. We make very clear that sexual harassment, exploitation and abuse, and child abuse in any form, perpetrated by our staff, partners or other related personnel, towards anyone, will not be tolerated.

2. Scope of Application

This policy applies to all YMCA Employees and Related-Personnel working on international projects:

- YMCA Canada Employees include all employees of any Canadian YMCA working on a YMCA Canada project;
- Related Personnel includes board members, volunteers, interns, visitors and international and local consultants, in addition to individual and corporate contractors of these entities and related personnel. This includes non-YMCA entities and their employees and individuals who have entered into partnership,



subgrant or sub-recipient agreements with YMCA Canada, as well as community volunteers and incentive workers.¹

The policy applies both during, and outside, normal work hours. Actions taken by YMCA Canada Employees and Related Personnel outside of working hours that are seen to contradict this policy will be seen as a violation of this policy.

Further definitions related to this policy are included as an Annex.

3. YMCA Canada's Safeguarding Commitments²

Organizational Culture, Leadership and Accountability

3.1 YMCA Canada will make every effort to promote, create and maintain a safe organizational culture for all people who work for and with YMCA Canada, including our partners and the communities where YMCA Canada works. At all times, it is expected that YMCA Canada's leaders will promote YMCA Canada's safeguarding values by highlighting the organization's commitment to equality, diversity and respect for others. YMCA Canada will create an environment where it is safe to address sexual harassment, exploitation and abuse, and child abuse.

3.2 YMCA Canada will develop organization-specific safeguarding strategies, with appropriate levels of dedicated capacity and allocated resources at all levels of the organization, to prevent and respond to sexual harassment, exploitation and abuse, and child abuse.

3.3 YMCA Canada will ensure high-level oversight and accountability around its safeguarding efforts. We will do this through monitoring and reviewing our safeguarding performance and seeking feedback from YMCA Canada Employees and Related Personnel, partners, program participants and communities where YMCA Canada works, on the effectiveness of our safeguarding measures. We are committed to continuous learning and improvement to prevent and respond to sexual harassment, exploitation and abuse, and child abuse. We will be accountable and transparent in communicating our efforts and progress to various internal and external audiences, including YMCA Canada governance and leadership structures, staff, donors, partners, the wider sector and communities. All information shared will be informed by a survivor-centred approach and risk assessment.

People Management

3.4 YMCA Canada will seek to employ staff who are aligned with our vision, mission and values, and, in compliance with applicable laws, prevent known perpetrators of sexual harassment, exploitation and abuse and child abuse from being (re)hired or (re)deployed. We will incorporate appropriate job

¹Different considerations will arise regarding the enforcement of some of this policy and the principles for volunteers and incentive workers hired from communities with whom we work. While sexual exploitation and abuse and the misuse of humanitarian assistance will always be prohibited, as expressly set forth in this policy, discretion may need to be used in the application of the Safeguarding Code of Conduct regarding sexual relationships for this category of worker. See Annex 1 YMCA's Safeguarding Code of Conduct.

²The commitments are based on and further extend the commitments defined within the Statement of Commitment Relating to Sexual Exploitation and Abuse by UN and non-UN Personnel, August 2008.



responsibilities in leadership, managers and other staff positions. Managers and Human Resource teams will ensure robust recruitment screening processes for all personnel, particularly for personnel who will have any direct or indirect contact with children and/or vulnerable adults. We may include in performance management/ feedback processes of senior managers, the adherence to create and maintain an environment which promotes this policy and Safeguarding Code of Conduct and to prevent sexual harassment, exploitation and abuse, and child abuse.

3.5 YMCA Canada will ensure all personnel are aware of our Safeguarding Policy, our expected behaviours and conduct, and how to report wrongdoing by incorporating YMCA Canada's expectations on the prevention of sexual harassment, exploitation and abuse, and child abuse in relevant codes of conduct, new employee orientations, awareness raising training and refresher courses, and through regular internal communications.

