

ANNUAL REPORT

2024



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CEO MESSAGE

Dear Friends, Partners, and Supporters,

As I reflect on 2024, I am filled with immense pride and gratitude for what YMCA Malta has accomplished during this transformative year. What began as a period of organizational restructuring evolved into a testament to our resilience, adaptability, and unwavering commitment to serving Malta's most vulnerable populations.

A Year of Transformation - 'Empowerment Through Focus'

The decision to restructure from eight departments into three focused teams: **Services, Innovation, and Support** was not taken lightly. However, the results speak for themselves. This streamlined approach has enhanced our operational efficiency, improved communication across programs, and ultimately allowed us to serve our community more effectively than ever before.

Financial Recovery and Sustainability

I am particularly proud to report that 2024 marked a complete financial turnaround for our organization. After facing a loss of **€103,410 in 2023**, we not only recovered but achieved a profit of **€65,168** - representing a **positive swing of €168,578**. This achievement demonstrates the dedication of our team, the trust of our funders, and the effectiveness of our new organizational structure.

Expanding Our Impact

The numbers tell a powerful story of growth and impact:

- Over **10,000 visits** to our Hamrun Drop-in Centre, providing dignity and hope to those experiencing homelessness
- Nearly **1,500 therapy sessions** delivered, supporting mental health and wellbeing across our community
- **453 individuals** referred for residential support, with **181 people provided with safe shelter**
- Almost **18,000 bed nights** provided, offering security and stability during times of crisis

Global Reach, Local Impact

Our international dimension continued to flourish, with **388 applications from 38 countries** for our internship and volunteering programs. This global engagement not only brings fresh perspectives and energy to our work but also positions YMCA Malta as a leader in the international YMCA movement.

Looking Forward

As we enter 2025, marking nearly 50 years of service since our founding in 1976, we do so with renewed purpose and clear direction. The challenges facing our community – homelessness, mental health struggles, social isolation, and economic hardship – remain significant. However, our strengthened organizational capacity, proven financial sustainability, and dedicated team position us well to meet these challenges head-on.

Gratitude and Recognition

None of this would be possible without our exceptional team of **35 staff members**, over **100 volunteers and interns**, and the countless partners who support our mission. To our **government partners, international collaborators, corporate sponsors, individual donors, and community supporters** – thank you for believing in our vision of a more just society.

Together, we have not just survived a year of transformation; we have thrived. Together, we will continue building pathways to dignity, hope, and independence for all who need our support.

With deep appreciation and continued commitment,

Anthony Camilleri

Chief Executive Officer
YMCA Malta



ORGANISATIONAL TRANSFORMATION

2024 represented a pivotal year in YMCA Malta's organizational evolution. The transition from an 8-department structure to a streamlined **3-team model** was implemented between January and March 2024, fundamentally reshaping how the organization operates and delivers services.

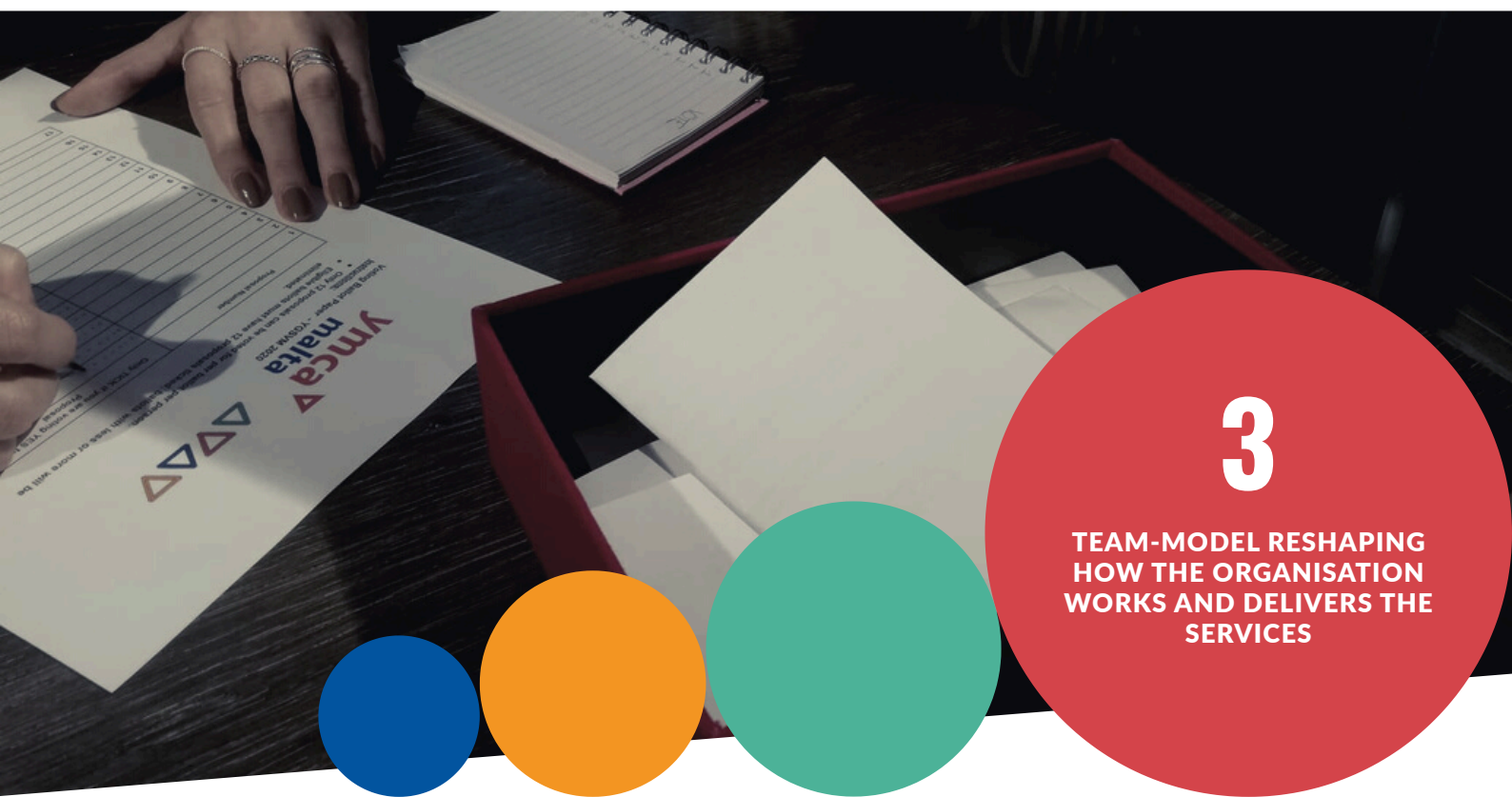
Previous Structure (Pre-2024):

- 8 separate departments operating with varying degrees of coordination
- Complex reporting structures
- Potential for service duplication and communication gaps

New Structure (2024 onwards):

Services Team

- Community Services: Direct client support and intervention
- Psychotherapeutic Services: Mental health and counseling support
- Residential Services: Accommodation and housing support
- Hamrun Drop-in Centre: Daily essential services for roofless individuals
- Youth and Family Programs: Preventative education and youth development
- YMCA Needs Support Programme: Emergency assistance and material support



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TEAM-MODEL RESHAPING
HOW THE ORGANISATION
WORKS AND DELIVERS THE
SERVICES

Innovation Team

- Project Development: Grant writing and project management
- Fundraising: Revenue generation and donor relations
- Creative Communications: Marketing, social media, and public engagement

Support Team

- Human Resources: Staff management and development
- Internship and Volunteering: International placement coordination
- Administrative Support: Operational backbone services

Strategic Leadership and "Empowerment Through Focus"

The 2024 organizational transformation was guided by YMCA Malta's strategic framework called **"Empowerment Through Focus"** – a comprehensive change management process that began with a 3-month assessment period from October to December 2023.

