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MATCHING GRANT

PROGRAM PROGRESS REPORT TO A.I.D.

FOR THE PERIOD SEPTEMBER 1, 1981 TO SEPTEMBER 1, 1982

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I. Overview

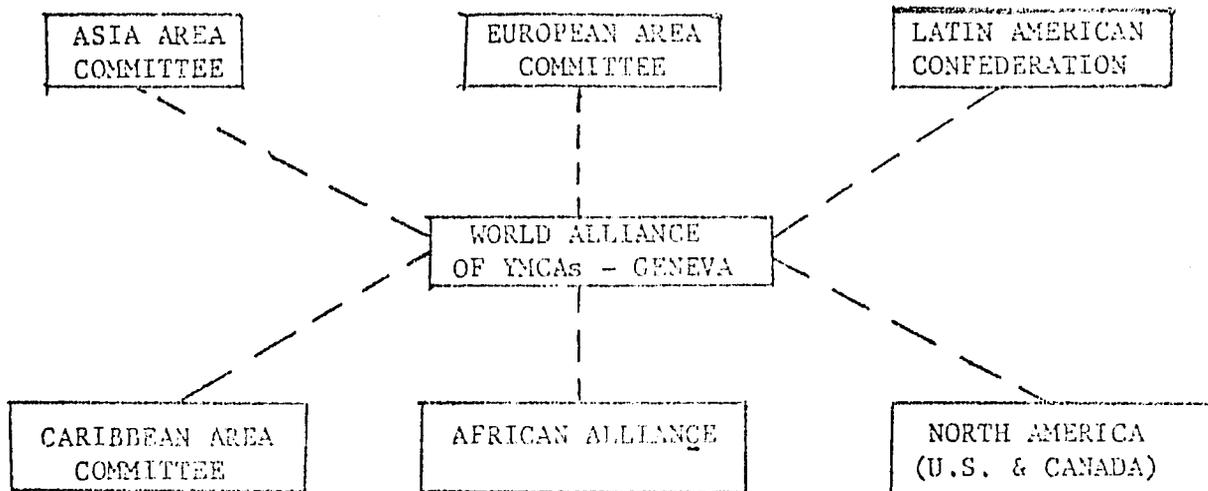
Progress in 1981/82 for the YMCA Matching Grant (MG) program must be viewed in the context of significant corporate changes which also occurred during this period. The YMCA of the U.S.A. moved corporate headquarters from New York to Chicago in the spring of 1981. This move was accompanied by organizational changes intended to functionally and programatically integrate the International Division (ID) with the National Board by including "international" as a national priority and "reducing the feeling of separateness."

The YMCA of the U.S.A. is committed to increasing the involvement of local YMCA associations in the international development process. In harmony with Area organizations and the World Alliance, planning is moving forward to provide programs and services more responsive to YMCA communities both in the U.S. and overseas. A greater decentralization of the operational scope of international development programs will expand the involvement of YMCA human and financial resources based in the local community, and ultimately increase the overall impact of YMCA development work. To assure program quality, as well as the coordination and technical/corporate support services required by local associations, a planning or transition period will continue through 1983.

Following the Eighth World Council Meeting, hosted by the U.S. movement in July 1981, a special commission was appointed to study the "Roles, Functions and Structures" of the World Alliance of YMCAs. The U.S. Committee represented on this Commission has suggested the following with regard to the role of the World Alliance:

"As a worldwide confederation of YMCAs, and including national or area bodies, the World Alliance should be addressing a mutual agenda of objectives to be accomplished which are acceptable to the World Family of YMCAs and which will strengthen the YMCA in carrying out its purpose and mission at the local level. As such, YMCA structures, i.e., national, area, and world primarily exist to enable local member associations to function as responsible partners in a unified, total movement within an interdependent global community."

THE YMCA WORLDWIDE NETWORK



World Alliance--Area Structures--National Movements--Local Y's--People

Suggested objectives and functions to be performed by the World Alliance include:

- (1) To enable all YMCAs throughout the World, both national and local, to become an integral and responsible part of a global community of YMCAs;
- (2) To develop an effective system for the delivery of services to member movements and their local associations, in both developing and developed countries, which specifically meets their programmatic and organizational needs as well as supports them in carrying out their objectives;
- (3) To expand the participation of YMCA members in local associations on a world-wide basis, thereby encouraging their own self-development as well as sharing their resources through the world (organization) body;
- (4) To more effectively achieve the principles of intermovement cooperation particularly in the areas of funding, human resources, technical assistance, training, and leadership development;
- (5) To supply a capability as a world body for action in international relationships with appropriate governmental and non-governmental agencies and organizations having a direct bearing on the affairs of the total movement.

The above needs point to the following eight core functions for the World Alliance and Area Organization:

- | | |
|-------------------|------------------------------|
| (1) Informing | (5) Coordinating |
| (2) Convening | (6) Brokering |
| (3) Communicating | (7) Spiritual Concerns |
| (4) Representing | (8) Refugee Responsibilities |

In addition to participation in this important study, International Division staff made a number of field visits related to OPGs and MG projects (see sections II, IV and V), and participated in a number of special development meetings reflected in the following list of major activities in 1981/82:

- o Japanese/USA Staff Steering Committee planning meeting for Japan/USA Management Conference focusing on comparative analysis of management systems with emphasis on private voluntary sector. The conference is scheduled for November 29 to December 3 in Racine, Wisconsin.
- o With counsel from the ID, the YMCA of Metropolitan Chicago established a full time office for International Programs;
- o A comprehensive evaluation of the entire Intermovement Support and Development Cooperation program is in process (See report and Evaluation Plan in annex);
- o A new International Education Program has begun with assistance from AID through a grant administered by the Advisory Committee for Voluntary Foreign Assistance in the amount of \$66,000;
- o A consultation on Hispanic minorities (June 9-10) focused on issues of importance to YMCAs serving Hispanic constituencies;
- o A joint consultation of ID and National Program Development staff on plans and support related to the Sioux Indian YMCAs;
- o Technical assistance provided by ID staff to YMCA of Kenya for an organizational study;
- o The YMCA Center for International Management Studies in cooperation with YMCA of Zimbabwe conducted a feasibility study for a future seminar on the role of middle-level management training in Zimbabwe's development process.
- o A special Middle East visit/study conducted in July to review U.S. YMCA relationships with YMCAs in Lebanon, Egypt, Jerusalem, Jordan (West and East), and Sudan;
- o A plan was developed and approved for providing audit coverage of overseas MG subrecipients. A management audit based on this plan is currently being conducted in E. Jerusalem and Nairobi; (See Management and Audit of Subgrants in Annex A)

- o Extensive Senegal Program Evaluation, audit and settlement completed;
- o Participation in the U.N. Second Special Session on Disarmament;
- o Participation in national staff group to develop support for U.S. Peace Academy focusing on conflict resolution and following from meeting with U.S. Senator Spark M. Matsunaga of Hawaii;
- o Joint staff meetings held with Program Development Division to identify strategies for providing integrated support to such activities as health enhancement; family life; youth unemployment; the Olympics; etc..
- o ID staff participated in the inaugural meeting of the formation of the Caribbean Area Committee in November 1981;
- o The YMCA World Urban Committee met to operationalize a World Urban Outreach Program for training of middle-level YMCA managers and task forces related to youth unemployment, new populations, and the role of multinational corporations.
- o An "operational meeting" for directors of YMCA refugee resettlement programs was held in February;
- o Participated in World Alliance meeting on "means for strengthening the capacity of the African Alliance," and coordinating a meeting of Asia Executives in February;
- o International Program Services, including the International Camp Counselor Program, was transferred to the YMCA of Greater New York;
- o ID Planning consultation held in March to "begin development of a decentralized system for World Outreach for 1983 and beyond;"
- o ID staff also participated in various consortia meetings, (e.g. CODEL, the American Council of Voluntary Agencies - evaluation workshops, etc.); the South Pacific YMCA Development Conference, and other meeting and project related field visits outlined in other sections of this report;
- o A comprehensive Overhead Study was completed for the ID to establish overhead rates for all grants.
- o Participated in World Alliance staff development group meeting in Geneva with development staff from Asia, Africa, Latin America, Europe, Middle East, Caribbean, Canada and the U.S.A..

II. Review of OPGs and U.S. Technical Support

MG Worldwide Network support to area development offices, and to U.S. field and headquarters support staff, has provided for a variety of country specific technical support services including planning and design, proposal development, grant administration, program implementation, and evaluation. ID staff provided assistance to the OPGs listed below including periodic field visits. These OPGs complement the development goals of the MG, and it is reasonable to relate the development of many of these larger programs to the increased national YMCA institutional capacity, and the development of indigenous "human resources" needed to manage these programs and provided for in part by the MG.

The following is a list of OPGs for which the U.S. YMCA serves as the grantee and provides technical support to the National YMCA as the implementing agency, (or to country-based staff in case of Senegal):

- (1) Bangkok, Thailand
(Grant no. AID 493-0007-T)
"Rural Vocational Training and Nutrition Project (\$231,340)

Purpose: To train teachers, students and parents in selected schools in "Pitsanuloke Province" for school lunch program and increased production of food for home use; b) to improve health of population through improved nutrition; c) to train unemployed adults in building trades for rural based employment. (800 students & teachers/400 parents)

- (2) Suva, Fiji
(Grant no. AID 879-0251-G-00-10006-00)
"Rural Work and Vocational Training" (Fiji II - \$44,986 partial support for 3 yr. extension)

Purpose: To promote self-help, agriculture and rural skill training projects; to increase food productivity and stimulate communities to develop own efforts and local resources particularly with regard to providing rural vocations for village youth.

- (3) Dakar, Senegal
(Grant no. AID-afr. G-1524)
(AID no. 635-0222)
"Integrated Services for Youth Job Development" (\$1.75 million-original grant)

Purpose: To provide in cooperation with the Government of Senegal specialized vocational skills and job placement and creation for unemployed Senegalese youth. 200 students are trained (between first and second years) in electricity, masonry, plumbing and motor mechanics.

- (4) Apia, Western Samoa
(Grant no. AID 492-1605)
"Integrated Rural/Urban Development Program." (\$412,554)

Purpose: a) To increase agricultural production in 40 villages; b) provide rehabilitation programs for youth through skill training and "social survival" courses; c) provide sports and non-formal education program in Apia for 400 youth.

Other OPGs operating during this period and made directly to national movements include:

- Lebanon - Vocational Training Program
- Philippines - Rural Employment

U.S. ID support services also include providing technical information, and referrals to more specialized agencies in response to specific questions from overseas YMCAs, (e.g.) how to construct a rabbit hutch, using bio-gas, solar powered pumps, how to construct tube wells, etc.. This complements service provided by the World Alliance "Development Information Service."

Support is also provided in terms of brokering project requests to other agencies particularly church agencies and other PVOs. This occurs when U.S. ID funds are committed for a particular period or when the specific project objectives or area of work matches the interests and objectives of another agency.

Assistance in coordination of requests for "World Service Workers" and "Young Professionals Abroad" is also provided by ID development program staff. Matching of overseas personnel with development programs is encouraged where appropriate, and a development management and orientation program is provided for each class. Special consultations and "short-term specialists" provided by the Overseas Personnel Program are also often related to institutional development and country specific development programs.

In addition, assistance with project design, management, and evaluation is provided upon request on a project specific basis. The National Board Research Department will be increasingly involved with project and program planning and evaluation, and is currently providing expertise for the Internovement Support and Development Cooperation Program Evaluation. Technical assistance will continue to be provided by I.D. field and headquarters staff. U.S. staff will continue to participate in regional and national training workshops including those sponsored by other leadership and development management training programs of the World Alliance of YMCAs. Often the national and regional training workshops are held in cooperation with other training agencies (e.g. "Commonwealth Institute" for the "African Development Directors Training Workshop) providing an ongoing technical support contact or resource for national movements.

III. Action on "Observations and Recommendations" of the Mid-term Evaluation

The Mid-term Evaluation examined the extent of institutional support relative to the number of "grass roots" community development projects this support was intended to produce. This evaluation also examined the reasons for this disparity including in part the still formally unresolved D.O.U./Subrecipient audit question, and in part to the timely, justified need for institution building with regard to development program capability. Institutional support, including training and technical support,

will need to continue, however on a reduced basis. The proportion of external investment for institutional support will be increasingly curtailed in the future and more related to specific national and local programs.

Following is an update on the action taken on the findings of the Mid-Term evaluation:

Specific Recommendations made in 1980 MG Evaluation Report (p. 21b) Action taken through September 1, 1982

- | | |
|---|--|
| A) Review relationship to and performance of area organization. | A) African Alliance staff now completely indigenous with U.S. staff Jim Poole being replaced by Sam Nyame from Ghana and Joel Kinagwi from Kenya. A separate office is operated in Asia specifically for support and coordination with U.S. supported programs (Dick Ostmeyer). |
| B) Education for development upgraded. (More comprehensive Leadership Training/development management programs needed). | B) Subgrants contributed to: <ol style="list-style-type: none">1. Indonesia workshop on Corporate Planning (June 1982);2. African Development Directors Training Program;3. Various special workshops for staff on management, evaluation, financial reporting, etc..4. LAC "Centers for Education and Development" program support in part by MG, (See Case Study Report). In addition to the comprehensive ID Training Program for Development Management skills proposed as part of the current grant. |
| C) Review support functions of World Alliance. | C) Organizational study underway, as described in the preceding "Overview" of the commission appointed to study the "Role, Structure and Function" of the World Alliance. |
| D) Improvements needed in data collection and communication systems. | D) An Administrative Procedures Manual has been developed, and procedures, project criteria and reporting requirements have been clarified in writing with different area organizations. Reporting requirements are more strictly enforced with national movements. However, a more systematic data collection and project monitoring and follow-up plan remains to be developed. (See section on Project Management) |

E) The level of MG Support to "Operational Support Services" or headquarters Support functions reduced and limited to % of direct MG program involvement.