Partners

3.6 YMCA Canada will promote and require safeguarding with partners. YMCA Canada will ensure adequate safeguarding assessments as part of due diligence processes when considering new and existing partnerships. We will choose our partners based on their commitment to social justice and equality, their organizational values, and how they safeguard their staff and program participants, as well as on their suitability to deliver the work we require of them. We will ensure that when engaging in partnerships, sub-grant or sub-recipient agreements, these agreements:

- a. incorporate this Policy as an attachment or otherwise implement reasonable due diligence and monitoring procedures of its sub-awards consistent with this Policy;
- b. include the appropriate language requiring such contracting entities and individuals, and their employees and volunteers to abide with a Code of Conduct that is pursuant to the standards of this Policy; and
- c. expressly state that the failure of those entities or individuals, as appropriate, to take preventive measures against sexual harassment, exploitation and abuse, and child abuse, to investigate and report allegations in a timely manner, or to take corrective actions when sexual harassment, exploitation or abuse, or child abuse has occurred, shall constitute grounds for YMCA Canada to terminate such agreements.

We will work collaboratively to build capacity in our respective organizations to achieve our safeguarding commitments. We will respect our partners, sub-grantees and sub-recipients and where possible and necessary, support them in having the skills and capacity to fulfil their responsibilities consistent with this policy. For vendors, consultants, independent contractors and the like, YMCA Canada may incorporate this Policy as an attachment to any written agreement or otherwise develop a summary of the requirements contained in this Policy and the provisions noted in this section.

3.7 YMCA Canada will collaborate on safeguarding within the sector, including with communities, other organizations, donors, governments, global civil society networks and local partners, to advance our practices and contribute to wider efforts to prevent and respond to sexual harassment, exploitation and abuse, and child abuse.

Embedding Safeguarding in our Work

3.8 YMCA Canada will undertake safeguarding risk assessments to identify areas of safeguarding and sexual harassment, exploitation, and abuse, and child abuse risks, and document steps that are being taken to remove or reduce these risks.



3.9 YMCA Canada will incorporate safeguarding measures into programs and throughout the project cycle. We will do this through our collaborative program design approach, including with our partners and program participants, at all stages to produce better design, monitoring and evaluation of safeguarding in our programs. We aim to identify and mitigate, or minimize, risks arising from our programs.

3.10 YMCA Canada will ensure that multiple mechanisms for reporting sexual harassment, exploitation and abuse, and child abuse are accessible and sensitive to the differing needs of anyone wishing to report, including vulnerable adults and children most at risk of sexual harassment, exploitation and abuse, and child abuse, the communities we work with, our partners, and YMCA Canada Employees and Related Personnel. We will involve program participants in the design, monitoring and evaluation of community-based reporting mechanisms. We will include documented reporting procedures in relevant local languages. We will raise community awareness on the expected behaviours of our Employees and Related Personnel and on how to make a report. YMCA Canada will ensure that anyone responsible for receiving reports understands how to carry out their duties and handle them in a safe and confidential manner. We will be transparent with survivors around any obligations or actions that may need to be taken as a result of their report, including referral to third parties. All actions will be informed by an assessment of risk to all those involved.

Response and follow up to Reports

3.11 YMCA Canada will provide support and assistance to complainants and to anyone who has experienced sexual harassment, exploitation and abuse, or child abuse by YMCA Canada Employees and Related Personnel. This may include medical treatment, and psycho-social support. Our support and assistance will be informed by a survivor-centred approach, feasibility, and an assessment of risk to all those involved.

3.12 YMCA Canada will take appropriate actions to the best of YMCA's abilities to protect persons from retaliation where allegations of sexual harassment, exploitation and abuse, or child abuse involving YMCA Canada Employees or Related are reported in good faith.