The Tree of Empowerment Philosophy

"Empowerment is the fertile soil, focus the nurturing sunlight, and together they cultivate the seeds of success, growing a forest of achievements."



This transformation followed a systematic 4-phase roadmap:

1. **Connect with the roots of purpose** – Reassessing organizational mission and values
2. **Strengthen the trunk of focus** – Streamlining core operations
3. **Identify branches of skills development** – Enhancing staff capabilities
4. **Integrate leaves of innovation** – Fostering creative solutions
5. **Prune for efficiency** – Eliminating redundancies
6. **Weather changes and adjust** – Building organizational resilience
7. **Nourish the ecosystem** – Supporting sustainable growth
8. **Bear fruits** – Delivering measurable impact (current phase)

Foundation Assessment Process The transformation was built on rigorous analysis including:

1. **Financial Analysis:** Comprehensive review of 2021, 2022, and 2023 financial reports presented to the Board of Directors across 3 board meetings
2. **Staff Assessment:** Self-performance evaluations completed by 30 employees
3. **External Consultation:** 5 meetings with external business leaders for strategic guidance
4. **Government Alignment:** 2 meetings with the Ministry regarding the PSP 2024-2026 framework



Leadership Structure Implementation

- **3 Team Managers** appointed to head Services, Innovation, and Support teams
- **16 new job descriptions** formalized with clear responsibilities and accountability
- **External Recruitment Board** established with candidate evaluation matrix and structured interview processes
- **5-scale salary structure** developed in collaboration with the Treasurer

Comprehensive Operational Improvements

Structural Transformation The reorganization delivered systematic improvements across all operational areas:

Human Resources Excellence

- **New Employment Framework:** All employees received new contracts with individualized KPIs
- **Performance Management:** 365-degree performance appraisals initiated with individual coaching sessions
- **Salary Benchmarking:** 5-tier salary structure with benefits optimization
- **Cross-training and Multi-skilling:** Enhanced staff versatility and service coverage



Operational Streamlining

- **Technology Integration:** Transition from manual attendance sheets to electronic clocking system
- **Process Clarification:** Clear procedures established for NSP operations, petty cash agreements, sick leave, communication protocols, and professional standards
- **Policy Access:** 10 internal policies made accessible through Employee Portal following a comprehensive Safeguarding Training

Governance and Compliance

- **PHMs and MCMs Segregation:** Clear Terms of Reference created and shared
- **Corporate Planning:** Annual plan established (April to April cycle) with comprehensive budget planning
- **Training Programs:** Specialized training delivered for Managers, Coordinators, Leaders, and Officers both in-person and online

Knowledge Management and Development

- **Gap Analysis:** Two comprehensive assessments conducted to identify areas for improvement
- **ATEY Training:** "Addressing Training & Education on YMCA" program initiated to support transition



- **Knowledge Transfer Sessions:** Monthly sessions established for continuous improvement
- **NGO Dynamics Training:** Specialized training provided to management and coordinators

Recruitment and Staffing

- **External Recruitment:** 5 positions issued externally with 26 interviews conducted through external board
- **Internal Opportunities:** 5 internal interviews held with external candidates for vacant positions
- **Transition Support:** Multiple staff meetings and online sessions to explain and support the transformation process

Continuous Improvement Framework

- **"Who is Who" Introduction:** Staff orientation program for new structure
- **Operational Plan 2024-2025:** Comprehensive planning document being finalized for staff distribution
- **Monthly Reviews:** Regular assessment and adjustment mechanisms established



FINANCIAL PERFORMANCE

YMCA Malta Achieves Financial Turnaround and Growth in 2024: A Testament to Stability, Strategy and Social Commitment.

In 2024, YMCA Malta recorded one of its most significant financial achievements in recent years, reflecting the success of its strategic transformation, sound governance, and growing stakeholder confidence. With an 8.9% revenue increase and a complete reversal from loss to profit, the organization has solidified its position as a stable and trusted leader in Malta's social service sector.

YMCA Malta's total revenue reached **€820,571**, marking an **8.9% increase** over the €753,746 reported in 2023. The organization's net result was a **€65,168 surplus**, compared to a **€103,410 loss** in the previous year, an impressive **positive swing of €168,578**. This financial turnaround reflects YMCA Malta's successful efforts to grow its income, streamline its operations, and prioritize impactful service delivery.

YMCA's total asset base also stood strong at **€575,541**, providing a secure financial foundation to sustain current operations and scale future initiatives.



Investing in People: A Commitment to Staff and Service

A key pillar of YMCA Malta's strategy continues to be its investment in human resources. In 2024, the organization allocated **€522,245** towards staff wages and salaries for 35 employees; 69.2% of total expenses. This investment demonstrates YMCA's commitment to:

- Offering competitive compensation
- Supporting staff development and retention
- Ensuring high-quality service through a skilled, stable workforce

Following an internal restructuring process, administrative costs were streamlined to ensure maximum resource allocation to direct service delivery.

Revenue Diversification: Strengthening Financial Sustainability

YMCA Malta's revenue streams in 2024 were well-distributed, indicating resilience and reduced dependency on any single source:

- **Government Grants:** €484,815 (59.1%)
- **Fundraising Activities:** €202,526 (24.7%)
- **Other Revenue Sources:** €133,230 (16.2%)



The strength of government funding underscores a robust partnership with the **Ministry for Social Policy and Children’s Rights**, a relationship built on transparency, service impact, and mutual trust.

Fundraising efforts also performed strongly, generating over **€200,000** through a combination of:

- Individual and corporate donations
- Events and public campaigns
- Foundation and trust grants
- International project collaborations

Year-on-Year Financial Comparison

Metric	2023	2024	Change	% Change
Total Revenue	€753,746	€820,571	+€66,825	+8.9%
Net Result	-€103,410	€65,168	+€168,578	+263%
Financial Position	Loss	Profit	Recovery	Turnaround

These figures reflect improved cost management, sustained income growth, and an effective restructuring that has increased both operational efficiency and service capacity.



SERVICES TEAM IMPACT

The Services Team represents the operational heart of YMCA Malta, delivering direct support to vulnerable populations across Malta through six integrated programs. In 2024, the team served thousands of individuals while maintaining the highest standards of care and dignity.

Community Services Overview

The Community Services division coordinated comprehensive support across all service areas, ensuring seamless integration and maximum impact for clients.

Management Excellence:

- **16 weekly management meetings** ensuring consistent communication and coordination
- **6 coordinator and supervisor meetings** for operational alignment
- **27 one-to-one sessions** across all services providing personalized staff support
- **15+ collaborative initiatives** with external partners and organizations



Strategic Partnerships:

- **Housing Forum and Valletta Network** participation for policy advocacy
- Collaboration with **Queen Mary University London (QMUL)** for paid psychotherapy services
- **NGO Community Speed Networking Events** for sector collaboration
- Educational partnerships with **SEDQA** and **Dar Merhba Bik**

Team Development:

- **10 team building sessions** conducted across residential, community, and psychotherapeutic teams
- **Training on Social Work Regulations** delivered to enhance professional standards
- **External representation** at conferences, radio programs, and community events

Psychotherapeutic Services

YMCA Malta's psychotherapeutic services experienced exceptional growth in 2024, demonstrating the critical need for accessible mental health support in Malta.



Service Expansion and Workforce Growth

This year marked a period of strong growth and structural reinforcement for our therapeutic services. The team structure was expanded to include **two warranted professionals** and the appointment of a dedicated **supervisor in October**, enhancing clinical oversight and ensuring high standards of care.

Our **training programme** also experienced significant growth. A total of **22 trainee therapists** formed part of the cohort, with **7 new additions** joining in the first half of the year. In parallel, **9 trainees successfully graduated**, having completed both academic and placement requirements.