	Past 1980	Jan. to Sept. 1, 1981	Current Sept. 1982
1. Director, Intermovement Support and Development Cooperation Unit - 100%		1. None	1. None
2. Assoc. Director - 100%		2. None	2. None
3. Director Financial Management - 35%		3. None	3. None
4. Management International Development Administration - 100%		4. 100%	4. None
5. Executive Secretary for Financial Administration - 100%		5. 100%	5. 100%
6. Senior Correspondence Secretary - 100%		6. None	6. 100%
7. Senior Combination Secretary - 100%		7. 100%	7. None
8. Executive Overseas Personnel - 100%		8. None	8. None
9. Executive - African Alliance		9. 100%	9. 50%
10. Liaison Representative East Africa - 50%		10. 50%	10. 100% (to one indigenous staff-WWN support)
11. Liaison Representative - Asia - 50%		11. 50%	11. 50% (Manager, Program Support Services)
12. Liaison Representative Southern Europe - 50%		12. 50%	12. None

(The above reductions in salary support indicate the trend toward decreased use of donor funds for

31 August 1982

PROJECTS	FUNDS COMMITTED	FUNDS X	FUNDS DISB.
01. Africa Alliance Training Feasibility Study	\$ 40,326		\$ 40,326
02. Ghana YWCA Rural Market Cooperative Development	37,818	9,455	28,363
03. Kenya YWCA Commercial School Development Project	18,800	751	18,049
X4. Liberia YWCA Youth Training and Development Project	3,666	3,666	-
*5. Nigeria YWCA Development Management and Leadership Tr. Prj. Asia Area Committee (\$20,300)	44,461		11,115.2
06. Bangladesh Rural YWCA Development and Extension Prj.	3,800		3,800
07. Burma YWCA Staff Training in Management & Program Dev.	2,000		2,000
08. India Tribal Communities Development Project	6,000		6,000
X9. India Revolving Fund for Rural Villages	4,000	4,000	-
010. Indonesia Youth Training and Employment Creation Prj.	6,000		6,000
011. Taiwan, Kaoshiung Community Development Project	2,500		2,500
012. Thailand, Bangkok Community Development Project	4,000		4,000
*13. Bangladesh National Training and Development Plan	24,500		14,500
014. Bangladesh Youth Education Training and Employment Project	40,617		40,617
*15. Guatemala Community Development Project	30,000		27,500
X16. IAC Central American Feasibility Study	4,000	4,000	-
017. IAC Indigenous Leadership Development & Management Training	20,542		20,542
018. Mexico National YWCA Training Support Program	20,000		20,000
X19. Paraguay YWCA Program Development and Training Support	4,000	4,000	-
X20. Egypt YWCA Education Development Program	10,000	10,000	-
021. East Jerusalem YWCA Vocational Training Program	10,000		10,000
*22. African Alliance National Development Officers Training Prj.	25,975		17,475
X23. Gambia YWCA Leadership Management and Development Training	12,500	12,500	-
X24. Uganda YWCA Values Education Project	52,500	52,500	-
X25. IAC Central American Feasibility Study	5,000	5,000	-
026. IAC Job Creation Program	45,000	23,000	22,000
027. Panama YWCA Development Feasibility Study	15,000		15,000
X28. San Lorenzo Paraguay YWCA Vocational Training Project	4,000	4,000	-
X29. Portugal YWCA Vocational Training School for Artistic Tiles	62,000	62,000	-
X30. Bangkok Koh Raha I Village Water Development Project	12,500	12,500	-
*31. Dominican Republic Integrated Community Development Project	61,355		51,458.
032. Philippines YWCA Workshop on SocioEconomic Development	8,500		8,500
033. Kenya YWCA Women in Development Project	4,366		4,366
034. East Jerusalem YWCA VEC Electrical and Refrigeration	40,000		40,000
035. East Jerusalem YWCA VEC Carpentry Blacksmithing Painting	50,000		50,000
X36. East Jerusalem YWCA VEC Feasibility Study	10,000	10,000	-
X37. IAC Central American Feasibility Study	5,000	5,000	-
038. Indonesia Yogyakarta YWCA Leadership Development Workshop	1,966		1,966
*39. Colombia YWCA Gemini Project	49,960		35,960
040. Indonesia YWCA Development Education Workshop	2,871		2,871
041. Philippines YWCA Hollow Block Project	6,741		6,741
*42. Kenya YWCA Community Development Education Project	20,900		5,225
*43. IAC Job Creation Project (Corrected 3/31 from 25,300)	23,000		
*44. Chile Juan Manuel Antonio Community Development Project	26,000		13,000
*45. Panama Comm. Youth in Action Project	25,275		12,637.5
*46. Taiwan, Shinning Community Development Centre Program	7,632		3,816
*47. Indonesia, Workshop on Corporate Planning for Development	7,350		7,350
TOTALS:			
* Projects in Process	Total Funds Committed:		\$922,421
X Projects Cancelled	Total Funds Cancelled:		222,372
@ Projects Completed	Total Funds To Be Disbursed:		700,049
	Total Funds Disbursed:		553,677.5
	Total Funds Remaining		146,371.5

31 August 1982

The following is a listing of projects implemented by MG Program Category.

MG PROGRAM CATEGORIES

<u>A. INCREASING HUMAN RESOURCES AND EXPERTISE FOR DEVELOPMENT</u>	<u>FUNDS DISBURSED</u>
1. Africa Alliance Training Feasibility Study	\$ 40,326
2. Africa Alliance National Development Officers Training Project	17,475
3. Ghana YMCA Rural Market Cooperative Development	28,363
4. Bangladesh Rural YMCA Development and Extension Project	3,800
5. Burma YMCA Staff Training in Management and Program Development	2,000
6. India Tribal Communities Development Project	6,000
7. Indonesia Youth Training and Employment Creation Project	6,000
8. Taiwan, Kaoshiung Community Development Project	2,500
9. Thailand, Bangkok Community Development Project	4,000
10. Bangladesh National Training and Development Plan	14,500
11. Guatemala Community Development Project	27,000
12. Mexico National YMCA Training Support Program	20,000
13. Philippines YMCA Workshop on Socio-Economic Development	8,500
14. Kenya YMCA Women in Development Project	4,366
15. Indonesia Yogyakarta YMCA Leadership Development Workshop	1,966
16. Colombia YMCA Caminas Project	35,960
17. Indonesia YMCA Development Education Workshop	2,871
18. Kenya YMCA Community Development Education Project	5,225
19. Panama Community Youth in Action Project	12,637.50
<u>SUBTOTAL</u>	<u>\$ 243,989.50</u>

	FUNDS DISBURSED
<u>B. ADDRESSING BASIC OBSTACLES TO YOUTH EMPLOYMENT</u>	
1. Kenya YMCA Commercial School Development Project	\$ 18,049
2. Bangladesh Youth Education Training and Employment Project	40,617
3. LAC Job Creation Program	22,000
4. East Jerusalem YMCA VTC Carpentry Blacksmithing Painting	50,000
5. Philippines YMCA Hollow Block Project	6,741
6. East Jerusalem YMCA VTC Electrical and Refrigeration Project	40,000
<u>SUBTOTAL</u>	<u>\$ 177,407</u>
<u>C. CREATING A PROCESS FOR CONCEPT TESTING</u>	
1. Dominican Republic Integrated Community Dev. Project	51,458.00
2. Taiwan, Shinning Community Development Centre Project	3,816
3. Chile, Juan Montedonico Community Development Project	13,000
<u>SUBTOTAL</u>	<u>\$ 68,274</u>
<u>D. INCREASING THE INDIGENOUS DEVELOPMENT MANAGEMENT CAPACITY</u>	
1. Nigeria YMCA Development Management and Leadership Training Project Asia Area Committee (\$28,300)	\$ 11,115.25
2. LAC Indigenous Leadership Development and Management Training	20,542
3. Indonesia, Workshop on Corporate Planning for Development	7,350
<u>SUBTOTAL</u>	<u>\$ 39,007.25</u>

Generally these projects fall into two categories reflecting the dual purpose of the total MG program: (A) Organizational development or strengthening of development institutions including workshops and training programs; and (B) small scale community development projects particularly aimed at youth training and employment. The Inter-movement Support and Development Cooperation Program Evaluation currently underway will seek to aggregate available data related to these projects (e.g. number of youth trained, national projects implemented, etc.) according to areas of program concentration, and over a period of four years. The Case Study of Panama in annex indicates the institutional growth of both the area structure and the national movement, and the resulting development projects underway and planned for

B) The following new projects have been approved during this reporting period and are in the process of implementation. A brief description of each project is provided in Annex B.

<u>New Projects in Process:</u>	<u>Funds Committed</u>
(1) Kenya YMCA Community Development Education Project	20,900
(2) Chile, Juan Montedonico Community Development Project	26,000
(3) Panama, Community Youth in Action Project	25,275
(4) Taiwan, Shinning Community Development Centre Program	7,632
(5) Indonesia, Workshop on Corporate Planning for Development	7,350

Continuing Projects Which Have Been Amended Include:

- (1) Guatemala Community Development Project (total 30,000 x 3 yrs. extended to September 1932);
- (2) African Alliance National Development Directors Training Project (25,975)
- (3) Dominican Republic Integrated Community Development Project (61,355)
- (4) LAC, Job Creation Project (45,000)

Projects Brokered to Other Agencies Thru U.S. ID:

- | | |
|---|--------|
| (1) Burma - Three projects related to latrine building, tube wells and gymnasium | 10,650 |
| (2) The Gambia - Village Agricultural Development | 27,402 |
| (3) India, Hyderabad - YMCA Rural Youth Leadership Training | 26,000 |
| (4) India, Ranchi - Village Reconstruction Program (88,400 x 3 yrs.) | 88,400 |
| (5) Guatemala - "Talleres Artesanales Para el Desarrollo Comunal" (Artisan Workshop for Community Development- 97,401 x 3 yrs.) | 97,401 |

Projects Suggested for Brokering with Proposals Currently Under Review:

- (1) Chile - Women's Sewing and Dressmaking Cooperative (36,118 - first phase); and
- (2) Panama - Beekeeping Cooperative (27,175 - yr. one).

C) Project Management

(1) Request Criteria and Approval Process

Nationally supported development programs and projects are approved by the Intermovement Support and Development Cooperation Subcommittee of the International Division Committee following endorsement by the Area and/or World Alliance. These programs, represented by discrete projects with a limited time frame, are either attributed to the YMCA regional structures in Asia, Africa, Latin America, and the Caribbean, or managed by the local YMCA or National YMCA movement.

Once again, these projects are generally of two types: (1) Institutional or organizational development including human resources development; and (2) "Integrated Human Development"/ or socio-economic and human development projects which reflect specific local community development needs. They include projects funded by both World Service and the Matching Grant.

a) Consideration is given to requests which fall within either of the following categories:

1. Basic support necessary for maintaining the life and welfare of the particular movement, Area Organization or World Alliance Unit:
 - YMCA extension
 - General institutional support
 - Staff support
2. Program and project support important to maintaining ongoing programs, program extension, leadership development, and new projects emphasizing socio-economic development:
 - Increasing human resources by strengthening indigenous development management capacities.
 - Addressing the basic obstacles to youth employment.
 - Creating a process for program concept testing.

b) Other criteria which are applied to requests from overseas YMCAs include:

- Realism of budget and financial implications.
- Comparison of socio-economic impact to cost.
- Quality of project design (e.g. clearly defined objectives, progress indicators, etc.)
- Local "in-kind" human and financial participation.
- Proposed and/or endorsed by Area, National Movement, or U.S. YMCA partner with local beneficiaries and local YMCA involved in planning and implementation.
- Institutional capacity/management capability.

c) Additional guidelines or characteristics include:

- Generally small in scale and labor rather than capital intensive.
- Foster self-help initiative among the poorest of the poor.
- Mobilize private financial and human resources.
- Strengthen people-to-people contact.
- Are innovative and replicable.
- Create conditions for self-sustained development efforts.

To date, funds have been partially or completely cancelled for 16 projects following approval of the project. There are several reasons for this including: (A) Political Consideration (e.g. Thailand, and Thailand Cambodia conflict); (B) The ID approval process, including criteria, the role of the committee for Intermovement Support and Development Cooperation, and other procedures lacked clarity and consistency particularly at the outset of the grant (few projects have been cancelled since the Mid-term evaluation); (C) Developing country YMCAs changed their request because of insufficient staff, or similar obstacle to project implementation (LAC feasibility study), and (D) The AID Subrecipient audit question resolution of which was delayed for 3½ years.

(2) Reporting and Monitoring

Reporting and monitoring are the direct responsibility of the Intermovement Support and Development Cooperation Unit. Disbursement of project funds is contingent upon receipt of satisfactory six-month program and quarterly financial reports for the preceding period(s). These reports, along with the DCU and other related documents are kept in individual files for each MG subrecipient. Supplementary information about each subrecipient is maintained in country and subject files. A Project Monitoring Board tracks the progress of each project and gives an overview of the total development cooperation program.

An Administrative Procedures Manual has been developed and efforts made to improve procedures with respective areas and national movements. As a result, monitoring operations have become more effective as measured by the quantity and quality of project documentation. Nevertheless, further study is needed to develop methods for analysing data collected on project progress which in turn will facilitate program evaluation. Communication is maintained through the above mentioned reports, correspondence, telecommunications, meetings, field visits, etc.; all of which are recorded for entry into MG project files. The Inter-movement Support and Development Cooperation Movement views the improvement of monitoring and communication as an ongoing process advancing according to the accumulated experience of prima grantees and subgrantees and operating within the constraints inherent in a worldwide, locally autonomous, constituency-based organization.

V. Strengthening Institutional Development Capability--Report on Area Progress

A. The Latin American Confederation

The Panama Site Visit Case Study included in Annex G. of the report provides information on the growth of development work for the LAC. Also included is a detailed report of the LAC "Job Creation Program" (JCP) (1981/82), which the MG has supported in the amount of \$25,300 in 1982. This report illustrates the integral relationship between institutional support and assistance with research and design in turn leading to the implementation of training and employment generating projects.

Also in Annex G is the "2nd Semester 1981 Progress and Evaluation Report of the Centers of Education and Action for Development (CEAD)," and the July 1982 CEAD report. These reports illustrate with data collected from 16 YMCAs in Latin America the dramatic growth in YMCA development throughout the continent during the period of MG program support.

Finally, this annex includes excerpts from the proposed "Development Policy" of the LAC formulated in April 1982, entitled, "Operational Principles and Action in the Priority Development Areas of the YMCA." This policy statement further reflects the maturity of the LAC as a development coordination and support agency; emphasizes a still greater role for the YMCA in economic development projects (pt. A-9) and rural extension (pt. A-13); and generally complements the concepts of "self-reliance" (pt. B-2) and "integrated human development" as the development philosophy underlying the work of the U.S. Inter-movement Support and Development Cooperation Program.

B. The African Alliance

The National YMCA of Zimbabwe hosted a "Consultation on Human Rights" at Harare, May 9 to 11, which was sponsored by the African Alliance. The consultation included 25 staff and volunteer leaders from the following national movements: Tanzania, Egypt, Sudan, Zimbabwe, Cameroon, Kenya, Ghana, Zambia, Nigeria, Ethiopia, Uganda, Liberia, Sierra Leone and The Gambia. The U.S. movement and the World Alliance were also represented.

The African Alliance has been instrumental in integrating development work into the mainstream of program development and planning for the YMCAs of Africa.

"The consultation was officially opened by the Minister of Justice and Constitutional Affairs, Government of Zimbabwe, Dr. Simbi Muboko. He urged voluntary organizations to use political freedoms provided in the constitutions of their countries to promote development projects geared to help the less privileged. "It is for you as a YMCA to identify such projects. That in my view is the most practical approach to the promotion of Human Rights." (Preliminary Report of Consultation on Human Rights. (See entire report in Annex E)

Socio-economic development programs are seen as the practice of human rights, the empowering of the less privileged to effect change in the social and economic quality of their lives. The consultation made the following recommendations to be included in development of an action

- "7. That national YMCA movements embark upon development activities that relate to:
- a) vocational training
 - b) nutrition and health care
 - c) agriculture - particularly in food production
 - d) literacy and adult education
 - e) non-formal education
 - f) refugees and rehabilitation, etc.... (Ibid. p. 3)

The MG continued support of the "National Development Director's Training Program" which was also sponsored by the African Alliance. The report of the second term of this program, dated November 1981, is included in Annex E. The course content of the second term included:

- Social Survey Techniques and Social Investigation;
- Development Economics
- Project Planning
- Planning and Proposal Write-Up
- Marketing and Presentation Of Proposal
- Project Management and Administration (introductory)
- Social Policy
- Community Development
- Youth and Society
- Training Design
- Planning Program Communication

The report in annex further indicates the level of expert instruction provided and the importance of relating theory learned to the practical work being carried out by many of the participants. Jim Poole of the African Alliance staff participated in the lectures and training program design. Overall program design and instruction was provided by a British firm -- "The Commonwealth Institute". Unfortunately, attendance was lower than anticipated at this session, and is expected to improve at the third and final session now underway in Lusaka.