3.13 YMCA Canada will ensure that all allegations of sexual harassment, exploitation and abuse, and child abuse by YMCA Canada Employees and Related Personnel are thoroughly examined, risk-assessed, and where needed, investigated and/or referred to another agency for investigation or reported to law enforcement. YMCA Canada's investigations will be conducted in a timely, safe and professional manner by those with appropriate training and experience in sensitive investigations and informed by gender-sensitive and survivor-centred approaches. Investigations will include an assessment of risk to all those involved. We will collaborate with our partners to have the capacity to similarly investigate allegations of sexual harassment, exploitation and abuse, and child abuse by their staff.

3.14 YMCA Canada will take swift and appropriate action with any Employee or Related Personnel who breach this policy by perpetrating sexual harassment, exploitation and abuse, and child abuse. This may include administrative or disciplinary action, legal action, and/or referral to the relevant authorities for appropriate action, including criminal prosecution, in the abuser's country of origin as well as the host country. All actions will be informed by a survivor-centred approach and an assessment of feasibility and risk to all those involved.



4. YMCA Canada's Safeguarding Code of Conduct³

YMCA's capacity to achieve its vision and mission depends upon the individual and collaborative efforts of all YMCA Canada Employees and Related Personnel. To this end, all YMCA Canada Employees and Related Personnel must uphold and promote the highest standards of ethical and professional conduct and abide by YMCA Canada's policies. This policy defines the safeguarding conduct to be followed by all YMCA Canada Employees and Related Personnel to protect anyone, from sexual harassment, exploitation and abuse, and child abuse by YMCA Canada Employees and Related Personnel.

This Safeguarding Code of Conduct is intended to provide an illustrative guide for YMCA Canada Employees and Related Personnel to make decisions that exemplify YMCA Canada's broader Code of Conduct and core values in their professional and personal lives. Any violation of this Safeguarding Code of Conduct is a serious concern and may result in disciplinary action, up to and including dismissal, in accordance with disciplinary procedures of each YMCA partner or Affiliate and applicable laws. All YMCA Canada Employees and Related Personnel must read and sign this Safeguarding Code of Conduct.⁴

5. Responsibilities

5.1 All YMCA Canada Employees and Related Personnel

All YMCA Canada Employees and Related Personnel share an obligation to prevent, report and respond to sexual harassment, exploitation and abuse and child abuse. It is the responsibility of all YMCA Canada Employees and Related Personnel to uphold YMCA Canada's Safeguarding Policy and Safeguarding Code of Conduct. All YMCA Canada Employees and Related Personnel must read this policy and either sign the Safeguarding Code of Conduct or sign a Code of Conduct that is consistent with or references this policy and Safeguarding Code of Conduct.

5.2 Managers, Supervisors and Human Resource Managers

Managers, Supervisors and Human Resource Managers must ensure that all YMCA Canada Employees and Related Personnel understand and comply with YMCA Canada's Safeguarding Policy and either sign the Safeguarding Code of Conduct or sign a Code of Conduct that is consistent with or references this policy and Safeguarding Code of Conduct. Human Resource Managers are also responsible for robust safe recruitment and induction, whilst Managers and Supervisors are responsible for ensuring staff have a thorough awareness and sensitization to this policy and the issues it raises. Managers must ensure that all staff with specialized duties towards this policy have the appropriate experience, training and support available to them, including staff responsible for receiving and handling sensitive reports and staff responsible for investigations. Managers will ensure performance management of staff, supports an accountable and safe organizational culture to prevent sexual harassment, exploitation and abuse, and child abuse.

5.3 YMCA Senior Leadership in any Country or Region

³Based on the six Core Principles from the UN Secretary-General's Bulletin on Special Measures for Protection from Sexual Exploitation and Abuse (ST/SGB/2003/13).

⁴Employees and individuals that have entered into partnership, sub-grant or sub-recipient agreements with YMCA may instead sign their employer's code of conduct and standards if they are generally consistent with these standards.