Professional Development and Quality Assurance

Quality assurance and continuous improvement remained central to our operations. The team conducted **6 clinical case reviews** to evaluate and enhance care standards, while 20 hours were dedicated to recruitment and internal training processes

Record-Breaking Service Delivery

This year set a new benchmark in terms of therapeutic service provision, with a total of **1,508 sessions** delivered, reflecting a **63% increase** compared to 925 sessions in the previous year.

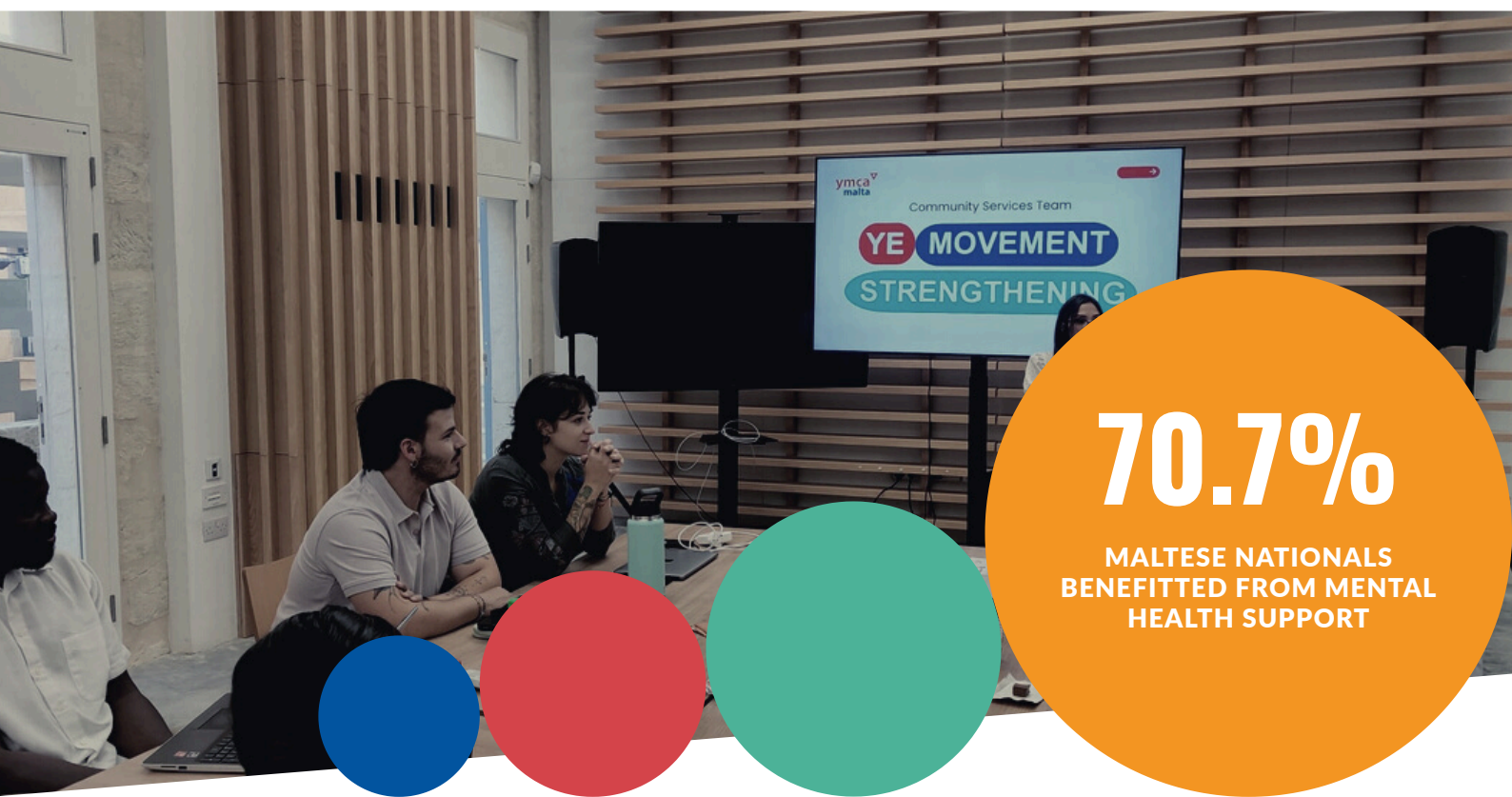


We also registered **178 new referrals**, representing a **5.9% increase** from the previous year. Significantly, the materialization rate (referrals converting into active therapy) stood at **91.2%**, indicating strong demand and client engagement.

Client Demographics and Presenting Needs

Our client base continues to reflect a diverse demographic. The gender distribution saw a slight increase in female clients (**56.6%**, up from 53.6%) and a marginal decrease in male clients (**42.3%**, down from 45.8%). Representation from non-binary individuals remained consistent at **0.6%**, and a new 'Other' category was introduced, also registering **0.6%**. Age-wise, the service continues to attract a broad range of adults, with the largest segment being **25-34 years (28.7%)**, followed by **35-44 years (20.1%)** and **18-24 years (18.3%)**.

In terms of nationality, **70.7%** of clients identified as Maltese stable in comparison to last year's **70.8%**. The client base also included **Libyan (5.5%)** and **Indian (3%)** nationals among a total of **20 nationalities**, underscoring the multicultural nature of our services. Clients presented with a range of psychological concerns. The most reported were **general mental health difficulties (27.3%)**, followed by **anxiety (11.5%)**, **depression (8.5%)**, and **family-related problems (6.7%)**.



Service Type Distribution

The primary service modality remains **Individual Adult Therapy**, accounting for **84.1%** of sessions. Notably, **Child Therapy** increased to **10%** (up from 7.4%), and **Family Therapy** rose to **4.1%** (from 2.5%). **Couple Therapy** also maintained its role, comprising **1.8%** of sessions delivered.

Hamrun Drop-in Centre

The **Hamrun Drop-in Centre** remained YMCA Malta's flagship outreach initiative, providing daily support to individuals experiencing homelessness. Grounded in dignity, consistency, and accessibility, the centre ensured that essential services were available every day of the year, responding directly to the basic human needs of the most vulnerable in our community.

Annual Service Overview

- **Total Visits: 10,458** individual entries
- This represents a significant increase from the previous year, reflecting the growing reliance on the centre by individuals in need.
- Daily Average: Approximately **60 individuals per day**
- Peak Month: **November** recorded the highest monthly usage, with **1,240 entries**



10K+

INDIVIDUAL ENTRIES AT
THE DROP-IN CENTRE

Throughout the year, the Hamrun Drop-in Centre delivered a wide array of essential services aimed at addressing the immediate needs of individuals experiencing homelessness. A total of **6,939 hot meals** and **7,687 cups of coffee** were served, offering nourishment, warmth, and moments of social connection. Hygiene and personal care were prioritised, with **2,151 showers** facilitated and **1,444 laundry loads** completed, ensuring cleanliness and dignity for service users. The centre also provided **2,199 structured social work interventions**, offering professional guidance and support. In addition, **972 computer and internet sessions** were enabled, assisting individuals with communication and employment-related needs. Additionally **247 phone calls** were facilitated, and **1,302 outgoing calls** were made by service users with YMCA's support.

Throughout the year, the Hamrun Drop-in Centre demonstrated the ongoing and increasing need for grassroots support in Malta's urban centres. The steady rise in service uptake across all core provisions confirms YMCA Malta's central role in addressing homelessness and poverty on a daily basis. This service not only delivers basic necessities but also acts as a gateway to further support, empowering service users to reconnect with systems of care, employment, and housing.