Finally, with regard to the AA, excerpts from a U.S. staff travel report are included in annex E which address YMCA development programs in Kenya, Uganda and the recent changes in the AA.

(C) The Asia Area Committee (AAC)

Development work is now a major focus of the AAC. The AAC has area wide staff as well as a volunteer Committee on Development, Committee for the Asia YMCA Development Fund (AYDF), and a Committee on Human Rights, all of which are development related. These committees meet at least once a year and provide planning and policy for development programs which staff implement. Programs are based on: (1) development education/training; and/or (2) specific community projects. The emphasis given development by the AAC and the U.S. YMCAs development support has generated program and commitment to development in the YMCAs of Fiji, Western Samoa, Thailand, Sri Lanka, Philippines, Bangladesh, Korea and India. Countries with a beginning emphasis on YMCA development work include: Malaysia and Taiwan.

Through training workshops and actual project implementation YMCA staff in these countries have increased development planning and project management capabilities. According to the U.S. Office for Program Support in Hong Kong (Dick Ortmeyer), "the accountability practices of staff have increased remarkably in 1981-82, and is directly traceable to the accountability requirements of the U.S. YMCA development program including MG and OPC program emphasis on accountability and reporting".

The annual report of the ACC, entitled "Asia YMCA", as well as documentation on the AYDF and other development programs of the Asia Area are included in Annex D of this report and serve to substantiate the conclusions reached in this narrative. Following is a list of major events or development related activities of the Asia Area during this reporting period:

- Mr. Ranjan Solomon of India was recruited to fill the position of ACC Associate for Development;
- With assistance from the U.S. Program Support Office, area workshops were planned and conducted in the Philippines for staff training in development projects on literacy training and cooperatives;
- A four day Youth in Development Conference was held in April/May 1982 in Colombo, Sri Lanka with 30 youth attending;
- A second four day Youth in Development Conference was held in Kuala Lumpur for YMCA youth from Indonesia, Singapore, Malaysia and Thailand. Again 30 youth attended. The purpose of these conferences was to educate youth on development needs, processes and projects. Plans were made for youth to become involved in projects upon return to their home YMCAs;
- Western Samoa provided training services to the new country of Vanuatu, (formerly New Hebrides) under a request to the YMCA from the government of this new nation. These training services were funded by the International Labor Organization and focused on leadership and development management. Plans were initiated by the citizens of Vanuatu for the organization of a new YMCA based on the development model of the YMCA of Fiji and Western Samoa. These developments are very much related to AED supported programs (OPCs);
- The Associate for Development of the AAC and the U.S. Program Support Associate assisted YMCAs of Malaysia in a vocational training for handicapped persons project. This project is now operating in the Kuala Lumpur YMCA. An AYDF grant for \$5,000 helped to start this project with CIDA then providing supplementary support.

Other support services provided by U.S. International Division staff include:

- monitoring and evaluation services to OPCs in Thailand, Fiji and Western Samoa;
- evaluation services for OPC in the Philippines (grant closed 1980) and planning services for new follow-up development activity;
- following completion of an OPC in Sri Lanka in early 1981 services were provided in planning and securing funds for continuation of development activities;

- provided planning and financial administration services for YMCAs in Ranchi, and Hyderabad, India and assisted with arrangements for CODEL funding for development projects at these places;
- provided planning and monitoring services for MG subgrant projects in Taiwan, Indonesia, Philippines and Bangladesh;
- met with AYDF Committee in deciding on project applications;
- served as resource person and lecturer for development planning seminar of staff and youth in Jakarta, Indonesia in March 1982;
- helped design new CPG in Fiji, and have also submitted a new CPG in Western Samoa.

The AAC staff Associate for Development works closely with the AYDF particularly with regard to field administration and monitoring of grants. The AYDF is explained more fully in Annex D. The fund has provided support to many small scale projects, (usually under \$6,000). The growth in contributions to this fund from Asian YMCAs in developing countries, although small in amounts, indicate the increased concern and commitment to socio-economic development.

VI. SUMMARY

In a year of transition for the YMCA of the U.S.A. much has been accomplished with regard to implementing the recommendations made in the Mid-term MG Evaluation. The trend toward decreasing institutional support in favor of greater project support which will more actively involve local YMCAs has been clearly and firmly established. A review of structures and functions needed to implement these changes will continue through 1983.

Progress of the areas in terms of development coordination, training, and technical support services during this period is noteworthy particularly with regard to the LAC and the AAC. The African Alliance has strengthened it's indigenous staff by adding two professional YMCA directors with extensive development experience, (see Annex E).

Five new subgrant projects were implemented in the past twelve months with others awarded and with a total thirty-one projects implemented and many of these projects still in the process of implementation. With the D.O.U. subrecipient audit question recently resolved, and given the YMCA policy and organizational changes outlined above, a still greater emphasis on local community development programs is projected.

Progress during this third and final year of the MG program suggests that the stated purposes of the program were generally achieved. However, a closer examination of the accumulative impact of the MG program will be the object of the Intergovernment Support and Development Cooperation Program Evaluation currently underway.

ANNEX H

"Panama Site Visit Case Study"

INTERGOVERNMENT SUPPORT AND DEVELOPMENT COOPERATION
PROGRAM EVALUATION
PANAMA SITE VISIT CASE STUDY

Purpose of the Intergovernment Support and Development Cooperation
Program Evaluation

The evaluation to which this initial case study contributes will examine the total development program of the International Division including activities funded by both public and private sources. The time frame for this evaluation will correspond to the Matching Grant period beginning in 1978 and ending this year. The evaluation will establish the degree of improvement in the capability of indigenous YMCAs to launch and manage development programs and projects.

The evaluation methodology will consist of: (A) case studies of national YMCA movements and development programs in three countries and the respective regions (Asia, Africa and Latin America) and (B) an analysis and summarization of these projects not involved in the site visits based on written documentation.

The first country chosen for a site visit was Panama. The Panama Study is therefore regarded as a "pilot" study to also test the evaluation instrument (attached). A primary consideration in the selection of Panama was variety or diversity in the kinds of support received from the International Division. Panama offered an opportunity to observe the cumulative impact of these different types of support on the development program of a national YMCA and in turn the YMCA's ability to launch and manage development projects.

Review of Major U.S. YMCA Inputs to Panama YMCA

1979

Home Office (C/O Receivable): Rebuilding of Old I House at General Support (\$24,000) for staff salary and operating costs.

1980

Assignment of Overseas Personnel (W.S.W./Y.P.A.--Mark & Maria Morgan; returned 4/2/82).

Feasibility Study--Future Youth Programs (\$13,000 MG) for four month study. (CG Committee approval 1-13-80/Report dated November 16, 1981)

General Support (\$25,000) for staff salary and operating costs.

1981

Financial Development Committee (World Leadership, YMCA of Panama). Community Youth & Action Project (\$25,275 MG approved in 1981)

General Support (\$25,000)

1982

General Support (\$12,000 WS) for staff salary.

Capital Assistance (\$14,000) for Resident Dormitory, Youth Conference & Training Center, and Camp facilities.

Background Information on Panama

Statistics from the proposals for the "Feasibility Study" and the "Community Youth in Action" project provide the following data on Panama:

- only 12% of the GNP is in production, i.e. agriculture, shoes and clothing.
- 50% of the GNP comes from services to: the Canal, the Colon Free Zone, and international finance.

The population of Panama is:

- young: 44.5% is under 15 years of age
19% is between 15 and 24 years of age
- urban: 58% live in metropolitan areas
- racially mixed: 56% "mestizos," 20% black, 10% white, 5% mulattoes, 5% Indian, 4% Asian

Among the specific problems of the population are the following:

- scarcity of adequate housing
- youth unemployment: estimated at 60% for people under 25
- increase in juvenile delinquency
- family problems: increase in divorce, increase in the number of children born to "irregular unions."

In addition to these general problems of developing countries, Panama is also confronted with problems unique to Panama. These problems center around the predominant role that the United States has played in the history of Panama. From its beginning as an independent country, Panama has been under a strong U.S. influence. Panama had to contend with the presence, in the middle of the country, of the Canal Zone, which was U.S. territory. Fenced in, Panamanians could only enter the Canal Zone with the consent of U.S. authorities - a situation not conducive to the development of a feeling of national identity or pride in one's country. The Carter - Torrijos treaty took some of the sting out of this situation in that the "Canal Zone" was eliminated and is now the "Canal area." By the year 2000, Panama will be in complete possession of the canal. Even at the present time, however, there are still U.S. military installations in Panama which are off limits to "unauthorized personnel." The U.S. presence is also felt in many other ways: the dollar is legal tender and life in general is oriented towards the U.S., or at least Western life styles, particularly for the middle and upper classes.

The YMCA of Panama

For the remainder of this report, the YMCA of Panama will be referred to as the ACJ (Asociacion Cristiana de Jóvenes) of Panama to distinguish it from the two Armed Services YMCAs which are in Panama.

The ACJ of Panama was founded on May 24, 1966. The ACJ was fully operational from 1967 to 1976. Due to financial problems which surfaced between 1972 and 1975, the institution's major operations were suspended in 1976. From 1976 to 1979, minimum operations were maintained by utilization of the camp facilities by special groups. The ACJ functioned during this time solely due to the interest and determination of a small group of ex-members of the Board of Directors. As a result of a series of meetings held by this group, a decision to establish the Panama ACJ as a fully operational organization was made. In January 1980, Jerry Prado Shaw became the Executive Director of the ACJ. In February 1980, the first provisional Board of Directors was installed; on May 26 of the same year, the First Board of Directors was installed for a period of two years according to the statutes.

Currently, the position of the ACJ in Panama and its relationship to the U.S. YMCA is complex and delicate. The ACJ has been strongly supported by the International Division through its various programs. The executive director stated clearly that it was this funding support which allowed the ACJ to become an entity. There is at present a combination of appreciation for past support and resentment of this dependency. The ACJ is trying to increase its local support base and to find alternative sources of outside support.

The presence of the Armed Services YMCAs in Balboa and Cristobal is also a source of concern for the Panama ACJ. These two facilities have considerably more resources and better buildings than the ACJ of Panama, thus they tend to dominate the image that the ACJ has among the Panamanians. While negotiations are about to begin to integrate these two Armed Services facilities into the National ACJ, it is unclear how soon this integration will take place.

Throughout this report, the Panama ACJ is discussed as an institution. One must remember however, that the ACJ currently consists of two full-time paid professionals, one of whom has been in his position only since January 1982 and whose position is secure for one year only. In addition, the "revitalized" ACJ has been in existence only 2 1/2 years. These factors are particularly important in considering many of the indicators which were developed for this evaluation, some of which are less appropriate for organizations so small and so young as the Panama ACJ.

Institutional Capacity of Panama AGJ

Staff

The evaluation team spent the majority of its time with those staff members involved in development work. Other staff members who are not involved in development work include six part-time instructors of English, painting, sewing, swimming and card designing. Since Prado Shaw's arrival in January of 1980, he has added one full-time staff person (this position is presently funded for one year) and has secured within the past year the virtual full-time commitment of two other "staff" members although they receive no salary, only an occasional remuneration. Throughout this report, Amy Landau and Hector P. Jara will be referred to as staff because they function as staff. This is not to minimize their lack of salary, because while their commitment to work without a salary is a tribute to Prado Shaw and the AGJ, it also must be seen as a potential weakness of the staff and their ability to accomplish their goals.

Quality of Staff

Jerry Prado Shaw - General Secretary, Panama AGJ, January 1980-current.

Jerry Prado Shaw is a graduate of the YMCA Technical Training Institute in Buenos Aires where he received a degree as a professional YMCA director. While in Argentina, Prado Shaw worked with the YMCA as well as the government and private enterprise. In 1975, Prado Shaw went to Costa Rica where he began a new development oriented YMCA. Additional projects that he worked on prior to coming to Panama include a refugee project in Guatemala and a feasibility study for extension of the YMCA movement in Central America. Prado Shaw is a dynamic and competent executive. His commitment to development (as defined by the YMCA) is embodied in the programs he has initiated since coming to Panama. According to Prado Shaw, approximately 70% of the work of the AGJ can be classified as development. As is necessary, for someone in his position, he is able to move seemingly without effort between the many diverse individuals and groups with whom he has contacts: the youths from lower and middle income groups from sections of Panama City and outlying areas, community groups, public officials, church leaders, corporate executives and armed forces officers. Prado Shaw has an excellent rapport with the youths the AGJ is serving as well as with his staff, volunteers and lay leaders.

Juan Roquember - Community Youth Action Coordinator, January 1981-current
(Roquember's involvement began in 1981)

Juan Roquember is a Panamanian citizen who also graduated as a Certified Professional Director from the YMCA Technical Institute in Buenos Aires. He served on the staff of the Panama AGJ prior to the suspension of his activities in 1976 and worked for five years as the physical director of the Costa Rica AGJ and has had experience in urban and rural development work as well as refugee work.

Hector P. Jara - Director of YMCA, Panama, 1981-current
Amy Landau - ERCS Project Coordinator, 1981-current

Because of the language barrier, it is difficult to assess the development staff. Each staff member appeared thoughtful, sensitive, and dedicated to his or her work.

Both Landau and Reyna have received training in sociology at the university level. Each staff member has been instrumental in designing and implementing development projects. In relation to the Community Youth in Action program, Landau and Reyna act as consultants to the various clubs, particularly in connection with specific projects which the clubs may undertake. In working with the Youth Council, staff act as advisors, trainers and research coordinators.

Staff Development

The ACJ is very effective in providing staff with the opportunities for personal development. Through staff conferences, training seminars, and contact with other youth leaders at international conferences, staff members have the opportunities to improve their skills and to enlarge their perspective in dealing with their tasks. The staff members have been given the opportunity to participate in seminars and workshops within Colombia and Costa Rica as well as Panama. These workshops have varied in duration from 1 to 20 days. The workshops have covered the following areas: research techniques, design and implementation of projects, project administration, evaluation techniques and the Christian component in development. When asked how useful the training has been, the staff members differed somewhat in their responses. Hector Reyna indicated that he had already known much of the material presented. He added however that he had found the logical framework concept very valuable. Amy Landau said she felt the YNCA training was more useful and more practical than the training she was currently receiving in school. Both Landau and Reyna said they had received useful pedagogic materials and instructions.

Volunteers

Club Leaders: Volunteer club leaders are indigenous to the area served by the clubs. They are young adults interested in the improvement of their communities. As group leaders they are involved in the training program of the ACJ. Based on the team's observation of club meetings, it appears that the volunteers have the ability to relate effectively to the club members and to the ACJ staff. There are approximately two club leaders per club.

Board members: The current professional leadership of the ACJ has made considerable progress in the development of local business and professional people as board members. Beginning with the decision in 1978 to resign and start life over for ACJ and the assignment of a new executive director, their steps were taken to also persuade the board and to increase the number of local persons on the board and to provide it with a strong and effective chairperson. Membership of the board has increased to 16 from about 20 a year ago. The members told that more than half of the members are actively involved in giving direction to ACJ. Through the board meetings and so forth, board members became familiar with the policies of ACJ and are provided the opportunity to shape the goals.

The President of the Board is Jose Chong Hon. Chong Hon is the President of the Panama headquarters of the auditing firm of Peat, Marwick and Mitchell. The ACJ benefits both from Chong Hon's management and financial expertise as well as his many contacts with business men and other community leaders. Together, he and Prado Shaw form a well balanced team. Under Chong Hon's purview, the financial reports are on time and well documented.