YMCA senior leadership in any country or region or representatives must provide clear guidance and demonstrate how the organization, across its operations, will make every effort to protect all people from sexual harassment, exploitation and abuse, and child abuse in the delivery of YMCA projects and programs in-country. They must ensure that culturally appropriate, safe and accessible, community-based reporting mechanisms are developed, implemented, and monitored and reviewed for effectiveness. This includes awareness-raising with program participants and YMCA Employees and Related Personnel about protection from sexual harassment, exploitation and abuse, and child abuse, and how to use the reporting mechanisms. YMCA senior leadership in any country or region will lead YMCA Canada's work with local partners to ensure appropriate support, assessment, and monitoring of partner commitments in relation to this Policy. They will also make every effort to ensure that complaints handling, and investigation procedures are enacted, along with appropriate employee disciplinary procedures as necessary. YMCA senior leadership in any country or region are responsible for ensuring that good quality and appropriate survivor support services are researched and made available in their location.

5.4 YMCA Partners and Affiliates

The National Directors of YMCA Canada, Partners and Affiliates are responsible for implementation of this policy. YMCA Partners and Affiliates will ensure this policy is reflected in their own codes of conduct. YMCA Partners and Affiliates are responsible for defining and appropriately resourcing workplans and procedures to uphold and operationalize this policy as well as monitoring and reporting on performance against this policy utilizing standard key performance indicators and methodology. YMCA Partners and Affiliates must have in place reporting and investigation procedures, and employee disciplinary procedures for their staff which complement and support Country Office procedures.

YMCA Canada staff will provide the necessary support to have in place the necessary staff skills, budget guidance for putting this policy in place, reporting mechanisms, investigations procedures, survivor assistance support, and guidelines for reporting on performance against this policy.

6. Associated Policies

This policy is complementary to the set of standards of behaviour that all YMCA Canada Employees and Related Personnel are required to adhere to in the:

- YMCA Canada Child Safety and Protection Policy
- YMCA Canada National Board Harassment Policy
- YMCA Canada Workplace Harassment Policy
- YMCA Canada Sexual Harassment Policy
- any further codes or related policies defined by YMCA Canada

This Policy is a response to YMCA Canada's accountability to the communities it works with.



YMCA Canada Safeguarding Code of Conduct⁵

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This Safeguarding Code of Conduct is intended to provide an illustrative guide for YMCA Canada Employees and Related Personnel to make decisions that exemplify YMCA Canada's broader Code of Conduct and core values in their professional and personal lives. Any violation of this Safeguarding Code of Conduct is a serious concern and may result in disciplinary action, up to and including dismissal, in accordance with disciplinary procedures of each YMCA or Affiliate and applicable laws. All YMCA Canada Employees and Related Personnel must read and sign this Safeguarding Code of Conduct.⁵

As a YMCA Canada Employee or Related Personnel, I will –

1. Create and maintain a safe and equitable organizational culture that prevents and opposes sexual harassment, exploitation and abuse, and child abuse.
2. Treat everyone with dignity and respect and challenge attitudes and behaviours that contravene the YMCA Canada International Safeguarding Policy and Safeguarding Code of Conduct.
3. Immediately report any concerns I have regarding possible violations of the YMCA Canada International Safeguarding Policy or Safeguarding Code of Conduct, whether by a YMCA Canada Employee or by Related Personnel. I understand that failure to report any concerns may lead to disciplinary action. I will ensure I am aware of the options available to me to report and that when I report a concern or allegation, I will do so confidentially.
4. Share sensitive information I may be aware of that relates to concerns of sexual harassment, exploitation and abuse or child abuse, whether involving staff, program participants or others in the communities where YMCA Canada works, through the reporting options available to me. I understand that for respect, dignity and safety of everyone involved, it is essential that I maintain confidentiality about any concerns or information I am aware of and only share information with staff of the appropriate function who need to know such information. I am aware that breach of this policy may put others at risk and will therefore result in disciplinary procedures.
5. Disclose to YMCA Canada any civil judgment or criminal conviction that relates to allegations made against me of sexual harassment, exploitation or abuse of anyone.
6. Always make sure I have another adult present when working with children.
7. Always ensure that for work-related purposes when I photograph or film a child, I:
 - comply with local traditions or restrictions for reproducing personal images,