972

**DIGITAL INCLUSION
SUPPORT**

The Drop-in Centre operates with support from numerous community partners:

- **Malta Food Bank Foundation** (weekly bread and pastries) through **Lidl**
- **Little Sister of the Poor**
- **Alfred Mizzi Foundation**
- **HSBC, Multi Vend, MSPCA**
- Local businesses: **Benna, Hamrun Hanin, Happy Paws**
- Religious organizations: **Bazaar Gesu fil-Proxxmu, St. Dominic's Church Valletta**

Bridge for Homeless was initiated in 2024 by **Bridge Advice** in a commitment to making a tangible difference in the lives of those experiencing homelessness in Malta. The sum of €18,000 was donated by **Bridge Advice, BOV, Boston Link, RADIX, MDIA, Corpay, Ganado Advocates, Living Sky, Valletta Pay, Liquiditas, NOTO, Multitude Bank, SCENIC, XACE, NM Group, SysPay, The Payments Factory, and Weavr**. This led to an increase in both shelter capacity and services rendered, including social support given by social workers, daily meals, showers and laundry facilities.



Residential Services

YMCA Malta's residential services provided critical accommodation support, processing 453 referrals and sheltering 181 individuals across three facilities.

Referral and Intake Statistics:

- Total Referrals: **453** (average 37 per month, decrease of 5 from 2023 average)
- Individuals Sheltered: **181** people provided accommodation

Demographic Analysis:

- **Maltese Nationals:** 244 referrals (**53.9%** of total)
- **Non-EU Nationals:** 165 referrals (**36.4%** of total)
- **EU Nationals:** 43 referrals (**9.5%** of total, increasing trend)
- **Gender Distribution:** 284 males, 163 females, 3 gender neutral
- **Total Bed Nights:** **17,583** nights of safe accommodation

Family and Vulnerable Population Support:

- **30 families** referred with **72 minors** affected
- **Elderly Referrals:** **20** individuals (100% increase from 12 in 2023)
- **12 families with 19 minors** actually sheltered
- **9 minors** enrolled or re-enrolled in school



Successful Outcomes:

- **85 individuals** (65.4%) successfully moved on from shelters
- **1 trafficking victim** supported to safely return to home country
- **1 minor** accepted to Dar Niki Cassar with appropriate care support

Primary Causes of Homelessness:

1. Financial challenges (most common)
2. Family relationship breakdown
3. Rental accommodation problems
4. End of prison sentences
5. Domestic violence situations



Youth and Family Centre

The Youth and Family Centre delivered comprehensive preventative education and youth development programs, reaching hundreds of young people across Malta.

Preventative Education Achievements:

- **Educational Partnerships:** Collaborations with STC Higher Education, Verdala International School, and multiple public schools
- **University Engagement:** Lectures delivered at University of Malta
- **Fresher's Week Participation:** MCAST Paola & Mosta, Verdala International School
- **Workshop Portfolio:** Comprehensive resource developed for schools and organizations
- **Conference Participation:** Investigative Journalism conference with media engagement

Major Youth Programs:

Y-Explore 2024 Summer Programme:

- **19 different activities** delivered during summer months
- Community engagement, skill building, and creative expression focus areas
- External partnerships secured for materials and services
- Volunteer and intern collaboration for program delivery



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ACTIVITIES THROUGHOUT
Y EXPLORE SIGNATURE
SUMMER PROGRAMME

European Youth Workers Camp:

- **7 Malta youths** selected for international camp in Michelstadt, Germany
- Monthly preparation meetings throughout the year
- Workshop development on sustainable communities, mental health, and leadership
- International networking and cultural exchange opportunities

Empowering the Peace Doves Project:

- **12 specialized workshops in Guitar, Percussion, Vocals, Dance, and Drama**
- Short film production raising awareness about homelessness
- Musical performance clips showcasing participant achievements
- December 2024 completion with public dissemination
- **38 total interventions** delivered
- **722 participants** engaged across all programs
- **8 detached youth work sessions** reaching 377 participants
- **3 educational workshops** engaging 114 participants
- **11 Y-Explore activities** involving 44 participants



YMCA Needs Support Programme

The Needs Support Programme provided emergency material assistance to individuals and families in crisis situations:

- Total Referrals: **50** (19 in Q3-Q4, 31 in Q1-Q2)
- Community Clients: **17 individuals/families supported**
- Residential Clients: **33 individuals supported**
- Family Focus: **8 families** supported representing **36 individuals**
- Collections Completed: **50 emergency assistance packages**

Support Categories:

- **Food Packages:** Emergency food supplies for families and individuals
- **Clothing and Essential Items:** Basic necessities for those in crisis
- **Household Items:** Furniture and appliances for those establishing homes
- **Personal Care Items:** Hygiene and health-related supplies

Integration with Other Services:

- **Drop-in Centre Support:** Weekly requirements fulfilled for Hamrun facility
- **Residential Integration:** Direct support for shelter residents transitioning to independence
- **Community Outreach:** Support for individuals not in residential programs but facing crisis



INNOVATION TEAM ACHIEVEMENTS

The Innovation Team served as YMCA Malta's engine for growth, creativity, and sustainability throughout 2024. Operating across three core departments – Projects, Fundraising, and Creativity – the team successfully managed a diverse portfolio worth over €99,000 while achieving exceptional fundraising results and digital engagement.

The Innovation Team demonstrated exceptional grant-writing capabilities and project management skills, successfully navigating complex funding landscapes across European, national, and local funding streams.

Project Portfolio Overview:

- **Total Project Value Managed:** €99,968.58+
- **Secured Funding:** €83,068.50
- **Pending Applications:** €16,968.58
- **Success Rate:** 83.1% of total portfolio value secured or in progress



Closed Projects (Successfully Completed):

European Solidarity Corps (ESC) | Erasmus+

- **Impact:** Successfully hosted 2 German interns for 6 months
- **Status:** Programme closed for 2023, demonstrating successful international collaboration
- **Legacy:** Established framework for future European partnerships

YMCA Alliances Conferences | Civil Society Fund

- **Purpose:** Reimbursement for international travel and projects attended by YMCA Malta staff in 2023
- **Outcome:** Successful reimbursement secured, enabling continued international engagement

My Voice to Europe | KA154 Erasmus+

- **Funded Amount:** €28,800
- **Status:** All activities completed, closing report submitted in October 2024
- **Impact:** Significant European project enhancing YMCA Malta's international profile



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SUCCESSFULLY CLOSED
FUNDED PROJECTS IN 2025

YMCA Malta is currently advancing several impactful initiatives in their implementation phase. **The Art Explore: Empowering the Peace Doves** project, funded by **Arts Council Malta**, is in its final phase, focusing on social media dissemination and impact sharing, with a follow-up meeting scheduled for January 15, 2025. The project has successfully merged arts-based empowerment with meaningful community engagement.

Simultaneously, the **Youth Vision 2030**, backed by **Invest Scheme Aġenzija Żgħażaġh**, continues to build long-term capacity in youth development, with implementation planned through 2026. In 2024, YMCA Malta also secured new projects that strengthen its social impact. **Melita Foundation** supported vital improvements at the Dar Niki Cassar facility, including roof panels, aluminium apertures, and bedroom curtains, enhancing residents' living conditions planned for 2025.

Through **APS Bank CSR sponsorship**, educational workshops, enabling bi-weekly sessions focused on financial literacy, emotional resilience, and independence-building at the Y Communal Home. Additionally, the **Aid on Wheels** project, funded by VOPS 2025, to facilitated the purchase of a van in 2025 to enhance logistics for donation collection, street outreach, and transport of bulky items boosting operational capacity for both emergency response and visibility-based initiatives.



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MORE PROJECTS TO BE
SUCCESSFULLY
IMPLEMENTED & CLOSED IN
2025

2024 Fundraising Performance: A Year of Innovation, Growth, and Community Support

YMCA Malta's Innovation Team delivered an outstanding fundraising performance in 2024, reflecting both strategic planning and deep-rooted community engagement. The year saw significant advances in monetary fundraising, in-kind support, and innovative event-based fundraising, positioning the organisation for continued growth and resilience.