The Board of Directors has a goal for their financial campaign this year of \$52,000. In the period June 1980 to May 1982 they raised \$41,537. Based on the number of banks and companies headquartered in Panama City, the Board's goal of \$52,000 seems entirely possible. Jose Chong Hon was quick to acknowledge how very beneficial Norris Lineweaver's consultation had been in enabling the Board to improve fundraising skills and tactics. Chong Hon stated that Lineweaver's consultation proved to him the necessity of making personal visits when soliciting funds. As a result of Lineweaver's consultation, Chong Hon made five visits and procured donations from three of the five organizations. Chong Hon felt that all the board members learned the importance of procuring local support as well as the means for increasing the support. The new financial campaign manager was utilizing a pyramid strategy recommended by Lineweaver for this year's campaign. (See appendix for list of Board Members)

Sources of Funding

	External Sources		Internal Sources
1/1/80 - 5/3/80 (5 months)	87.6%		12.4%
6/1/80 - 5/31/80 (12 months)	59.4%		40.6%
6/1/81 - 11/31/81 (6 months)	55.9%		44.1%
Breakdown of Sources of Support	1/1/80 to 31/5/80	1/6/80 to 31/5/81	1/6/81 to 30/11/81

External Sources

US YMCA-ID (International Division)	75.1%	28.8%	19.4%
LAC (Latin American Confederation)	12.5%	2.9%	3.0%
CIDA (Canadian Embassy)		27.6%	33.5%

OTHERS

	Total 23 months	Total 28 months
US YMCA - ID	33.9%	37.8%
LAC	4.5%	2.5%
CIDA	25.7%	20.0%
OTHERS		3.5%
	<u>63.1%</u>	<u>63.8%</u>

<u>Internal Sources</u>	1/1/80- 31/5/80	1/6/80- 3/5/81	1/6/81- 20/11/81	Total 23 months	Total 28 months
Programs	7.1%	10.0%	8.9%	9.3%	11.6%
Financial Campaign	5.3%	12.7%	21.9%	14.0%	17.5%
Special Donations		2.9%	12.2%	5.0%	2.9%
Others		15.0%	1.2%	<u>8.7%</u> 36.9%	<u>4.2%</u> 36.2%

Particularly encouraging is the increase in revenue generated by the financial campaign. Revenue generated in 1980 was 5.3%, the amount of revenue generated through May 1982 was 17.5%. Although dependence on external funding is ever decreasing, it does constitute more than half of the ACJ budget. The projected proportion of external support is 52.38% for 1982 (See appendix). Clearly, much of the ACJ's ability to launch and manage development projects will be affected by the staff and board members' ability to procure and solidify internal support through program fees, the financial campaign and other donations.

External Relationships

Within the past 2½ years the ACJ has established important contacts with agencies throughout Panama City. The ACJ has already begun to collaborate on projects with the Armed Services YMCA of Colon and Balboa, the ecumenical refugee committee, the government refugee office, with the U.N. office in Panama City, CIDA (Canadian Embassy), the Rotary Club, United Methodist in Relief, environmental agencies, and the ministry of education. The feasibility study developed was a principle reference for the "National Family Institute" and regional government commissions.

Given that the ACJ is the only agency in Panama which has chosen to focus all of its resources on youth, it clearly addresses a tremendous need in a country in which 63.5% of the population is under 25. If the ACJ continues to thrive, it will become a vital link within the network of social service and development agencies.

Improvement in Facilities and Equipment

Since becoming operational in 1980, the Panama ACJ has improved the Adrian Bouche Camp with the construction of shower and bathroom facilities (including access ramps for handicapped campers); construction of a multipurpose shelter of 150 square meters; reparation of the water pumps; and purchase of a new refrigerator. In addition the ACJ purchased 2 vehicles (a minibus for twelve and a five seat Betsy). A pickup truck was donated by the Balboa YMCA. Access to a house has been obtained for office space next year.

Description of AGJ Development Projects

Completed Projects

"Feasibility Study" - \$15,000 Matching Grant YNKA - ID Funds Disbursed in 1981.

In discussing the Feasibility Study (which would be more appropriately called a Needs Assessment) Prade Shaw said it was the first study done on youth in Panama, and was requested by the Ministers of Health and Education as well as the Institute of Sport. Chong Hwa also stated that the Feasibility Study had been very valuable. In general, staff members and lay leaders were unanimous in their opinion that the Feasibility Study has been the cornerstone for their work by providing an inspirational operational plan which they have followed. AGJ activities appear to substantiate these observations.

The goals of the study included:

- "To stimulate the leaders and professionals in our programs... responsive to reality and needs of Panamanian youth." (no. 2)
- "To stimulate participation of leaders" (no. 3) and "participation in development projects" (no. 5)
- "To guide the work of the AGJ, mainly toward youth and preferably to the lower privileged sectors...." (no. 7)
- "To emphasize the implementation of development programs...." (no. 8)

The "Youth in Action Projects" as well as other activities described in this report have been developed by staff as an outgrowth of the information and needs provided by the "Feasibility Study." Existing programs developed the stated goals of this needs assessment. However, there is a question as to whether the staff has been able to carry out the goals stated in the report with the financial involvement of the different leaders.

Youth in Action

Community Youth in Action - 725,293 Manabita, 5,000. This project became operational in January 1982 with funding already approved for one year of the two year approval. The project had been operating for six months at the time of the case study.

The Community Youth in Action Project is the most important project of the current AGJ and is the only project to have carried out the plan of the study. Prade Shaw was Director of the AGJ at the time of this project and had a total of 150 staff members. Prade Shaw was also the Director of the AGJ at the time of the project.

The major overall objective of the Community Youth Action project is the development of human resources potential. The youth clubs serve to improve self concept, provide peer support for activities that are socially and economically productive, present adequate and functional role models, expand social horizons through contacts with different groups, and to provide skills training. The youth clubs are addressing these issues in a number of ways.

The meetings of the clubs provide the opportunity for youngsters to develop and reinforce socially desirable values. Club members demonstrated that they have learned to function as a group. Surveys to the evaluation team by the participants in these meetings indicated that they have benefited from meeting persons with positive values and that they are acquiring skills in social relations. Projects which were described as being in "action or working phase" suggest an emphasis on community service and on strengthening or at least supporting family ties.

Physical activities, such as sports and exercises of the camp, provide needed activities for young people and in many cases relief from the over-crowding and tensions of their everyday existence.

Seminars, social discussions and international meetings provide youngsters with information and concepts which will help them to understand a variety of social issues. These educational resources increase their awareness of the problems of Latin America in relation to other parts of the world and to each other.

It is likely that the above activities are crucial in laying the foundation for the development of characteristics in the participants which are a necessary pre-condition to learning socially productive skills.

As the time of the visit, club projects oriented specifically towards providing skills leading to jobs were scarce and only in the planning stage. There were a few of such activities regarding the possibility of international projects. However, there were no plans to conduct them outside of the camp prior to planning specific programs. We have found no formal or informal place for these projects (with one exception). It should be noted, however, that given the same or not so ideal conditions in Peru, the development of projects and initiatives having direct and immediate impact on the economic status of the participants would be very difficult to design and to implement. To be effective, youngsters would have to be prepared to participate in the service sector of the economy in which the majority of employees appear to be men. This is true, especially regarding the work ethic, values and life styles quite different from what the young people are accustomed in their communities. Youth service organizations in the U.S. with especially good experience in their respective labor sector have very successful in their efforts to help them to fit in and contribute to the sector of the economy.

The project is a multi-phase service of 10 to 12 weeks with a duration of 25 to 30 days at the end of each week. From the first week, the club members are given a variety of assignments (the first week is a week of orientation and socialization). The club members are given the opportunity to participate in the project.

The clubs meet once a week for an average of two to three hours. Many of the clubs meet in club member's apartments because the housing projects or communities from which they come have no meeting areas.

The evaluation team visited 4 of the 21 clubs as well as the Youth Council. The clubs visited, include two clubs from low income neighborhoods (housing projects) and two clubs from middle income neighborhoods. The number of youths present at each meeting varied between 15 and 40. The ages ranged from 14 to 19. At each meeting, the evaluation team asked questions at random of the participants. The following statements were made in response to the question "How has the club affected your life?"

"I've gotten to know other youths better from other neighborhoods. The group is friendly and supportive."

"I became more active, more energetic and like to help others. There was a person inside of me that opened up."

"I've had a chance to meet others."

"I've learned skills to help myself and others."

"...intellectual advancement and human development"

The team asked a group of youth leaders (each club elects one or two leaders to represent the clubs at the youth council meetings) to name the two most important projects or activities of their clubs. The following list contains their responses:

- Club 1 - Gathering food stuffs for an old age asylum; football
- Club 2 - Helping victims of a flood and fire within the Gurunda community (housing project destroyed); teaching sewing
- Club 3 - Development for women (teaching sewing, cooking); children's education
- Club 4 - Handicrafts, and helping old people to market handicrafts; raising funds for children for Christmas and recreation
- Club 5 - Development of recreational park in our community; center of culture and training with kindergarten, English, handicrafts
- Club 6 - Collection of funds to provide for needy people in the community; research on recreational park development
- Club 7 - Preparation of plot of land to build basketball court; help children with constructive activities during free time
- Club 8 - School aid (mending); development of recreational areas
- Club 9 - Development of place where we can meet to develop service actions
- Club 10 - Creation of training course for auto mechanics.

In response to the question "What services have you received from the ACS," the youths said they had received training in pedagogy, project implementation, leadership in development and planning sports and camp courses. When asked to explain what was meant by project implementation, one youth said that prior to being with the clubs, he had known nothing about project implementation and now he knows that one needs to conduct research which includes the community.

The teen also asked the Project Coordinator, Juan Roquebert, what the main purposes of the Community Youth in Action Project are, he responded, "To give orientation and to provide a useful way to use free time. The Project's objectives emerge from the groups themselves. The ACJ organizes energy which is already there--channels, focuses group...to provide training for development activities."

When asked how this project contributes to development activities, Roquebert responded "Development is something done by the community for the community. Young people belong to the community and they become channels for the development projects. The young people themselves detect problems and allow the ACJ to help. ACJs would not be justified if they didn't provide development."

The ACJ staff indicated that while needs and problems vary with different clubs depending on the social level of the members, overall they are striving to develop commitment to the clubs, continuity in membership, and the development of positive attitudes towards self and others. Staff members feel that the ACJ is the only organization, particularly in the poorest communities, which is actively involved in this form of youth development.

SIPA Project - \$2,000 Grant in a World Alliance

The SIPA project consists of four seminars which will occur between July and September 1982. The seminars will focus on social issues (peace, human rights, the social situation within Latin America). The seminars will be attended by 250 high school students. The ACJ will work with the Ministry of Education.

Projects Funded - Not Yet Implemented

Seedling Project - CODEL Grant \$1,000

The current proposal entails planting tree seedlings in collaboration with environmental agencies.

Refugee Project - World Alliance Grant of \$4,500

This is intended to be a 3-month project, involving information workshops and some training. The ACJ is in contact with representatives from government refugee offices which requested the aid.

Project PDI - World Alliance Grant of \$1,500

This grant is towards research which will yield a project of academic impact. The current proposal is to examine the labor situation and vocational training needs of youth in Colon. The youth service club will organize and coordinate this research.

Projects - Not Yet Funded

Backspacing Project

Proposal currently under review by the World Alliance and COUNCIL. The proposal requests \$35,000 a year for a 3-year period. This would be a project of some 100,000.

UNEPAT (Integration of Development of the Parliament Building)

This project is still being designed.

CIDA Program

CIDA has solicited proposals from youth service clubs. These proposals are under review. There is a \$80,000 ceiling on this grant.

Obstacles to Development

While considerable progress has been made, important problems affecting the institution and its activities remain.

Space is a major handicap to the expansion and effectiveness of ACC in the lack of space both for the central office and the local clubs. The current office, on the second floor of a two-story building, provides space for the director, staff and for some class room type of activities. It is utilized to full capacity but does not permit major expansion of the program. Each staff member, as well as Jane Chung Hin and several youths from the clubs mentioned lack of space as a problem. Staff pointed out that the image of ACC, already hampered by comparison with the AYF, could be strengthened if the headquarters could be a "House of Youth." This would mean that in addition to office facilities there should be game rooms and meeting rooms for members.

In terms of space the AYF also is unable to provide space for its clubs. Meetings and plans are conducted at a club or in public facilities such as youth centers. Neither is conducive to the strengthening of the AYF. The use of public facilities is a serious problem of identification for the ACC, because these facilities claim the clubs as belonging to them rather than to the ACC.

Staff: While the professional staff is highly motivated and trained, the number is so small that its impact is severely limited. In the case of the youth, it is difficult to determine where they should be classified as staff or as members. They are trained and active in the day-to-day operations of the club and office, and they receive some remuneration, however, a small amount. The fact that they give to the ACC has to be considered as a very important factor.

As already indicated, there is a danger that the enthusiasm of the staff can lead to overextension. Clearly the institutional capacity of the ACJ could be greatly increased if financial factors would permit an expansion of both space and staff. It is difficult to predict how successful the ACJ will be in improving its financial situation. The ACJ is addressing its financial problems both through increased appeals on fund-raising and through proposal of additional grant money. The bee-keeping program is designed to be an income generating project. Despite these plans however, both Jerry Trade Shaw and Jose Chung Hsu acknowledge that the ACJ will have a continued need for some external support, particularly for development activities. Chung Hsu thought the ACJ will need to have at least 40% of external funding for development projects. Trade Shaw stated there is a need for permanent aid on a decreased basis. He recommended an annual decrease of support of 2% over a 5 year period.

Issue: Another issue affecting the institutional capacity of ACJ is the large problem brought about by the existence of the YMAA in Panama. The general public in Panama is generally not aware of the differences between the ACJ and the "YMAA Services YMAA." In view of the delicate situation involving the relationship between Panama and the U.S., this confusion limits the potential impact of ACJ.

Additional Issue: Trade Shaw indicated that a major obstacle to any expansion of program activities was the delay he had experienced in receiving grant funds following their approval. Because of cash flow difficulties, he is severely impacted when funds are delayed.

The Latin American Confederation

Interagency Support and Development The mission program support to the Latin American Confederation (LAC) during the period of this contract (1979/80 to 81) has been significant. A purpose of this case study is to determine the relationship of this support to the development program and progress of the YMAA in Panama.

Following is an outline of grant funds from the YMAA of the U.S.A. to the LAC headed by Jose Chung Hsu, Panama, Panama:

<u>General Support</u>	<u>Matching Grant</u>
1979 - \$36,400	1979 - \$10,500 "Individual Leadership Development and Management Training"
1980 - \$18,100	1980/81 - \$42,000 "LAC Operating Budget"
1981 - \$46,700	1981 - \$19,100 "Worldwide Network"
1982 - \$21,300	1982 - \$11,900 "Worldwide Network"

General Support is provided by the YMAA of the U.S.A. to the LAC in the form of grants for the following purposes: support (exp.) for the development of a new office, office equipment, travel, and other miscellaneous programs, as well as development of a grant proposal for the YMAA of the U.S.A., etc.

All of the MG funded programs and many of the general support activities fit under the IAC umbrella development program entitled, "Centers for Education and Action for Development." (C.E.A.D.)