⁵Employees and individuals that have entered into partnership, sub-grant or sub-recipient agreements with YMCA may instead sign their employer's code of conduct and standards if they are generally consistent with these standards.



- obtain informed consent from the parent or guardian of the child, before photographing or filming a child, explaining how the photograph or film will be used,
- ensure photographs, films, videos and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner,
- ensure children are adequately clothed and not in poses that could be seen as sexually suggestive,
- ensure images are honest representations of the context and the facts, and
- ensure file labels do not reveal identifying information about a child, for example, name and exact location.

8. Protect, manage and utilize YMCA human, financial and material resources appropriately and will never use YMCA resources, including the use of computers, cameras, mobile phones or social media, to exploit, groom or harass participants of YMCA programs, children or others in the communities in which YMCA works. I am aware that this means that it is prohibited for staff to access, display or transmit offensive and/or pornographic material on any YMCA-provided or subsidized electronic device (e.g. computer, tablet, phone) at any time, or on any personal electronic device on a YMCA network in the workplace.

As a YMCA Employee or Related Personnel, I will not -

1. Sexually harass, exploit or abuse anyone and understand that these behaviours constitute acts of gross misconduct and are therefore grounds for disciplinary action, up to and including dismissal.¹¹
2. Engage in any form of sexual activity or develop physical/sexual relationships with children (persons under the age of 18) regardless of the age of consent locally. I understand that ignorance or mistaken belief in the age of a child is not a defence.¹²
3. Exchange money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour. I understand this means I must not buy sex from anyone at any time, or exchange assistance that is due to program participants / beneficiaries for sex.⁶
4. Engage in any sexual activity or sexual relationship with program participants/ beneficiaries. I am aware that such relationships are prohibited. I understand that such relationships are based on an improper use of my position and inherently unequal power dynamics and may undermine the credibility and integrity of YMCA's work. I understand I must declare any previously existing relationships with program participants/ beneficiaries to my line manager or HR manager. I will seek guidance on this prohibition from appropriate management.⁷
5. Request any service or sexual favour from participants of YMCA programs, children or others in the communities in which YMCA works, and will not engage in sexually harassing, exploitative or abusive relationships.

⁶YMCA Canada does not make judgment against individuals who sell sex in exchange for money, gifts or material support ('transactional sex'). However, YMCA Canada prohibits its Employees or Related Personnel from buying sex in order to prevent sexual exploitation and abuse from occurring.

⁷YMCA Canada sometimes engages community volunteers and incentive workers and recognizes that in these circumstances there may be existing sexual relationships between such volunteers and incentive workers with other community members and program participants, including child marriages that would violate this policy. Information and disclosure of existing sexual relationships/marriages must be made prior to appointment of community volunteers and incentive workers and if/when considering entering into a sexual relationship/marriage once already engaged with the YMCA. Confidential records must be retained by management.



6. Support or take part in any form of sexually exploitative or abusive activities, including, for example, child pornography, trafficking of human beings or child marriage.
7. Hire children for domestic or other labour, which is inappropriate given their age or developmental stage, which interferes with their time available for education and recreational activities or which places them at significant risk of injury or exploitation.
8. Use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.