In-kind donations continued to play a vital role in bolstering operations and programme support. A total of **135+ in-kind contributions** were received throughout the year, with **57 donations** recorded in Q1-Q2 (including 9 Y'Explore-specific contributions) and **78 donations** in Q3-Q4. These figures showcase the sustained generosity of local businesses and individuals and demonstrate YMCA Malta's ability to foster diverse giving channels beyond direct financial contributions.

Highlights from Special Fundraising Events

A number of creative and mission-aligned events helped expand YMCA's fundraising footprint while engaging new segments of the community:



YMCA Malta x Wags Unite Dog Walk Fundraiser

- Held on April 21, 2024, this animal-focused event, offering an innovative way to connect with pet owners and families.

Rock in the Forest Concert

- This initiative saw strong corporate engagement, with multiple companies contributing, and illustrated how music and entertainment can be powerful fundraising tools.

Notte Bianca Thrift in Aid of YMCA

- Participating in Malta's national cultural night, YMCA hosted a thrift sale. The initiative combined fundraising with sustainability, promoting environmental consciousness through second-hand shopping in a lively and inclusive setting.

Eurosports Road Races in loving memory of Jake Vella,

- This memorial event, merging personal remembrance with social impact. The race served not only as a fundraiser but also as a testament to the power of community-driven initiatives rooted in meaning and shared values.



30 EUROSPORT

ymca
malta

13.12.2024

**EUROSPORT
BSJ FLEUR-DE-LYS
ROAD RACES**

5+

**IN-PERSON FUNDRAISING
EVENTS**

IN AID OF Y

Rock in the Forest 2024

- Held at the scenic Château Buskett woodland venue on August 31, 2024, Rock in the Forest delivered an unforgettable evening of live music under the stars. The event featured the resident band of fourteen musicians performing a diverse setlist spanning classic anthems to contemporary hits, with guest appearances by celebrated local artists including Wayne Camilleri and Mikaela. Co-hosted by YMCA Malta and supported by Festivals Malta, the concert combined artistic performance with charitable purpose – this year's edition benefiting YMCA Malta directly. YMCA Malta described the event as “a blast” and extended gratitude to the organising team for raising much-needed funds through this creative community mechanism

Creative Communications

The Innovation Team's creativity department achieved outstanding digital engagement results, significantly exceeding industry standards and building strong community connections.

Digital Marketing Excellence:

Facebook Performance:

- **Total Followers:** 8,331 (strong community engagement)
- **Demographics:** 67.9% female, 32.1% male audience
- **Target Audience:** 25-54 years old (most engaged age group)



Email Marketing Outstanding Performance:

- **Click Rate:** 6.97% (166% above MailChimp industry average of 2.62%)
- **New Contacts:** 106 new subscribers in 2024
- **Total Reach:** 9,484 mailshots sent throughout the year
- **Engagement Quality:** Exceptional audience engagement demonstrating content relevance

Campaign Development:

Christmas Campaign 2024: "Homeless BUT Hopeful"

- **Strategic Messaging:** Balancing reality with optimism
- **Seasonal Timing:** Leveraging holiday giving spirit
- **Brand Consistency:** Maintaining YMCA Malta's dignity-focused approach

YMCA History Walk

- **Educational Initiative:** Showcasing organizational heritage
- **Community Engagement:** Interactive historical experience
- **Brand Building:** Strengthening organizational identity and community connection leading towards the 50th Anniversary in 2026.



SUPPORT TEAM CONTRIBUTIONS

The Support Team provided the essential foundation that enabled YMCA Malta's Services and Innovation teams to deliver exceptional results in 2024. Through strategic human resources management and comprehensive international partnership coordination, the Support Team ensured organizational sustainability and global reach.

Human Resources Management

Under the leadership of a Human Resources Manager, provided by the support of Government, the Support Team orchestrated the most significant organizational transformation in YMCA Malta's recent history while maintaining staff morale and operational continuity.

Strategic HR Leadership: The primary motivation centered on "making YMCA an even better place for both our team and the community we serve," driving initiatives that fostered positive work environments, supported staff development, and aligned with organizational mission.



Risk assessment is an estimation of the likelihood of particular adverse events occurring under particular circumstances within specified period of time.



HR

YMCA MALTA EMBARKED
ON CONSOLIDATING HR
SUPPORT



Transformation Management:

- **Comprehensive Staff Consultation:** Met with management, coordinators, and officers across all departments to understand strengths, challenges, and growth opportunities
- **CEO Collaboration:** Worked closely with leadership to ensure efficient administration, effective people development, and healthy financial resource management
- **Change Management:** Successfully guided 35 employees through the 8-department to 3-team restructuring

Training and Development Strategy: The HR team identified comprehensive training needs and coordinated an ambitious staff development program for 2025, demonstrating commitment to professional excellence and service quality.

2025 Training Program Portfolio:

Health & Safety Excellence:

- Mental Health First Aid: Critical for supporting vulnerable populations
- Physical First Aid: Essential emergency response capabilities
- Food Handling: Compliance and safety for food service operations
- Fire Safety & Warden Training: Emergency preparedness and response



Specialized Professional Development:

- Risk Assessment & Crisis Management: Enhanced emergency response capabilities
- Safeguarding Training: Protecting vulnerable clients and staff
- Workplace Etiquette: Professional standards and communication
- De-escalation Techniques: Managing challenging situations with dignity
- Psychiatric Medication Management: Specialized knowledge for residential services
- Medication Administration: Professional healthcare support capabilities

Vulnerable Population Expertise:

- Sexual Health Training: Comprehensive health education and support
- Working with Migrants: Cultural competency and specialized support techniques
- Working with Minors (Residential): Child protection and development expertise
- Urine and Drug Testing (Residential): Professional protocols and procedures

Child Protection and Safeguarding:

- Child Safeguarding: Comprehensive protection protocols
- Child Protection: Legal compliance and best practices
- Sexual Harassment Prevention: Workplace safety and professional conduct
- Gender & Sexual Diversity: Inclusive service delivery and support



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TRAINING CONCEPTS
IDENTIFIED TO SUPPORT
THE SERVICES TEAM

Performance Management Innovation:

- **New Contract Framework:** All employees received updated contracts with individualized Key Performance Indicators (KPIs)
- **360-Degree Performance Appraisals:** Comprehensive evaluation system with individual coaching sessions
- **Career Development:** Clear progression pathways and professional growth opportunities

Internship and Volunteering Programme

Delivered exceptional results in managing YMCA Malta's international partnerships and volunteer coordination, positioning the organization as a global leader in youth development and international collaboration.

Global Reach Achievement:

- **Total Applications:** 388 from 38 countries worldwide
- **Acceptance Rate:** 126 individuals (66 interns, 60 volunteers)
- **International Diversity:** Representing every continent with significant European focus
- **Partnership Network:** 43 partner institutes across 13 countries



Operational Excellence:

- 215 online interviews conducted with professional assessment
- 20 partner meetings maintaining international relationships
- 44 induction trainings delivered for seamless integration
- 29 goodbye meetings ensuring positive completion experiences
- 9 international school visits for partnership development

Service Contribution Impact:

- **Total Intern Hours:** 12,378.7 hours of professional service
- **Total Volunteer Hours:** 6,002 hours of community support
- **Combined Contribution:** 18,380.7 hours of dedicated service to YMCA Malta programs

Staff Development and Training

The Support Team's commitment to professional excellence extended beyond recruitment to comprehensive staff development and organizational culture enhancement.