In order to bring support services and programs closer to national movements four geographical zones were organized under the C.E.A.D. program with zone coordinators and committees. Testimony, review of project and workshop documents, visits to projects, etc. indicate that assistance from the C.E.A.D. program, (including visits from the Zone Coordinator, IAC Director for Development, publications, workshops, etc.), was utilized in Panama for research, design, implementation and processing of projects.

In the past three years each national movement held an average of twelve workshops. Of the 46 associations in Latin America "23 to 25 of the larger YMCA's are actively involved in development." Tabulations from a recent IAC questionnaire indicate the following since the beginning of the C.E.A.D. in 1976/77:

- 63% increase in professional staff related to development
- 25% of Y's have developed their own projects and programs
- 55% of operational costs for local YMCA's for development projects
- 64 increase in the number of development projects.

Such an increase in the commitment to development is noteworthy, and the IAC representative considers much of the increase in development work to support the national and district level movements during this period.

In the future, I believe the IAC will have to emphasize a sound structure in strengthening the national development activities. This will require ship and land travel, participation in the IAC, and workshops and other projects that will be necessary.

Summary of Findings

The financial and reporting of the Panama AM has improved considerably since 1977 and the current executive director took over his duties. Staff members have been appointed and trained, the board of directors has been re-vitalized, very familiar procedures improved, the service to existing clubs has been professionalized and the "South American" clubs have been activated.

In the case of the AMJ, the question of having the staff in charge of development and having the projects developed and implemented by the local national organizations is a possibility. In providing support, the lack of salary and a danger of the continuing growth of development activities.

It would be unfortunate if lack of funds forced the ACJ to abandon some of its current projects. In many ways, the Panama ACJ could serve as the prototype of a YCLA which, having strengthened its institutional capacity, and having successfully established development education programs and begun a process of community outreach projects, is now ready to embark upon more active national and economically selected projects. The six month old Youth In Action program already seems to offer a good example of the YCLA philosophy of "integrated human development" - personal, social, and economic growth.

ANEXO - ASPECTOS SOBRESALIENTES DE LAS FINANZAS

I N G R E S O S	(5 MESES)	(17 MESES)	(6 MESES)	(23 MESES)	PERCENTAJE TADO PARA EL AÑO 1982
	1-1-80 <u>31-5-80</u>	1-6-80 <u>31-5-81</u>	1-6-81 <u>30-11-81</u>	TOTALES	
<u>APORTES INTERNACIONALES</u>	87.61 %	59.37 %	55.91 %	63.10 %	52.35 %
USAID	75.10 %	28.86 %	19.37 %	33.88 %	32.92 %
CONFEDERACION LATINOAMERICANA	12.51 %	2.85 %	3.06 %	4.52 %	3.48 %
EMBAJADA DEL CANADA		27.65 %	33.47 %	24.68 %	12.84 %
OTROS					3.14 %
<u>APORTES NACIONALES</u>	12.39 %	40.63 %	44.09 %	35.90 %	47.57 %
PROGRAMAS	7.14 %	10.07 %	8.88 %	9.25 %	14.56 %
DONACIONES CAMPAÑA FINANCIERA	5.25 %	12.71 %	21.89 %	14.03 %	18.27 %
DONACIONES ESPECIALES		2.85 %	12.17 %	4.98 %	2.83 %
OTROS		15.01 %	1.16 %	8.66 %	11.86 %

ENERO 21 DE 1982

Members of the Board of Directors
(Updated Version of List in "Informe 80-82")

Hector Adanto
Guillermo Bernal
Carlos Bernard
Jose Chong Hon
Guillermo Cochez
Elias Colley
Ana de Garcia
Ricardo Gonzales
Joseph Harrington
Alexis Herrera
Luis Ho
Carlos Ibanez
Rodrigo Pino
Maria Pino de Vigiano
Walter Reitz
Jose Jaime Romero
Dorothy de Sing
Carlos Suarez
Raul Vaccaro
Dante Vigiano

Members of Development Committees

Walter Reitz
Ricardo Gonzales
Wilfredo Aguilar

Members of Camping Committees

Rodrigo Pino
Carlos Enrique de Obaldia
Jose Severino
Fernando Carrington
Manuel Lopez
Carlos Manuel Malgrat
Melsina Olga de Mintujar
Carmen de Rivas
Francisco Retolly

Members of House of Youth Committees

Yolanda Cordula
Rosa Contreras
Tirsa Eulizel
Marth de Prado

ANNEX A

Management and Audit of Subgrants

(The attached Plan has been approved and is being implemented at this time.)

Management and Audit of Subgrants



YMCA of the USA
101 North Wacker Drive
Chicago, Illinois 60601
(312) 977-0031

Management Plan

II. Audit Plan

- A. Pre-award Review
- B. Scope of Audits
 - i Financial Audits
 - ii Effectiveness and Economy
 - iii Program Results
- C. Audit or Selection Criteria
- D. Schedule of Activities (Audits)

March 10, 1982

Egie Huff
President, National Council
Dale Vonderau
Chairman, National Board
Solon B. Cousins
Executive Director

Management and Audit Plan for Subgrants

I. Management Plan

The bulk of the information concerning the Management Plan for implementation of the subgrant audit waiver is contained in the Document of Understanding (DOU) which the YMCA executes with each subgrant recipient. That document, including its Attachments A, B and C, is attached. Other relevant information is found below.

A. Selection:

1. Choosing A Subgrantee

The International Division (hereinafter called "Division" or "Grantee" works with the National YMCA's (hereinafter called "YMCA" or "Subgrantee" on matters of common interest and goals by means of:

- a) Staff guidance
- b) through other YMCA organizations (World Alliance, etc)
- c) frequent and regular reviews at the leadership level.

These relations are well established and of long standing. The Division endeavors to support certain goals of the YMCA's by working with them and making financial support available, as appropriate.

2. Program Criteria

The YMCA's are encouraged to submit project proposals in support of funding requests, within the broad program areas outlined in the Division's Matching Grant programs. Subgrantees are chosen on the basis of a comprehensive

Division staff and lay committee review and evaluation of formal proposals which include project background, project concept, project design, financial plan and evaluation plan as described in Attachment A of the DOU. Program criteria comprise factors which relate to the cost effectiveness, quality and benefits of the project proposal, including financial and schedule integrity. The final selection and approval process as described in Attachment C of the DOU takes into account relevance of project objectives to Matching Grant Program areas, consultation with appropriate National/Area/World Alliance YMCA organizations, Division staff recommendations, etc.

3. Capability of Subgrantee to Manage its Program

Information relevant to the subgrantee's capability to manage its program, including past experience and qualifications, annual budget, and description of its financial reporting and accounting systems, is required in the project proposal.

Factors considered relate to the quality, adaptability and feasibility of the project design; the Subgrantee's financial systems and budgeting process and the Division's current knowledge of and past experience with the YMCA's organizational capability, quality of leadership and personnel, facilities, performance on previous projects; etc....

In most cases, approval of a subgrant is preceded by a site visit and local reviews by Division staff.

4. Standards for Financial Management Systems Set Forth in AID Handbook 13 "Grants".

Financial management procedures are described in the DOU, and more extensively with specific regard for AID requirements, in Attachment C to that document. The Project Proposal Format (Attachment "A and B") requires information on the subgrantee's financial management system to enable the U.S. YMCA to determine its capability to comply with the AID standards. Relevant U.S. YMCA staff are conversant with the referenced section of Handbook 13.

5. Documentation Required from Potential Subgrantees

The DOU and its Attachments describe the documentation required, which includes a written proposal.

6. Standards for Procurement and Property Management System

The U.S. YMCA retains right of prior approval for all purchases with donor funds to insure compliance with the AID standards. The specific procedures to be followed in case of any procurement of goods and services and property management are described in Attachment C to the DOU.

B. Formalizing Grant Agreements:

1. The Grantee has developed as Part of the Management Plan a Subgrant Agreement Format including applicable Standard Provisions.

The DOU with its Attachments provides such agreement format and standard provisions.

C. Monitoring and Evaluation:

1. Reports

Reports on activity and progress (every six months) as well as financial reports including an independent audit are required of subgrantees as described in the DOU.

2. Delinquent Reports

Financial reports are required on a quarterly basis; Program reports are required semi-annually; such reports are due no later than 30 days after each reporting period. A final report is required at the completion of the grant; this is due no later than 90 days after completion. (The complete list of required reports is outlined in the DOU).

Automatic follow-up by the Division staff occurs for overdue reports. For reports overdue more than 60 days for quarterly reports and more than 120 days for final reports, a personal accounting by the appropriate officer of the Subgrantee is required. The Grantee has the right to call an audit of the subgrantee in the case of consistently or seriously delinquent reporting, with suspension of further funding.

3. Performance

Performance is monitored, in addition to the reporting process, through Division staff and lay visits, and independent observation by other YMCA organizations (World Alliance, Area staff, US YMCA Partners, etc...)

In most cases, performance relates to programs, available personnel or facilities. Improvements in these areas are recommended to the subgrantee and their implementation is monitored through the normal review process.

In cases of very poor performance, the Grantee has the right of redefining scope and content of the project, reducing or halting further funding, contingent upon subgrantee's demonstrated ability to improve performance. Such rights are defined in the Document of Understanding.

4. Monitoring - Site Visits

Grantee schedules on-site management reviews and the details of site visits in each individual case.

These arrangements could include:

- Periodic on-site visitation by Grantee's staff
- Program reporting by Subgrantee project leadership to the Division
- Periodic evaluation of project with Division staff and representatives of Local Associations
- Periodic and final audit of project
- Ongoing project monitoring.

II. Audit Plan

In addition to the ongoing review, monitoring and audit processes (described in the DOU and referred to in Section C. above the grantee will perform audits covering about 15% of its Matching Grant subgrants each year. Some of these will be selected because of their size and complexity, or because problems have been disclosed or alleged. Other subgrants will be randomly selected for audit.

A. Pre-Award Review

Section V of Attachment A ("Project Proposal Format - Financial Plan") specifies the necessary budgets, documents and attachments required for consideration of a sub-grant:

1. Annual budget of the subgrantee;
2. Project budget;
3. Narrative description of financial reporting and accounting systems, and
4. Most recent annual audit report of the sub-grantee. This could include either audit by internationally or nationally accredited firm or Audit committee of YMCA Board.

Pages three(3) through six (6), of the Document of Understanding (DOU) further specify the report format and frequency, personnel policies,

procedures and documents required for procurement of goods and services, international air travel approval, and the required financial reports, records and audits. Specific terms and conditions applicable to each particular grant are listed in the Document of Understanding page 6 and are outlined in detail in the Attachment "C".

As a condition precedent to awarding funds to a new sub-grantee (an agency not previously a party to such grants) the International Division field staff or other designated YMCA of the USA staff will assure that:

1. the above requirements can be achieved and
2. the subgrantee's management and accounting systems can generate and maintain the necessary documentation.

This assurance will be obtained by an on-site visitation, interviews and systems review.

B. Scope of Audits

i Financial Aspects

1. Independent, nationally accredited accounting firm(s) will be engaged to audit selected subgrantees projects.
2. The engagement letter (contract) with the accounting firm will outline the general areas to be audited and specify the project/grants to be covered.
3. The audit plan will include general guidelines for the independent auditors on the points which should be covered in the audit report.
4. The audit program and resultant report will comply with the Standards For Audit of Governmental Organizations, Programs, Activities and Functions. (1981 Revision)
5. Criteria for selection the independent accounts is outlined in Section C of this paper.
6. Frequency of audits and selection of specific project/grants is outlined in Section D of this paper.
7. At the completion of the audit, the auditors will submit a report to YMCA corporate management (grantee).
8. Grantee will follow up on all audit recommendations and take corrective action as required.

9. The above outlined process will be applied to Effectiveness and Economy (ii) and Program Results (iii) described in subsequent sections.

ii Effectiveness and Economy

Taking into account the context in which the subgrantee operates (developing country, fledgling institution, autonomous indigenous YMCAs, limited material and human resources, etc.) this segment of the examination will concern itself with the manner in which the subgrant is being managed. It will determine whether resources utilized in the subgrant such as personnel, property and space are being utilized effectively and efficiently. It will examine the organizational structure and the processes employed under the subgrant and make judgments as to their appropriateness for the development activities outlined in each Document of Understanding.

Where inefficiencies and inappropriate practices are found to exist the report will attempt to determine the causes and will suggest solutions.

iii Program Results

This segment of the audit will look at general and specific accomplishments under the total grant and selected, specific subgrants. Among other things it will seek to determine;

1. Whether the goals and objectives of the Foreign Assistance Act are being realized and furthered;
2. whether the guidelines and requirements of A.I.D.'s Matching Grant program are being complied with;
3. whether the goals and purposes of the grant proposal and agreement are being achieved;
4. whether the goals and purposes of the specific sub-grant are being met;
5. and, even if all of the above are answered in the affirmative, whether the program generally and the sub-grant particularly are making a contribution to development.

To the extent that quantifiable elements were set out in the grant/ sub-grant proposals, or in the course of YMCA staff review of the grants, progress against the expectations will be measured. Short-comings in performance will be analyzed to determine whether the

problems lie in the planning and project design stage, in the execution or other factors. Recommendations for corrective action will be made.

The process will entail acquiring familiarity with the grant proposal, the grant agreement, letters or minutes of meetings with clarifying language, documents dealing with the history of the program, pertinent sections of statutes, regulations, policy statements, etc.

Documents supporting the application of the sub-grant(attached), the internal review of the proposal by the development cooperation staff of the Division, the lay review of staff recommendations, etc. will be reviewed. Documents which suggest how differences (if any) between YMCAs and the Division were resolved will be scrutinized.

If possible, generalizations concerning the total program will be drawn from the examination of specific sub-grants. An important purpose of this process is to suggest measures to ensure that the grant serves the purposes for which it was made rather than to carp, find fault, point fingers.

C. Auditor Selection Criteria

The audit will be conducted under the general supervision of an independent accounting firm which is a member of the American Institute of Certified Public Accountants (AICPA).

The firm should have:

- . direct, recent international experience - preferably in the third world;
- . staff that is immediately available (March/April 1982) for overseas duty (or has access to the staff of affiliates operating in the developing world);
- . knowledge of GAO standards for the audit of non-governmental grantees;
- . acquaintance with GAO, OMB, AID regulations, rules, guidelines to grant management and the audit of grants;
- . knowledge of AICPA and other professional association guidelines concerning the accounting and audit standards for most not-for-profit organizations.

Initially, the Division will look to major international firms to undertake this assignment. Failing that, it will make its selection from among the major firms with demonstrated capacity and outstanding reputation for performing and work.

D. Schedule of Audits

(Matching Grant terminates December 31, 1982)

1. Through December 31, 1982 sub-grants of \$5,000 and under will be monitored by the procedures outlined in the management plan, which are:
 - . Quarterly financial reporting;
 - . Semi-annual program reports;
 - . Financial audit report of YMCA, including coverage of allowable costs within subgrant.

2. By June 30, 1982 -- contract with CPA Audit firm and an independent program evaluator to conduct audits with the following scope:
 - . Financial and compliance;
 - . Economy and efficiency;
 - . Program results.