ANNEX - Definitions

A Child

A child is any individual under the age of 18, irrespective of local country definitions of when a child reaches adulthood.⁸

Adults experiencing vulnerability

Anyone 18 years or over who -

- is unable to take care of themselves/ protect themselves from harm or exploitation; or
- due to their gender, mental or physical health, disability, ethnicity, religious identity, sexual orientation, economic or social status, or as a result of disasters and conflicts, are deemed to be at risk.
- is in a situation of subordination and therefore experiencing a power differential putting them at risk

Sexual Harassment⁹

Sexual harassment is any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behavior of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. While typically involving a pattern of behavior, it can take the form of a single incident.

Sexual Exploitation¹⁰

Sexual exploitation means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.

Sexual Abuse

Sexual abuse means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

⁸Definition of child from the Inter-Agency Standing Committee (IASC) Guidelines to implement Minimum Operating Standards for Protection from Sexual Exploitation and Abuse by UN and non-UN Personnel, March 2013.

⁹Definition of "sexual harassment" from the United Nations Secretary-General's bulletin: Prohibition of discrimination, harassment, including sexual harassment, and abuse of authority (ST/SGB/2008/5).

¹⁰Definitions of "sexual exploitation" and "sexual abuse" from the United Nations Secretary General's Bulletin: Special measures for protection from sexual exploitation and sexual abuse (ST/SGB/2003/13).



Child Exploitation and Abuse (involves one or more of the following)

A. Physical abuse

Physical abuse occurs when a person purposefully injures or threatens to injure a child. This may for instance, take the form of slapping, hitting, punching, shaking, kicking, beating, burning, shoving or grabbing. Physical abuse can be a single or repeated act. It doesn't always leave visible marks or injuries.

B. Emotional abuse

Emotional abuse is inappropriate verbal or symbolic acts toward a child or a pattern of failure over time to provide a child with adequate non-physical nurture and emotional availability. Such acts have a high probability of damaging a child's self-esteem or social competence.

C. Neglect

Neglect is the failure to provide a child (where they are in a position to do so) with the conditions that are culturally accepted as being essential for their physical and emotional development and well-being.

D. Sexual Misconduct with a Child

Sexual Misconduct with a Child is any form of sexual activity with a child. It is evidenced by an activity between a child and an adult or another child who by age or development is in a relationship of responsibility, trust or power, the activity being intended to gratify or satisfy the needs of the other person. It may include, but is not limited to, contact or non-contact activities, the inducement or coercion of a child to engage in any sexual activity, the use of a child in prostitution or other sexual practices, or exposing a child to online sexual exploitation material, the use of children in pornographic performances and materials, or taking sexual exploitative images of children.

Grooming

Grooming generally refers to behaviour that makes it easier for an offender to procure a child or vulnerable adult for sexual activity. It often involves the act of building the trust of children and/or their carers or a vulnerable adult, to gain access to them in order to sexually abuse them. For example, grooming includes the provision of, or attention paid to a specific child or adult, providing gifts, money, drugs or alcohol to them, encouraging romantic feelings or exposing them to sexual concepts through conversation or exposure to pornography.

Online grooming is the act of sending an electronic message, series of messages or engaging over an online platform with content that may be of an indecent nature, with the intention of procuring the recipient to engage in or submit to sexual activity with another person, including but not necessarily the sender.

Both children and vulnerable adults can be victims of grooming and online grooming, with children being particularly targeted by online groomers.

Safeguarding

The measures we take to prevent, report and respond to harm or abuse and to protect the health, well-being and human rights of anyone that comes into contact with YMCA, whether it is YMCA Employees and Related Personnel, partners, program participants and communities.

Community Volunteer

Persons from the local community where YMCA Canada is working and who undertake tasks for YMCA Canada on a voluntary nature.



Incentive Worker

A person who is provided an incentive to do tasks for YMCA Canada that have a temporary and voluntary character. Incentive workers may, for example, be people with refugee status, internally displaced peoples, returnees, or members of the host community, who are working for the YMCA by doing tasks in return for incentives.

Visitors

Refers to a range of persons who are visiting YMCA offices or programs, including donor representatives, journalists, media, researchers, celebrities, family members.