Organizational Culture Development:

- Mission Alignment: Regular training on YMCA Malta's mission and values
- Ambassador Training: Staff development as organizational representatives
- Social Impact Education: Understanding and communicating community impact



- Public Engagement Skills: Enhancing staff capacity for external representation

Professional Standards Enhancement:

- Social Work Regulations Training: Ensuring compliance and professional excellence
- Safeguarding Protocol Implementation: 10 internal policies made accessible through Employee Portal
- Communication Guidelines: Clear protocols for internal and external communication
- Professional Stance Guidelines: Maintaining dignity and effectiveness in all interactions

Technology and Systems Integration:

- Electronic Clocking System: Transition from manual attendance to digital tracking
- Employee Portal Access: Centralized access to policies, procedures, and resources
- Digital Communication Enhancement: Improved internal communication systems



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YMCA STAFF TRAINED IN
MANAGING CIVIL SOCIETY
ORGANISATIONS

Strategic Impact of Support Team:

The Support Team's 2024 contributions enabled:

- **Seamless Organizational Transformation:** Successful transition with minimal disruption
- **International Recognition:** YMCA Malta positioned as premier destination for global volunteers
- **Professional Excellence:** Enhanced staff capabilities and service quality
- **Sustainable Growth:** Strong foundation for continued expansion and development
- **Cultural Integration:** Successful integration of international perspectives with local service delivery

The Support Team's comprehensive approach to human resources and international partnerships provided YMCA Malta with the organizational strength and global connections necessary to achieve its ambitious 2024 objectives while building capacity for future growth and impact.



KEY STATISTICS & METRICS

Service Delivery Statistics

Overall Organizational Impact:

- Total Service Users Reached: **10,000+ individuals** across all programs
- Daily Service Capacity: Approximately **120 people** served daily
- Annual Service Hours: **50,000+ hours** of direct service delivery

Residential Services Performance:

- Total Referrals Processed: **453 homeless referrals**
- Individuals Sheltered: **181 people** provided accommodation
- Bed Nights Provided: **17,583 nights** of safe housing
- Facility Utilization: **100% occupancy rate** across all facilities
- Average Stay Duration: **97 days** per individual
- Successful Move-On's: **85 individuals** (65.4% success rate)



Community Services Delivery:

- **Drop-in Centre Visits: 10,458** total entries
- **Meals Served: 6,939** nutritious meals provided
- **Hygiene Services: 2,151** showers facilitating dignity and health
- **Laundry Services: 1,444** washing loads completed
- **Social Work Interventions: 2,199** professional support sessions
- **Technology Access: 972** computer/internet sessions

Mental Health Support:

- **Therapy Sessions Delivered: 1,508 sessions** (63% increase from 2023)
- **New Therapy Referrals: 178 individuals** (5.9% increase from 2023)
- **Session Materialization Rate: 91.2%** (above 2023's 88.8%)
- **Therapist Training: 22** trainees supported (9 graduated)

Youth and Family Programming:

- **Interventions: 38** program interventions
- **Participants: 722 young people** engage



Client Demographics

Residential Services Demographics:

Nationality Distribution:

- **Maltese Citizens:** 244 referrals (53.9%)
- **Non-EU Nationals:** 165 referrals (36.4%)
- **EU Nationals:** 43 referrals (9.5%)
- **Sheltered Population:** 52.5% Maltese, 27.9% migrants, 10.6% EU citizens, 9.0% third-country nationals

Gender Analysis:

- **Male Referrals:** 284 individuals (62.7%)
- **Female Referrals:** 163 individuals (36.0%)
- **Gender Neutral:** 3 individuals (0.7%)
- **Other:** 3 individuals (0.7%)

Age Demographics (Sheltered Population):

- **18-30 years:** 35% (largest group)
- **31-45 years:** 40% (prime working age)
- **46-60 years:** 20% (mature adults)
- **60+ years:** 5% (elderly population)



Family Impact:

- **Families Referred:** 30 families with 72 accompanying minors
- **Families Sheltered:** 12 families with 19 minors
- **School Enrollment:** 9 minors enrolled or re-enrolled in education
- **Elderly Referrals:** 20 individuals (100% increase from 2023)

Psychotherapeutic Services Demographics

Gender Distribution:

- **Female Clients:** 56.6% (increase from 53.6% in 2023)
- **Male Clients:** 42.3% (decrease from 45.8% in 2023)
- **Non-Binary:** 0.6% (consistent with 2023)
- **Other:** 0.6% (new category)

Age Analysis:

- **25-34 years:** 28.7% (largest therapeutic group)
- **35-44 years:** 20.1% (second largest)
- **18-24 years:** 18.3% (young adult focus)
- **45+ years:** 33.0% (mature adult support)



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MINORS WERE HOMELESS
IN 2025

Nationality Diversity:

- **Maltese Clients:** 70.7% (consistent with 70.8% in 2023)
- **International Clients:** 29.3% representing 19 different nationalities
- **Top International:** Libyan (5.5%), Indian (3.0%)

Presenting Issues:

- **General Mental Health:** 27.3% (most common)
- **Anxiety Disorders:** 11.5%
- **Depression:** 8.5%
- **Family Problems:** 6.7%
- **Other Issues:** 46.0% (diverse range of mental health needs)

Service Type Preferences:

- **Individual Adult Therapy:** 84.1%
- **Child Therapy:** 10.0% (increase from 7.4% in 2023)
- **Family Therapy:** 4.1% (increase from 2.5% in 2023)
- **Couple Therapy:** 1.8%



Volunteer and Intern Contributions

International Participation:

- **Total Applications:** 388 from 38 countries
- **Accepted Participants:** 126 individuals (66 interns, 60 volunteers)
- **Acceptance Rate:** 32.5% (selective quality-focused approach)
- **Country Representation:** Every continent represented

Service Hour Contributions:

- **Total Intern Hours:** 12,378.7 hours of professional service
- **Total Volunteer Hours:** 6,002 hours of community support
- **Combined Contribution:** 18,380.7 hours of dedicated service
- **Economic Value:** Estimated €275,710 in volunteer service value (at €15/hour)

These comprehensive statistics demonstrate YMCA Malta's significant impact across multiple dimensions – from direct service delivery to community engagement, from local support to international collaboration. The metrics reflect an organization that has successfully balanced growth with quality, efficiency with compassion, and local needs with global connections.



PARTNERSHIPS & COLLABORATIONS

YMCA Malta's success in 2024 was significantly enhanced by a diverse network of strategic partnerships spanning government agencies, international organizations, corporate sponsors, and community partners. These collaborations amplified the organization's impact while providing essential resources and expertise.

Government Partnerships

Ministry for Social Policy and Children's Rights

- **Primary Funding Partner:** €484,815 in government grants (59.1% of total revenue)
- **Strategic Alignment:** PSP 2024-2026 framework discussions with 2 formal meetings
- **Policy Collaboration:** Active participation in homelessness policy development
- **Service Integration:** Coordinated approach to vulnerable population support

Housing Authority Collaboration

- **Policy Advocacy:** Joint initiatives addressing housing crisis
- **Resource Sharing:** Coordinated service delivery to prevent duplication



Malta Police Force

- **Emergency Response:** Coordinated support for crisis interventions
- **Referral System:** Direct pathways for individuals in need of immediate shelter
- **Safety Protocols:** Enhanced security measures for community facilities

Department of Social Security

- **Benefits Coordination:** Ensuring clients receive entitled support
- **Documentation Support:** Assistance with official paperwork and applications
- **Financial Literacy:** Collaborative workshops on benefits and financial management

International Collaborations

YMCA Europe Network

- **Strategic Membership:** Active participation in European YMCA initiatives
- **Best Practice Sharing:** Knowledge exchange with 37 European YMCA organizations
- **Joint Projects:** Collaborative funding applications and program development
- **Annual Conferences:** Regular participation in European YMCA gatherings



World Alliance of YMCAs

- **Global Network:** Connection to 120 countries worldwide
- **International Standards:** Alignment with global YMCA principles and practices
- **Resource Access:** International funding opportunities and expertise sharing

European Union Partnerships

- **Erasmus+ Projects:** European funding secured (My Voice to Europe, Art Explore)
- **European Solidarity Corps:** Quality Label certification enabling future participation
- **Youth Programs:** International exchange and development initiatives

Educational Institution Network (43 Partners Across 13 Countries)

Netherlands Collaborations:

- **Christelijke Hogeschool EDE:** Long-term internship partnership
- **Zuyd University of Applied Sciences:** Social work and community development placements
- **Multiple Visits:** 3 educational institution visits strengthening relationships



Belgium Partnerships:

- **Hogeschool UCLL:** Consistent intern placement provider
- **Erasmus University College Brussels:** Academic collaboration and research opportunities

German Connections:

- **281 Applications:** Strong interest from German educational institutions
- **Professional Development:** Focus on social work and community service training

Nordic Engagement:

- **Østfold University College (Norway):** Specialized social work placements
- **Swedish Institutions:** 137 applications demonstrating sustained interest

Spanish Collaborations:

- **IES San Vicente:** Regular partnership with multiple student cohorts
- **Institute Salvador Seguí:** Multiple institutional visits and ongoing collaboration

French Partnerships:

- **Applications:** Highest European application volume
- **Diverse Institutions:** Multiple universities and colleges engaged



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PARTNER ORGANISATIONS

Corporate Partnerships

Banking Sector Collaborations:

APS Bank CSR Partnership

- **Funding Secured:** Y Communal Home Educational Workshops
- **Program Focus:** Financial management, emotional resilience, social navigation, goal-setting
- **Strategic Value:** Banking expertise applied to client empowerment
- **Future Potential:** Foundation for expanded financial literacy programs

HSBC Malta Strategic Partnership

- **Digital Banking Initiative:** Proposed partnership focusing on digital banking training
- **Financial Literacy:** Specialized workshops for homeless individuals
- **DAR Campaign Integration:** In-kind collaboration supporting fundraising efforts
- **Long-term Vision:** Building foundation for future financial support



Foundation and Trust Partnerships:

Melita Foundation

- **Funded Project:** Dar Niki Cassar improvements
- **Facility Enhancement:** Roof panels, aluminium apertures, bedroom curtains
- **Strategic Relationship:** Ongoing partnership for infrastructure development

Alfred Mizzi Foundation

- **Drop-in Centre Support:** Regular contributions to Hamrun facility operations
- **Community Investment:** Long-term commitment to homeless support services

Corporate Sponsors and Donors:

Mapfre Middlesea

- **Christmas Party Sponsorship:** Full sponsorship of YMCA Kids Christmas Party
- **Staff Volunteering:** Corporate employees participated in event delivery
- **Community Engagement:** Active involvement beyond financial contribution

Event and Service Partnerships:

- **The Master Cellar:** Ikla tal-Hbieb 2024 event support
- **Tal Lira:** Multiple event sponsorships and decorative support
- **Attard & Co:** Professional services and event support
- **Neriku Caterers:** Food service partnerships for community events
- **Marsovin Winery:** Premium beverage support for fundraising events



Retail and Business Support:

- **KPMG:** 22 Christmas gifts for children
- **Lidl Malta:** 14 Christmas gifts donation
- **Toys for Tots:** 12 Christmas gifts contribution
- **Multi Vend:** Ongoing operational support
- **Benna:** Regular food donations and support

Community Partners

Faith-Based Organizations:

St. Dominic's Church Valletta

- **Ikla tal-Hbieb 2024:** Major event partnership together with **YWCA Malta** with 150+ attendees
- **Community Outreach:** Joint initiatives serving vulnerable populations
- **Spiritual Support:** Chaplaincy services for clients when requested

Little Sister of the Poor

- **Resource Sharing:** Coordinated support for elderly homeless individuals
- **Service Integration:** Collaborative approach to complex cases
- **Experience Exchange:** Sharing best practices in vulnerable population care



Healthcare and Social Services:

Queen Mary University London (QMUL)

- **Paid Psychotherapy Collaboration:** 4 formal meetings establishing partnership
- **Academic Integration:** Research and practice collaboration
- **Professional Development:** Training and supervision opportunities

SEDQA (Malta Foundation for the Wellbeing of Society)

- **Substance Abuse Support:** Specialized training and referral pathways
- **Professional Development:** Staff training on addiction and recovery
- **Integrated Care:** Coordinated approach to dual diagnosis clients

Dar Merhba Bik

- **Migrant Support:** Collaborative services for refugee and migrant populations
- **Cultural Competency:** Shared expertise in cross-cultural service delivery
- **Resource Coordination:** Joint programming and support initiatives

Food Security Network:

Malta Food Bank

- **Weekly Donations:** Regular bread and pastries for Drop-in Centre
- **Emergency Support:** Crisis food assistance coordination
- **Distribution Network:** Efficient food distribution system



Local Businesses:

- **Hamrun Hanin:** Local organisation supporting community initiatives
- **Happy Paws:** Animal welfare organization with shared community values
- **Bazaar Gesu fil-Proxxmu:** Religious goods and community support
- **MSPCA Bazaar Sliema:** Animal welfare and community fundraising

Educational and Youth Organizations:

MCAST (Malta College of Arts, Science and Technology)

- **Fresher's Week Participation:** Multiple campus engagement (Paola & Mosta)
- **Student Outreach:** Information dissemination and volunteer recruitment
- **Educational Partnerships:** Potential for formal placement agreements

Verdala International School

- **International Community:** Engagement with expatriate families
- **Educational Workshops:** Prevention and awareness programs
- **Cultural Exchange:** International perspective on social issues

STC Higher Education

- **Youth Groups:** Facilitated educational and development programs
- **Workshop Delivery:** Preventative education initiatives
- **Student Engagement:** University-level social awareness programs



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HAMRUN HANIN THE FIRST
ORGANISATION THAT
WELCOMED THE DROP-IN
CENTRE

Community Networks:

Housing Forum

- **Policy Advocacy:** Joint initiatives addressing housing crisis
- **Information Sharing:** Coordinated approach to housing solutions
- **Resource Coordination:** Preventing service duplication

Valletta Network

- **Community Coordination:** Local service provider collaboration
- **Resource Sharing:** Efficient use of community resources
- **Joint Programming:** Collaborative community events and services

Anti-Poverty Forum

- **7 Meetings Attended:** Active participation in poverty reduction initiatives
- **Policy Advocacy:** Joint lobbying for systemic change
- **Resource Coordination:** Collaborative approach to poverty alleviation

Homelessness Network chaired by Fondazzjoni Sebh post the Platform Against Homelessness (PAH was the first NGO coalition on Homelessness) chaired by YMCA Malta that supported 3 research publications.

- **5 Meetings Participated:** Direct involvement in homelessness policy development
- **Best Practice Sharing:** Exchange of effective intervention strategies
- **Advocacy Coordination:** Joint voice on homelessness issues



SUPPORTING YMCA CYPRUS DEVELOPMENT (2022-2024)

Between 2022 and 2024, YMCA Malta played a pivotal role in turning the vision of establishing a new YMCA in Cyprus into reality. This inspiring initiative was born from the dream of **Julian Holland: a long-standing member of the YMCA Malta family who has served over the years as a dedicated volunteer, steadfast supporter, committed staff member, and proud Y' Friend.** His passion for the YMCA mission and belief in its transformative power sparked a journey that has now extended our reach beyond Malta's shores.

Through collaboration, guidance, and the sharing of our experience, YMCA Malta contributed directly to laying the foundations for a new chapter of service, community, and hope in Cyprus. This milestone stands as a testament to the power of vision, commitment, and the unbreakable bonds within the YMCA movement.

Current YMCA Malta CEO, also a member of YMCA Europe Movement Strengthening Committee, served as the primary project coordinator and representative from YMCA Malta, working under a cooperation agreement between YMCA Europe and YMCA Malta to establish YMCA Cyprus operations in Paphos.