3. The audits are targeted for Jerusalem and Nairobi and relate to the following sub-grants:

Jerusalem

#21	YMCA Vocational Training Program	\$10,000
#34	Electrical & Refrigeration Project	40,000
#35	Carpentry, Blacksmith & Painting	50,000
		<u>\$100,000</u>

Nairobi

#1	Africa Alliance Training Feasibility	\$ 40,000
#3	Kenya YMCA Commercial School	18,800
#22	Africa Dev. Officers Training Proj.	25,975
#33	Kenya YMCA Women in Dev. Project	4,366
		<u>\$ 89,467</u>

4. This initial step will provide the YMCA with experience to improve its audit program in the future. Rationale for selecting sub-grants to be audited include the following criteria:

1. Relative size of sub-grants;
2. Additional funding being requested;
3. Receiving divergent reports on project implementation;
4. Volume of projects funded by other donor agencies;
5. High visibility;
6. High cost;
7. Allegations of corruption, malfeasance, etc.;
8. By random selection.

5. By December 31, 1985 at least 15% of all subgrants over \$5,000 will be audited by an independent audit firm to determine the financial results, effectiveness and economy, and program results of the project.

The 15% is based on the number of sub-grants as well as on the total sub-grant dollar value.

ANNEX B

Description of New Projects Implemented September 1981/82

Project Title: YMCA Community Education Programme

Presented By: National Council of Kenya YMCAs

Received: 15 September 1981

I. Background:

One of the major objectives of the Kenya YMCA development programme during the course of the 1980s is Community Development Education for motivating community members and increase the awareness among the members and others that development means the involvement of every member of the community in the issues of development affecting them. The central aim of this Community Development Education Programme is to prepare communities to meet an ever increasing demand for food stemming from a rapidly expanding population, rising cost of living and providing local leadership for local programmes.

Over the past three years much has been achieved through community training programmes. A number of community development projects in Agricultural, social and educational areas have been started, and have improved the social and economic lifestyles of the community members. Despite these remarkable small successes, the YMCA has not been able to reach many communities that needed training and services of this programme due to lack of sufficient funds and manpower. To meet these needs, the Kenya YMCA Development Education Programme must be expanded and intensified to fulfill the training needs of the communities through a systematic skills training programme throughout the Country by conducting seminars, conferences, and training workshops.

II. Project Summary:

Working with the objectives outlined above, the Development Department will undertake a comprehensive range of skills training programmes. These programmes will focus on promoting increases in food production projects, income generating projects for the community, improving community leadership, and improving co-operative marketing of the members. For these programmes to be implemented successfully and to have the maximum impact it will be also important that they are in line with the needs of all our branches, and our general membership. To this end, it will be endeavored to strengthen the Branch Development Committees which will play a leading role in coordinating Development training programmes in their local areas, and will be concerned with the development of detailed training programmes for the area. A total of 22 courses will be held each year. As Kenya is an agricultural country, the major focus will be in the agricultural sector which is in line with the Kenya Government Food Policy requiring that the Nation's food requirements will need to be met from domestic production.

The project consists of the following course outlines:

1. Agriculture: Courses will be organized to develop community skills in:

- New crops and livestock varieties
- Fertilizers and soil conservation and care
- The control of Agricultural pests
- The storage and marketing of products
- Planning management and budgeting
- Agricultural Cooperatives

2. Home Economics:

- Food preparation and preservation
- Clothing
- Infant care
- Child rearing practices
- Handicrafts
- Home income generating activities
- Family gardens
- Special diets for ill persons with food restrictions.

3. Education:

- Adult literacy
- Population education
- Motivation for family planning
- Family life education for youth and adults
- Non-formal adult education
- Environmental sanitation
- Personal hygiene
- Nutritional disorders
- Vocational training

4. Community Development:

- Community leadership development courses
- Community facilities
- Cooperative education
- Motivation for effective development

III. Budget:

(total costs for one year in U.S.\$ \$20,900)

A. Salaries for course coordinators: \$ 12,135

B. Operational costs: 8,765

\$ 20,900

Project Title: Community Development Project "Juan Montedonico"
Presented BY: YMCA of Valparaiso, Chile (through L.A.C.)
Received: August 26, 1981 (original in Spanish)

I. Background:

The community of "Juan Montedonico", located on the outskirts of the city of Valparaiso, has a population of 6,050 distributed in 1,100 family groups. Eighty-four percent of the adult population is unemployed or underemployed while seventy percent have received only several years of primary school education. In general, the community suffers from a chronic lack of basic infrastructure (access to potable water, electricity and a septic system); poor housing, garbage disposal, etc. Perhaps most serious of all has been the community's inability to organize itself in order to work towards the solution to its problems.

II. Project Summary:

This project seeks the following objectives:

- 1) To encourage the organized participation of the inhabitants in the solution of the problems that affect and limit their integrated development;
- 2) To improve the quality of life of the inhabitants and family groups of the community;
- 3) To contribute to raising the income level of families, searching for feasible means by which to address the problem of incessantly unstable employment;
- 4) To improve the social, cultural and educational levels of the community, eliminating illiteracy (ten percent of the population) raising the general educational level, and encourage community participation in cultural activities;
- 5) To organize work groups which will address the most important community problems thereby incorporating young people into the process of community development.

The project will be carried out in five stages as follows:

- Stage 1: Participating in community study;
- Stage 2: Encouragement of community organization and participation;
- Stage 3: Formulation of viable solution to community problems;
- Stage 4: Implementation of specific sub-projects to address community need;
- Stage 5: Evaluation

II. Budget (four years in U.S.\$)

	<u>Valparaiso YIICA</u>	<u>Community</u>	<u>External</u>	<u>Total</u>
A. Administration	\$ 28,800	-	\$ 67,200	\$ 96,000
B. Infrastructure	-	\$ 13,000	16,000	29,000
C. Program	14,400	4,800	28,800	48,000
	<u>\$ 43,200</u>	<u>\$ 17,800</u>	<u>\$112,000</u>	<u>\$173,000</u>

10/19/81

Project Title: Community Youth in Action

Presented By: A.C.J. of Panama

Received: September 18, 1981

I. Background

The Panama A.C.J. recently finished an extensive study (funded by a U.S.I.D. Matching Grant) focused on identifying the needs of Panama's youth. This study indicates that 44.5 percent of the total population is 15 years of age or less and an additional 18.89 percent are between 15 and 24. In general it can be said that this large sector of the population receives very little institutional support in order to address a wide range of chronic problems including limited education, lack of vocational skills training, insufficient labor markets, poor medical attention, limited recreational opportunities, and a lack of integration into the community development process.

II. Project Summary

This project seeks to encourage and train Panamanian youths so that they can, in an organized fashion, integrate themselves into the national development process. The A.C.J. will work with existing youth groups in both urban and rural areas to assist them in their own organization as well as the design and evaluation of their community development activities and projects. Direct beneficiaries will number 500 to 600 while indirect beneficiaries are estimated at 2,500. Concrete results include: 40 youth leaders trained in community development, 20 youth organized groups, 5 adult support committees, publication of a guide called, "Generalized Methodology of Youth Organization and Training" and implementation of one community development project by each youth group (20 projects).

III. Budget (In U.S.\$) - two years

	<u>First Year</u>	<u>Second Year</u>	<u>Total</u>
Personnel	\$ 9,900	\$ 9,900	\$19,800
Workshops-Seminars	4,475	6,450	10,925
Equipment	1,800	-	1,800
Services of materials	9,100	8,375	17,475
	<hr/>	<hr/>	<hr/>
TOTAL:	\$25,275	\$24,725	\$50,000

Note: Local contribution is not specified in the proposal, however the Panama A.C.J. budget is attached and income generated by activities of each youth group is expected to make the project self-sufficient within two years.

Project Title: Shinming Community Development Centre Program

Presented By: YMCA of Kaohsiung, Taiwan

Received: January 18, 1982

The project will seek to develop an integrated community service plan of social and economic improvement for 80,000 newly arrived "factory workers" from rural areas. Through programs offered at a YMCA community centre problems of delinquency, drug abuse, sexual problems of pregnancy and venereal disease, etc., will be addressed by the residents of this area.

Project Objectives Include:

- (1) Operation of a Community Day Care Centre with staff, playground, and equipment for 60 children;
- (2) Provide a leadership training course for 35 concentrating on principles of service and community work, and programs for working with the handicapped;
- (3) Provide a four month typing course for 120 students per year and provide job placement assistance; and
- (4) Expand the work of the community service centre through 100 additional volunteers sharing responsibility for planning and implementing community service programs reaching "8,000 participants" in 1982.

Cost for materials, administration, and staff are \$7,632.

Project Title: Southeast Asia YMCA Workshop on Corporate Planning
for Development

Presented By: YMCA of Jakarta as host YMCA

Received: April 20, 1982

The workshop will be held in Jakarta, in June, for five days. Participants will include YMCA executive directors from Indonesia, Malaysia, Philippines, Singapore, and Thailand. The purpose will be to improve systematic planning techniques contributing to comprehensive national and regional planning toward achieving self-reliance.

Project Objectives Include:

- (1) Providing 20 YMCA executives with practical methods and forms of corporate planning and management:
 - A. setting objectives;
 - B. financial development;
 - C. how to plan, implement plan, and evaluate progress;
 - D. review of corporate planning models;
 - E. networking and development of mutual support systems.
- (2) Provide a follow-up application of skills to permit testing, record success and failure, and permit modification of techniques and systems.

The cost for travel, staff time, accommodations and meeting facilities is \$17,300. The Matching Grant is contributing 7,350, U.S. YCMAs \$2,000 through World Service contributions, and the balance from the YMCAs of Southeast Asia.

ANNEX C

The Latin American Confederation (LAC)

JOB CREATION PROGRAM (1981-1982)

Narrative Report

1.- PERU YMCA

This YMCA received U\$S 1.300 from the J.C.P. which were matched with close to U\$S 5.000 in cash and services in order to carry out the general re-design of the Integrated Rural Development Program of the District of Pariahuanca. Within the general design work, the J.C.P. funds were specially utilized to implement the feasibility studies of six (6) Production Units which are now part of the project, and which are related to the creation of small communal enterprises dealing with bee-keeping, pig raising, cattle raising, sheep and goat raising, and hamper raising. Phase II of the Pariahuanca Project has thus increased its economic incidence, having been recently presented to E.Z.E. in West Germany for renewed funding. The LAC strongly supports this project since it has become a model of rural development for YMCAs in Latin America.

2.- PANAMA YMCA

With U\$S 1.000 from the J.C.P. this YMCA carried research in two marginal communities: "Boca la Caja" and "Curundu". Two sociologists were specially hired for this purpose, and after preliminary contacts all efforts were concentrated in a participatory research effort with young people of "Boca la Caja". An adequate instrument was developed and utilized, and pertinent data regarding demographic, socio-economic, and cultural aspects was gathered. Nevertheless, the degree of social desorganization detected, and the low feasibility of carrying-out a low-cost project of economic incidence, prevented the YMCA team from going-on to design a proposal. Another intervening factor was related to the stability of the community which may be removed by the government. The study firmly recommended that the YMCA should attempt traditional work with different sectors of the population, but refrains for the time being from implementing a job creation project. Xinia Brenes, LAC Development Coordinator for the Northern Zone gave assistance to this work.

3.- GUATEMALA YMCA

This YMCA received U\$S 2.730 from the J.C.P. a small part of which went to cover accommodation costs for Xinia Brenes who assisted in the work, and the rest to hire a Guatemalan specialist who directed the operation. The YMCA contributed U\$S 650 which amounts to 24%

of the total cost. These funds were utilized to:

- study the feasibility of 4 communal production workshops. The project proposals for two of those workshops were elaborated and presented to a funding agency.

- implement a seminar dealing with the technical and legal aspects of communal production enterprises, vocational training and the analysis of the nature of the consumer and labor markets in Guatemala. The net outcome of this seminar was the re-organization of the economic incidence program of the Guatemalan YMCA, and a reaffirmation of the strategic value and priority of this aspect of their development efforts.

4.- SAO PAULO, YMCA, BRASIL

With a J.C.P. grant of U\$S 1.200 and a local contribution of over 50% of the total cost. This YMCA carried out a thorough assessment of their extensive vocational training and job placement program, and on the basis of this evaluation designed a very complete plan to improve its organization and extend its services. Two social workers were hired to help implement the study & the re-design.

5.- CONCEPCION YMCA, CHILE

In March of this year this YMCA, with no previous in-depth experience of development work, received U\$S 1.000 from the J.C.P. to study the feasibility of providing stable jobs to rehabilitated alcoholics, this through vocational training and specific job creation. The YMCA pledged a contribution of 35% of the total cost of the research/design operation. The study is still on-going & so the LAC has not as yet received the final report and the project design.

6.- COCHABAMBA YMCA, BOLIVIA

This YMCA is also a new comer to the field of development, in fact it is designing its new phase of operation on the basis of a community center which will tend to the needs of the population of Alalay, a marginal community composed mainly of retired mining workers.

With the U\$S 2.400 which the J.C.P. disbursed to cover 65% of the total cost of the research and design process, a team of specialists and young YMCA volunteers was formed. They carried out a extensive socio-economic survey which in turn served to design the final version of the "Vocational Training and Community Center of Alalay" project which has been successfully proposed for a grant from the

program "Time of Fast" of Y's Men's International. The project will become operative early in 1983. Jaime Deza, anthropologist, and LAC's Development coordinator for the Andean Zone assisted in the design of the study which was directed by a Bolivian specialist.

7.- PARAGUAY YMCA

This YMCA has an extensive program of economic incidence in poor communities. The U\$S 1.264,80 which were granted from the J.C.P. fund (with a 35% local contribution) served to:

- carry-out an in-depth "operational capacity" analysis of the on-going development projects in order to improve their efficiency. This was done with the technical assistance of Luis Labarrere, LAC's Development Coordinator for the Southern Zone.
- implement a study through which the Development Program was re-designed and consolidated with special emphasis on its job creation, vocational training and job-placement components. As in the case of the Guatemalan study, research was carried out to establish the dimension and characteristics of the labor and consumer markets. As a result of this investigation the training and production methodologies were re-adjusted, also having implemented training for the development team in those techniques necessary to manage projects of socio-economic impact. Two Paraguayan specialists were specially hired to direct this part of the task. They also designed a new project of economic impact consisting of a Mobile Unit for Vocational Training. This project will be processed by the LAC.

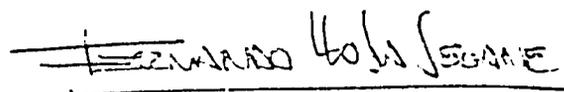
8. SAN JOSE YMCA, URUGUAY

We have received a request for U\$S 1.300 from this small YMCA through which it will start its Development efforts. The J.C.P. fund is ready to disburse these funds (against a local 35% contribution) after having received a proposal stating that the money will be used to carry-out a feasibility study for the creation of a Development Community Center through which the YMCA would join hands with several other small organizations presently carrying-out different and un-coordinated tasks in rural development work of socio-economic nature

*There are still about \$1.400 left in the operational J.C.P. fund, we think that these will soon be granted to the Antofagasta YMCA, in Chile which is working on a proposal.

*We have in our files extensive reports of most of the studies here briefly explained. If deemed necessary we shall present them as appendixes.

June, 1982



Fernando L. Josa Seoane
Executive for Leadership and Development

PROGRESS AND EVALUATION REPORT OF THE "CENTERS OF EDUCATION AND ACTION FOR DEVELOPMENT" (CEAD PROJECT) OF THE LATIN AMERICAN CONFEDERATION OF YMCAs

2nd SEMESTER - 1981 (August - December)

I Introduction

- * During the last 5 months of 1981 the CEAD project continued the rather smooth trend set during the 1st semester (already reported), being in the capacity to deepen and strengthen its operational capacity despite certain financial problems, and external as well as internal (institutional) limitations.
- * Through the work implemented by the Central Offices and the 4 Zonal Coordinators of the LAC during this period, member YMCAs received continuous information and training which now account for an increased share by every YMCA involved, of the financial and operational responsibility which this project entails. The central structure of the projects begins to be seen as just a part of the whole effort which has been specified as a responsibility of the whole Latin American Movement. We hope that during 1982 this task of decentralizing operational and financial responsibilities, will be fully accomplished, further involving in the implementation of the project those YMCAs which still perceive it as something external to them.
- * During the period being reported the Zone Coordinators were able to gather about 75% of the "baseline data" required to carry out reliable evaluation of the real impact of the CEAD. We hope that by March of this year we shall have the needed information in order to perform deeper evaluations by mid-year, and an ex-post-facto at the end of the project in December 1982.
- * It is with pride that we inform that during the second semester of 1981 all project activities had a normal contribution of local and national YMCAs of 35% of total costs. In some cases (certain events, and trips of the project coordinators) local contributions reached 45 to 50% of total costs.

II Project Evaluation (Charts)

III Other Activities

1. A "research and design" grant was given to the Peruvian YMCA for the development of agro industries in the District of Pariahuanca as a complement to the rural development work being carried there in 10 'campesino' communities.

2. The Development Executive of the LAC (CEAD General Coordinator) carried out extensive training and field work in the city of Rio de Janeiro (October) and later on participated as trainer in the Inter-Zonal Workshop held in Porto Alegre, Brazil (Southern and Brazil Zones)
3. A very important aspect of the period being reported was the implementation of the 4 official meetings of the Zonal Committees, with which the project was given a more extensive and participatory character. Now each Zone of the CEAD has its lay president plus a lay and a professional representative of each national YMCA.

January 31, 1982

Fernando Llosa Seoane

FLLS- mcc

II - PROJECT EVALUATION

Objectively Verifiable Indicators

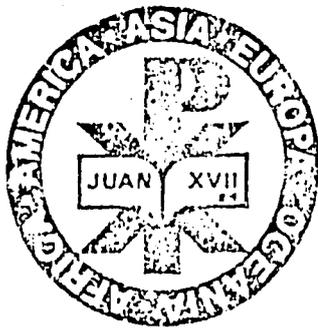
	BRAZIL ZONE	ANDEAN ZONE	SOUTHERN ZONE	NORTHERN ZONE
<p>C - PRODUCTS</p> <p>C.1.b) C.1.2. Training of Professionals</p> <p>2nd Inter-Zonal Workshop Southern and Brazil Zones (October, Porto Alegre)</p>	<p>-10 professionals from 7 different Brazilian YMCAs were trained in Dev. Theory, Methodologies and Techniques (Project Administration)</p>		<p>-8 professionals from Uruguay, Chile, Argentina and Paraguay were trained</p>	<p>Participation of the Coordinator</p>
<p>C.2.1 Revision and improvement of 40% of on-going projects</p>	<p>*40% (goal achieved)</p>	<p>40%(goal achieved)</p>	<p>40% (goal achieved)</p>	<p>100% completed. All projects have been evaluated and redesigned when necessary</p>
<p>(C.3) C.3.1 Training of leaders (Volunteers in Leadership positions)</p>		<p>*Achieved directly in all countries except Ecuador</p>	<p>*Reinforced in Paraguay, Argentina and Uruguay delayed in Chile.</p>	<p>Reinforced in all 4 countries and all YMCAs</p>
<p>C.3.2 Distribution of publications</p> <p>C.3.3 Annual Zone Meetings</p>	<p>Caxambú, December 21 participants</p>	<p>2nd Bulletin Published and distributed Lima, November 1981, 15 participants</p>	<p>2nd Bulletin published and distributed Buenos Aires, September, 13 participants</p>	<p>2nd Bulletin to be published San José, Costa Rica September 13 participants</p>
<p>(C.4) C.4.1 Special financial campaigns (towards self financing development)</p>	<p>Permanent component of the 5 largest Brazilian YMCA</p>	<p>Now also implemented in the Peruvian YMCA</p>	<p>Implemented in Argentina, Chile and Uruguay</p>	<p>Now also implemented in the Guatemala YMCA</p>

C.4.2	Special Quota System	No change registered	No change registered	No change registered	No change registered
C.4.3	Support of National and local governments	No change registered	No change registered	No change registered	No change registered
C.4.4	Objectives for this Product (Preliminary assessment)	Local coverage of 75 to 80% of Development program cost (It can be foreseen that Brazilian YNCAs will increasingly ask for outside support)	Actual coverage around 20%. It can be expected that this percentage will be increased as YNCA consolidate their programs and institutionalize the Dev effort	Actual local coverage of on-going projects is close to 90%. Paraguay is the only YNCA with still large external support	Actual local coverage for the Zone is around 30% of total operational costs. Most of this corresponds to Mexico; there is still heavy dependency in the other countries; Guatemala, Panamá and Costa Rica
C.5.3	Programme increase in total volume and number of projects	Increase in the Sao Paulo and Porto Alegre YNCA.	Increase in Colombia and Perú. Potential in Venezuela. Ecuador becomes consolidated	The trend is towards consolidation except in Valparaíso, Chile where there is further growth	Increase in Panamá and Costa Rica Potential for growth in México. Guatemala strives for consolidation
C.5.4	Project orientation and depth-increased relevance	New projects being design according to new development guidelines. The trend is towards changing and modifying old assistential approach	In process in Venezuela and Bolivia accomplished in the other countries	Improving throughout the Zone despite political limitation:	In process in Panamá and México. Accomplished in Costa Rica and Guatemala
C.6.1	Exchange programme (cancelled)				
C.6.2-3	Indicator changed for: "In Dec. 1982, 4 Partnerships established between Latin-American YNCAs of different countries".	Work being established between the Belo Horizonte and Paraguay YNCA		Work being established between Rosario, Argentina and Asunción, Paraguay	Contacts being established for close cooperation between YNCAs of the four countries

<p>*Partnerships relations with non Latin American YMCAs are intensified and improved, 4 new partnerships are created.</p>	<p>No changed registered</p>	<p>No change registered</p>	<p>Montevideo YMCA ready to establish 4-way partnership</p>	<p>Costa Rica - Duluth Panamá - Cincinnati Panamá - Chicago</p>
<p>7) C.7.1 Training events for Youth and Specialized volunteers (not funded)</p> <p>C.7.2 Inter-Zonal Workshops</p>	<p>Not implemented except in the Rio de Janeiro YMCA</p> <p>Brazil - Southern workshop implemented, 21 participants</p>	<p>No change registered</p>	<p>No change registered</p> <p>Brazil-Southern Workshop implemented- 21 participants</p>	<p>No change registered</p>
<p>8) C.8.1 Systematic collection of data</p> <p>C.8.2 Data processing</p>	<p>No change registered</p> <p>" "</p>	<p>No change registered</p> <p>" "</p>	<p>No change registered</p> <p>" "</p>	<p>No change registered</p> <p>" "</p>
<p>ACTIVITIES (Additional information)</p> <p>2) D.2.1 Semestral trips of Zonal Coordinators</p> <p>3) D.3.2 Interest, knowledge and commitment of volunteers increased 50%</p> <p>D.3.3 More intensive training of 50 to 80 leaders</p>	<p>Zonal trip made, objectives accomplished</p> <p>Continues in process</p> <p>Very good results</p>	<p>All countries visited except Ecuador</p> <p>Very good results</p> <p>Now on target, very good results</p>	<p>Zonal Trip made with the exception of Chile</p> <p>Very good results</p> <p>Good results</p>	<p>Zonal trip made . Objectives accomplished</p> <p>No change reported except great improvement in México</p> <p>Good results except in Guatemala due to political situation</p>
<p>6) D.6.3 Project financing at the local and national level (6 in L.A.)</p>	<p>No change reported</p>	<p>No change reported</p>	<p>No change reported</p>	<p>No change reported</p>

D.6.3	At the Zonal level (3 in Latin America)	No change reported	No change reported	No change reported	No change reported
D.6.6	Zonal publications	Not yet published	2nd issue published	2nd issue published	2nd issue to be published
7)D.7.1	Training of 300 young people in Latin America	Implemented in Rio de Janeiro, Sorocaba, Sao Paulo and Minas Gerais	Implemented in all YMCAs	In operation in most YMCAs	In operation except in Mexico
D.7.2	Training of 150 specialized adult members	No change reported	No change reported	No change reported	No change reported
9)D.9.1	Quarterly Development publication of the LAC -A second issue was published in October				
10) D.10.1	Write and Publish 20 articles Funds have been secured for the publication of 10 of these articles				
11) D.11.1	Survey of CEADs progress and impact- In process				
12) 1981	Coordination meeting Held in October in Piriápolis, Uruguay Project was assessed and planning for 1982 established.				

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Vicepresidentes:
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JORGE SANGIOVANNI
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Asociaciones Cristianas de Jóvenes

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PROYECTO CENTROS DE EDUCACION Y ACCION PARA EL DESARROLLO (CEAD)

1980 - 1982

Encuesta enviada a 21 ACJ en las cuales actuó el CEAD y que fue contestada por las siguientes 16:

- Zona Norte: Chihuahua, México
Guatemala
Costa Rica
Panamá
(No contestó México DF)
- Zona Andina: Caracas
Bogotá
Lima
(No contestó Ecuador y Bolivia)
- Zona Sur: Paraguay
Rosario, Argentina
Montevideo, Uruguay
Santiago, Chile
Valparaíso, Chile
(No contestó Buenos Aires)
- Zona Brasil: Sorocaba
Rio de Janeiro
Minas Gerais
San Pablo
(No contestó Porto Alegre)

Las encuestas fueron recibidas y tabuladas hasta principios de junio de 1982.

1. En enero de 1980 las ACJ que contestaron contaban con un total de 43 profesionales especializados en Desarrollo; actualmente cuentan con 71 profesionales

El porcentaje de incremento es de 65.12%

2. El porcentaje de dirigentes que participan de alguna forma directa en tareas de Desarrollo es de 25%
3. El porcentaje de dirigentes que están bien informados de la tarea de Desarrollo es de 53%
4. Actualmente el porcentaje promedio de cobertura económica local de los costos operativos del programa de desarrollo de estas ACJ es del 55%
5. En enero de 1980 estas Asociaciones contaban con 53 proyectos claramente delimitados (un promedio de 3 proyectos por ACJ encuestada). Actualmente cuentan con 87 proyectos
El porcentaje de incremento es de 64.15%
6. Actualmente estas ACJ tienen 28 proyectos en gestiona^miento o proceso inicial de implementación
7. En enero de 1980 el número de beneficiarios directos del total de programas de desarrollo encuestados era de 56,590 (con un promedio de 3,746 por cada Asociación). Actualmente el número total de beneficiarios directos es de 227,664 (un promedio de 15,178 por ACJ encuestada)
El porcentaje de incremento total es de 302.30%
8. La inversión total en dinero en programas de desarrollo fue, en 1980, de U\$S 1:012.463.28
En 1981, la inversión total fue de U\$S 1:603.714.81
En 1982 se estima una inversión total de U\$S 2:105.115.91
9. En enero de 1980 el número total de líderes jóvenes (no dirigentes electos) involucrados en actividades de desarrollo era de 107
Actualmente este número es de 857
El porcentaje de incremento es del orden de 110.57%
10. En enero de 1980 el número de socios adultos (técnicos y profesionales) involucrados en actividades de desarrollo era de 159
Actualmente el número es de 317
El porcentaje de incremento es de 99.37%
11. En enero de 1980 el número de líderes y dirigentes comunales involucrados en actividades de desarrollo era de 529
Actualmente este número es de 856
El índice de incremento es del 61.81%

12. 8 de las 16 ACJ encuestadas que tenían algún tipo de relación con otro movimiento latinoamericano a través del cual se de y/o se reciba algún tipo de apoyo

10 Asociaciones contestaron que están pensando establecer una relación de este tipo

13. 8 Asociaciones contestaron que contaban con una (o más) relaciones de Coparticipación con Movimientos no latinoamericanos cuyo objetivo fundamental es el apoyo mutuo en asuntos de desarrollo y educación para el desarrollo.

Estas relaciones tienen un promedio de 4 años de iniciadas

14. Un total de 208 profesionales o voluntarios recibieron entrenamiento sobre Desarrollo en eventos auspiciados por la Confederación

Todas las Asociaciones consideraron provechoso este entrenamiento

15. 9 de las 16 ACJ encuestadas declararon que durante 1980 ejecutaron eventos o implementaron sistemas orientados a apoyar la financiación de la obra de Desarrollo

En 1981 10 ACJ declararon haber ejecutado estas acciones

16. 10 ACJ respondieron que SI habían recibido apoyo de organismos del sector público en 1980

11 lo hicieron en 1981

17. 5 ACJ declararon estar llevando a cabo proyectos rurales:

- * Perú
- * Paraguay.
- * Río
- * Costa Rica
- * Panamá

y 4 contestaron estar planeando establecer dicho tipo de proyectos antes de diciembre de 1982

18. 10 ACJ declararon estar ejecutando proyectos de incidencia o impacto económico (entrenamiento ocupacional, creación de puestos de trabajo u organización para la producción, ahorro o consumo)

11 ACJ contestaron que planeaban establecer proyectos de este tipo antes de diciembre de 1982.

19. 11 ACJ declararon operar proyectos de rehabilitación o de ayuda a grupos específicos no comunitarios

12 ACJ están planeando crear este tipo de proyectos antes de diciembre de 1982

20. En 1980 10 de las ACJ que respondieron la encuesta realizaron seminarios o talleres de entrenamiento de líderes jóvenes

13 ACJ lo realizaron en 1981 - 14 ACJ lo harán en 1982

21. En 1980 8 ACJ realizaron alguna actividad o seminario orientado a la información o entrenamiento sobre desarrollo para dirigentes

14 ACJ los realizaron en 1981 - 11 todas piensan realizarlos en 1982

22. 4 ACJ declararon haber realizado durante 1980 actividades o seminarios orientados a la información y entrenamiento para socios (especialmente socios adultos, técnicos y profesionales)

8 ACJ declararon haber realizado estos seminarios en 1981 y 11 piensan realizarlos en 1982

23. 12 ACJ respondieron que su programa de Desarrollo tenía un sistema de evaluación y recabación sistemática de información sobre la "vida", avance e impacto de sus actividades

24. 12 ACJ afirmaron estar en la capacidad de formular y publicar "metodologías generalizables" basadas en las experiencias de desarrollo vividas.

Junio, 1982

FLLS/MCC

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The following is quoted from the "Development Policy of the Latin American Confederation", April 1982.

III. Operational Principles and Actions in the Priority Development Areas of the YMCA

(A) Participatory Education - Community Development

1. The YMCA must deepen its development action, with the objective of dealing not only with manifestations, but also with the very causes of the problems of poverty and alienation of any kind.
2. The necessarily limited action of the YMCA in the vast field of development must free the human potential hidden under conditions of misery and oppression through innovative and successful experiences, which can later be repeated by public and private organization through the general methodologies which they yield. Thus, in an efficient although indirect form, the YMCA will have an effect on unjust power structures and enable the participation of all in the process of change.
3. To recognize that the problems of poverty, human rights and peace are totally inter-related and that as such, they must be treated in the most intelligent and effective way that the particular circumstances permit.
4. The YMCA must work as closely as possible with the Christian churches carrying out work related to development, and with other private or governmental bodies. It must seek the unification of criteria and an efficient cooperation, avoiding the duplication of efforts or the poor utilization of available resources.
5. The YMCA must free the enormous potential that women and young people have for development.
6. Any development process in which the YMCA participates must be characterized by operative components of conscientization, human promotion, participation, organization, liberating education and evangelization.
7. The inhabitants of the communities with whom the YMCA works must participate fully and critically in every stage of a development programme, that is to say in the research, design, administration, execution and evaluation. The conscious participation of the population in all the components of the process constitutes the methodology "EXPERIMENTAL TRAINING" through which the communities learn in practice to design and carry out their self-development.