First On-Site Visit (October 23-27, 2022):

- Joint representation by YMCA Europe and YMCA Malta
- 17 organizations approached and assessed for partnership potential
- Conducted comprehensive needs analysis and gap assessment
- Established initial vision for YMCA Cyprus operations
- Built foundational relationships with local stakeholders

Second On-Site Visit (March 14 - April 4, 2023):

- YMCA Malta solo representation (3-week extended visit)
- Strengthened relationships with initial stakeholders
- Recruited first potential volunteers and young people
- Organized inaugural social projects with Pafos Shelter
- Planned professional training programs (postponed due to travel constraints)

Third On-Site Visit (May 13-20, 2023):

- Joint YMCA Europe and YMCA Malta presence
- Initiated official registration process with legal advisor
- Conducted comprehensive stakeholder training on YMCA movement
- Launched first social activities and strategic planning
- Established operational framework



Fourth On-Site Visit (June 10-16, 2023):

- YMCA Malta's Head of Home & CEO participated for specialized expertise sharing
- Delivered three professional training programs to Pafos Shelter staff
- Facilitated knowledge exchange on refugee and migrant services
- Encouraged international participation in YMCA Europe events

An **11-member Steering Committee** with international representation was formed, with *Edgar Mifsud* appointed as *Chairperson* and our current CEO as *Secretary*, ensuring accessibility through hybrid meetings and integrating YMCA Greece members for regional support. YMCA Malta together with YMCA Europe supported the registration process, recruiting a legal advisor and securing funding through YMCA Europe, guiding the decision toward a single entity registration structure, and overseeing documentation submission and legal compliance. In parallel, comprehensive strategic and financial plans were developed, Terms of Reference for the governance structure were created, and operational protocols and procedures were established to ensure the long-term sustainability and effective governance of the new YMCA.



YMCA Malta supported initiatives in Cyprus that combined humanitarian aid, community building, and cultural engagement. A Christmas 2022 campaign raised €1,250 to provide 172 pairs of shoes to refugees and migrants at the Pafos Shelter, showcasing immediate impact and strong community involvement. Volunteer musicians led ongoing music workshops for refugee residents, sustaining participation throughout 2023. Additional social activities fostered integration between vulnerable populations and local communities while establishing sustainable volunteer engagement models. In total, €12,165.49 was invested by YMCA Malta in these initiatives, reflecting a significant commitment of resources and support.

As YMCA Cyprus is now in the final process of being a registered organisation, YMCA Malta wishes the best of success to its dedicated elected **Board and first President: Victoria Loizou**, and looks forward to seeing their mission flourish ***in empowering young people and communities to build a just, sustainable and inclusive Europe, where every person can thrive in body, mind and spirit.***



LOOKING FORWARD TO 2025

As YMCA Malta enters 2025, the organization stands at a pivotal moment in its nearly 50-year history. Building on the successful transformation of 2024 and the strong financial recovery, the organization is positioned for strategic growth and expanded community impact while maintaining its core commitment to serving Malta's most vulnerable populations.

Strategic Priorities

Consolidation and Optimization The primary focus for 2025 will be consolidating the gains achieved through the 2024 organizational transformation while optimizing service delivery across all three teams.

Services Team Enhancement:

- **Dar Simon Soler Launch:** Opening new residential facility serving 60+ individuals and people with mobility issues, representing the most significant capacity expansion in recent years
- **Mental Health Services Expansion:** Building on the 63% increase in therapy sessions (1,508 in 2024), with plans to reduce waiting times and expand therapist capacity



- **Drop-in Centre Optimization:** Enhancing the Hamrun facility operations following the 10,458 visits in 2024, with focus on service integration and efficiency improvements
- **Youth Programming Growth:** Expanding preventative education and youth development programs based on strong 2024 performance (722 participants in Q3-Q4 alone)

Innovation Team Strategic Development:

- **European Funding Maximization:** Leveraging Quality Label certification to access larger European Solidarity Corps and Erasmus+ funding opportunities
- **Digital Excellence Expansion:** Building on exceptional email marketing performance (6.97% click rate, 166% above industry average) to enhance donor engagement and community outreach
- **Project Portfolio Diversification:** Expanding beyond current €99,968+ portfolio to include larger, multi-year strategic initiatives

Support Team Professionalization:

- **Comprehensive Training Implementation:** Delivering the ambitious 15+ area training program identified for 2025, covering mental health first aid, fire safety, child protection, and specialized vulnerable population support
- **International Partnership Expansion:** Building on 388 applications from 38 countries to strengthen global YMCA network engagement



CONCLUSION

As YMCA Malta concludes 2024 and reflects on nearly five decades of service to the Maltese community, this year stands as a defining moment in our organization's history. The comprehensive transformation we undertook, restructuring from eight departments to three focused teams, has not only strengthened our operational capacity but has fundamentally positioned us for sustained impact and growth.

Transformation Through Focus

The "Empowerment Through Focus" philosophy that guided our organizational restructuring has proven its value. By concentrating our efforts through three integrated teams: Services, Innovation, and Support we have enhanced our ability to serve vulnerable populations while building sustainable capacity for future growth.

Our Services Team's comprehensive approach addresses the full spectrum of need, from emergency shelter and daily essentials to long-term mental health support and youth development. Our Innovation Team's project management excellence and creative communications have secured resources and built community engagement essential for sustainability. Our Support Team's human resources expertise and international partnership coordination have created the organizational foundation necessary for continued excellence.



Building a More Just Society

YMCA Malta's mission: to promote a vision of building a more just society, nurturing spiritual, intellectual, social, and physical well-being, and promoting equality without discrimination has never been more relevant or urgently needed. The 453 homelessness referrals we processed in 2024, the 30 families with 72 accompanying minors who sought our support, and the 178 individuals who accessed mental health services represent not just statistics but a call to continued action.

Our work addresses the symptoms of social injustice while advocating for systemic change. Through our participation in the Anti-Poverty Forum, Homeless Network focus groups, and policy advocacy initiatives, we contribute to creating the structural changes necessary for long-term solutions to homelessness, poverty, and social exclusion.

Preparing for Tomorrow

As we look toward 2025 and our 50th anniversary in 2026, we do so with clear vision and ambitious yet achievable goals. The planned opening of Dar Simon Soler will double our residential capacity, serving individuals aged 60+ and people with mobility issues populations previously underserved in Malta's homelessness response system.



A Testament to Collective Action

YMCA Malta's achievements in 2024 represent the power of collective action: staff and volunteers working together, partners and donors investing in our mission, clients and community members participating in their own empowerment, and supporters believing in our vision of a more just society.

Every meal served at our Drop-in Centre, every therapy session delivered, every night of safe shelter provided, and every young person engaged in our programs contributes to a larger transformation not just of individual lives, but of our community's capacity to ensure that every person has access to dignity, opportunity, and hope.

Our Continuing Commitment

As we conclude this annual report, we reaffirm our unwavering commitment to the values that have guided YMCA Malta since 1976: inclusivity, dignity, empowerment, community, and international solidarity. We commit to continued excellence in service delivery, innovation in program development, transparency in operations, and accountability to the communities we serve.

The challenges facing Malta: rising homelessness, mental health needs, youth development requirements, and social inequality are significant. However, our proven track record, strengthened organizational capacity, diverse partnership network, and dedicated team position us to meet these challenges with confidence and effectiveness.



Looking Forward with Hope

YMCA Malta enters 2025 not just as a service provider, but as a catalyst for social change, a beacon of hope for vulnerable populations, and a model of effective, sustainable, and impactful community organization. Our transformation in 2024 has prepared us for the opportunities and responsibilities ahead.

We carry forward the trust of our government partners, the generosity of our donors, the dedication of our volunteers, the expertise of our staff, and the resilience of the individuals and families we serve. Together, we will continue building a more just society where homelessness is rare, brief, and non-recurring; where mental health support is accessible to all; where young people are empowered to reach their full potential; and where every person is valued and supported.

The story of YMCA Malta in 2024 is one of transformation, growth, and impact. The story of 2025 and beyond will be one of continued service, expanded reach, and deepened commitment to justice, dignity, and hope for all.

Thank you for being part of this journey.