8. The development processes set in motion through the project sponsored by the YMCA must always be oriented towards the consolidation or introduction of communal, democratic and representative organization, through which conditions of self-esteem, integration and self-help may be obtained
9. Special emphasis must be put on the creation of projects of economical impact (job creation, occupational training, organization of different associative means of production, etc.) This priority responds to the fact that a group or community which manages to improve its economic situation through educational and organizational processes, is in a better position to face on its own- problems in other sectors of communal life (formal education, health, environment, recreation, housing, services, communal infrastructures, etc).
10. The projects of the YMCA must be seen as generators of autonomous processes of development; thus no matter how small and sectorial a project of the Association may be, by means of education and organization it must be converted into a self-supporting process of integral development.
11. Utilize to the maximum the models of development in which the YMCA acts as facilitator of processes of internal change (self-determined). This does not necessarily imply converting itself into a centro pivot of activities through investment in YMCA buildings and programmes which tend to perpetuate themselves in a way detrimental to the success of the autonomy desired by the communities in their development processes. The achievement of communal self-sufficiency and independence is the main objective of every development programme of the YMCA.
12. Operational basis of every development programme must be established by an adequate matching of the operational capacity of the YMCA to the felt and expressed needs of the communities detected through participatory research processes. This suitability should enable each of the Latin American YMCAs to offer development services corresponding to its capacity and to the specific socio-economic problems in its area of action.
13. The YMCA must extend development work to rural areas, seeking to work more closely with populations of native origin. It is in this way that it will be able to serve the great majorities in Latin America while attacking the cause of the problem of migration from the country to the city.

14. The number of participants in development programmes of various YMCAs already exceeds the number of YMCA paying members, or at least constitutes a very large institutional sector. Therefore the Associations must develop means by which these people form an integral part of the Movement, and as such are drawn into the decision-making process. One of the multiple implications of this fact is that communal organizations inspired by the spirit of the Association, form their own non-traditional YMCAs, whose operative objectives will be consistent with their own reality and concerns in the development field

(B) Education for Development - Preparation of the YMCA for Development Action

1. The efforts of the YMCA in the programmatic area of development must be an integral part of its regular programme, and as such of the interest and responsibility of its professionals, leaders and a growing number of its membership in general (especially of young people and adults, technicians or professionals, whose abilities are well suited to the service of development).
2. To work intensively towards the Association assuming more and more financial responsibility for creating and maintaining development programmes. This implies gradually reducing in various ways the dependence which, in many cases, now exists with external sources of funding.
3. To sponsor the creation, support and expansion of methods of Education for Development, through which YMCA members:
 - become aware of their Christian responsibility towards their neighbours
 - learn the methods and techniques necessary for the scientific work of development, and
 - involve themselves directly in actions of service to poor and marginal communities.
4. To participate actively in and to take responsibility for the carrying out of those programmes promoted by the Confederation at the Latin American level in coordination with the World Alliance of YMCAs.

EVALUATION REPORT OF THE "CENTRES OF EDUCATION AND ACTION FOR DEVELOPMENT" (CEAD PROJECT) OF THE LATIN AMERICAN CONFEDERATION OF YMCAs - JULY 1982

- * Since we are approaching the terminal date of the project we wish here to advance information regarding the "impact" of the project according to its main objectives. We will leave, for the final report, "progress" information which will cover specific activities carried-out during 1982.
- * As had been planned, in February 1982 a questionnaire was sent-out to the Latin American YMCAs in which the CEAD project had been most active. 16 YMCAs answered in full, and on time, this survey which was made-up of 50 questions related to the main consolidation and projection objectives of the project. In the design of the questionnaire we strived to establish, as often as possible, quantitative comparative measurements between 1980 (beginning of the project) and early 1982 in order to appraise the degree of progress towards the objectives.
- * This report does not intend to make a direct inference of causality between the results shown and the operation of the internal, specific central structure of the project. It does, however intend to portray, not only how much facts have changed in little over two years operation, but also the degree to which the YMCAs appropriated and internalized the goals and objectives which the CEAD project set for Latin America
We are not in any serious scientific capacity to assess how much of the progress reported below can be attributed to the strict operation of the project itself and thereby to the funding effort made by CIDA. Nevertheless we can state with certainty that the CEAD project provided the structural and operational basis and guidelines through which we have endeavored to assess progress.

* Northern Zone

The questionnaire was answered by the following YMCAs:

Chihuahua, México
Guatemala
Costa Rica
Panamá

(The México DF YMCA was unable to answer)

*Andean Zone

The questionnaire was answered by the following YMCAs:

Caracas (Venezuela)
Bogotá (Colombia)
Lima (Perú)

(The Bolivian and Ecuatorian YMCAs did not complete the questionnaire on time, and thus we were unable to tabulate their responses)

*Southern Zone

The questionnaire was completed by the following YMCAs:

Paraguay
Rosario (Argentina)
Montevideo (Uruguay)
Santiago (Chile)
Valparaiso (Chile)

(The Buenos Aires YMCA did not answer)

*Brazil Zone

The questionnaire was answered by the following YMCAs:

Sorocaba
Rio de Janeiro
Minas Gerais (Belo Horizonte)
Sao Paulo

(The Porto Alegre YMCA did not answer)

The questionnaires were received and tabulated up to the first days of June 1982

GENERAL COMMENTS

- 1.- In January 1980 those YMCAs which did answer the questionnaire employed a total of 43 professionals specialized in Development; now they report 71 professionals
*The percentage increase is 65.12%
- 2.- The percentage of top lay leadership (board members, etc) who, in any direct way, participate in the development task is 25%
- 3.- The percentage of top lay leadership who are well informed of the Development task is 53%

- 4.- The average percentage of local economic coverage of operational costs of the development programs of these YMCAs is 55%
- 5.- In January 1980 these YMCAs had a total of 53 clearly delimited projects. They now operate 87 projects
*The percentage increase is 64.15%
- 6.- These YMCAs now have 28 projects being processed or in their initial stage of implementation
- 7 - In January 1980 the number of direct beneficiaries of the total of the studied development projects was of 56.590 (with an average of 3.746 for each YMCA). Now the total number of direct beneficiaries is 227.664 (an average of 15.178 per YMCA)
*The percentage increase is 302.30%
- 8.- In 1980 the total funds invested in development programmes was U\$S 1.012.468.28
In 1981 the total investment was of U\$S1.603.714,81
In 1982 these YMCAs estimate they will invest U\$S 2.105.116,91
- 9.- In January 1980 the total number of youth leaders (non-elected leadership) involved in development activities was 407
Now this number has grown to 857
*The percentage increase is 110.57%
- 10.- In January 1980 the number of adult members (technicians and professionals) involved in development activities was 159
Now this number is 317
*The percentage increase is 99.37%
- 11.- In January 1980 the number of communal leaders involved in development activities sponsored by these YMCAs was 529
Now this number is 856
*The increase is of 61.81%
- 12.- 8 of the 16 YMCAs surveyed answered that they had some type of relationship with another Latin American YMCA through which they gave and/ or received support for development activities. 10 YMCAs responded that they intend to establish one (or more) relationships of this type.
- 13.- 8 YMCAs responded that they had one or more Partnerships with non- Latin American YMCAs whose basic objective was mutual support in matters of Development and Education for Development -These partnerships have an average of 4 years of continuous operation.

- 14.- A total of 208 professionals and volunteers of the YMCAs surveyed received Development training in events sponsored by the Latin American Confederation. All of these YMCAs, considered this training to be highly useful.
- 15.- 9 of the 16 YMCAs surveyed declared that during 1980 they implemented events or systems orientated to help finance their Development programmes
In 1980, 10 YMCAs carried-out these actions
- 16.- 10 YMCAs affirmed having received in 1980 support from public sector organizations
11 received support in 1981
- 17.- 5 YMCAs declared that they were implementing rural development projects (Perú, Paraguay, Panamá, Costa Rica, Rio de Janeiro) and 4 answered that they were planning to establish this type of work before December 1982.
- 18.- 10 YMCAs answered that they were carrying-out projects of economic incidence or impact (vocational training, job creation or community organization for production, consumption or savings)
11 YMCAs answered that they were planning to establish (new) projects of these types before December 1982.
- 19.- 11 YMCAs declared the operation of rehabilitation projects or specific help to functional groups (not community based)
12 YMCAs are planning the implementation of these types of projects before December 1982.
- 20.- In 1980, 10 of the YMCAs surveyed carried-out training seminars or workshops for youth leaders
 13 YMCAs did so in 1981
 14 YMCAs will do so in 1982
- 21.- In 1980, 8 YMCAs implemented some activity or seminar orientated towards the information or training about development for top leadership; 14 YMCAs implemented them in 1981, and all of them intend to implement them in 1982
- 22.- 4 YMCAs declared having implemented in 1980 activities or seminars orientated towards informing or training members (especially adult members, technicians or professionals).
- 23.- 12 YMCAs affirmed that their Development programme has a system of evaluation and systematic gathering of data about the "life" progress and impact of their activities.
- 24.- 12 YMCAs affirmed their capacity to formulate and publish "generalizable methodologies" based on their development experiences.

EVALUATION REPORT OF THE "CENTRES OF EDUCATION AND
ACTION FOR DEVELOPMENT" (CEAD PROJECT) OF THE LATIN
AMERICAN CONFEDERATION OF YMCAs - JULY 1982

- * Since we are approaching the terminal date of the project we wish here to advance information regarding the "impact" of the project according to its main objectives. We will leave, for the final report, "progress" information which will cover specific activities carried-out during 1982.
- † As had been planned, in February 1982 a questionnaire was sent-out to the Latin American YMCAs in which the CEAD project had been most active. 16 YMCAs answered in full, and on time, this survey which was made-up of 50 questions related to the main consolidation and projection objectives of the project. In the design of the questionnaire we strived to establish, as often as possible, quantitative comparative measurements between 1980 (beginning of the project) and early 1982 in order to appraise the degree of progress towards the objectives.
- * This report does not intend to make a direct inference of causality between the results shown and the operation of the internal, specific central structure of the project. It does, however intend to portray, not only how much facts have changed in little over two years operation, but also the degree to which the YMCAs appropriated and internalized the goals and objectives which the CEAD project set for Latin America
We are not in any serious scientific capacity to assess how much of the progress reported below can be attributed to the strict operation of the project itself and thereby to the funding effort made by CIDA. Nevertheless we can state with certainty that the CEAD project provided the structural and operational basis and guidelines through which we have endeavored to assess progress.

* Northern Zone

The questionnaire was answered by the following YMCAs:

Chihuahua, México
Guatemala
Costa Rica
Panamá

(The México DF YMCA was unable to answer)

*Andean Zone

The questionnaire was answered by the following YMCAs:

Caracas (Venezuela)
Bogotá (Colombia)
Lima (Perú)

(The Bolivian and Ecuatorian YMCAs did not complete the questionnaire on time, and thus we were unable to tabulate their responses)

*Southern Zone

The questionnaire was completed by the following YMCAs:

Paraguay
Rosario (Argentina)
Montevideo (Uruguay)
Santiago (Chile)
Valparaiso (Chile)

(The Buenos Aires YMCA did not answer)

*Brazil Zone

The questionnaire was answered by the following YMCAs

Sorocaba
Rio de Janeiro
Minas Gerais (Belo Horizonte)
Sao Paulo

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The questionnaires were received and tabulated up to the first days of June 1982

GENERAL RESULTS

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- 13.- 8 YMCAs responded that they had one or more Partnerships with non- Latin American YMCAs whose basic objective was mutual support in matters of Development and Education for Development -These partnerships have an average of 4 years of continuous operation.

- 14.- A total of 208 professionals and volunteers of the YMCAs surveyed received Development training in events sponsored by the Latin American Confederation. All of these YMCAs, considered this training to be highly useful.
- 15.- 9 of the 16 YMCAs surveyed declared that during 1980 they implemented events or systems orientated to help finance their Development programmes
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ANNEX D

The Asia Area Committee (ACC) and the Asia YMCA Development Fund (AYDF)

ASIA YMCA

A PUBLICATION OF THE ASIA AREA COMMITTEE OF YMCA

23 Waterloo Rd., Kowloon, Hong Kong Cable: FLAMINGO HONG KONG Telex: 84522 ASIAY HX Tel.: 3-308347, 3-319111 ext. 3058

MAY--

1982

The following excerpts are from the annual publication of the Asia Area Committee of YMCAs and include activities of the Asia Area Development Fund and other area and national projects related to the goal and purpose of the Matching Grant Program.

ASIA AREA

SOUTH ASIA YMCA YOUTH-IN-DEVELOPMENT WORKSHOP IDENTIFIES PROBLEMS

Readers of the Asia YMCA bulletin will recall that the first Youth-in-Development Workshop held in the Asia Area was in November last year, which was for the South-east Asia sub-region. It was held at the Kuala Lumpur YMCA, and the YMCAs of Malaysia, Singapore, Philippines, Indonesia and Thailand had participated in it.

The second Youth-in-Development Workshop in the Area has just been held. It was for participants of the South Asia sub-region. The Workshop, hosted by the National Council of YMCAs of Sri Lanka, was held at the YMCA camp site in Welimada, from 6-12 March. A total of 13 participants, 5 from India YMCAs, 4 from Pakistan YMCAs and 4 from Sri Lanka YMCAs, participated in the workshop. The National Council of YMCAs of Burma regretted that their 3 participants, who were to participate at the Workshop, could not attend due to difficulties in processing travel documents.

Among the objectives of the program were:

- To stimulate young YMCA leaders to address themselves to specific local expressions of community problems, as identified by themselves.
- To promote small, innovative, and practical community development projects that can be easily undertaken by a YMCA.
- To initiate and stimulate a continuing effort at leadership formation aimed at maintaining a minimum level of responsible young leaders within the YMCA.
- To provide specific opportunities for specific YMCA development action, particularly among young leaders.
- To provide an opportunity for information and experience interchange leading towards cooperative and coordinative action between YMCAs.

The program also aimed to give an opportunity for young YMCA leaders, lay and staff from the various YMCAs in the sub-region, to share experiences and information on the on-going national/local programs where they are involved in and to plan on possible future programs.

ASIA AREA

AAC EXECUTIVE COMMITTEE MEETING DECIDES MAJOR ISSUES

The Executive Committee Meeting of the Asia Area Committee of YMCAs was held in Hong Kong from Feb. 5 - 7. Remarkable as the best ever attended meeting, it was participated by 40 representatives from 13 National Movements in the Asia Area. Only absent was the representative from Burma who could not come due to difficulties in processing travel documents in time.

The Area Travel Fund became fully operative this year, enabling participants to utilize the fund to attend the meeting.

The meetings of the various subcommittees, and the commission, namely: the Leadership Committee, Justice and Development Committee, Development Fund Committee, Policy and Structure Review Committee and the Commission on Christian Mission and Asian Studies were held as scheduled, and their recommendations were reported at the Executive Meeting.

A few of the main issues deliberated upon are given below:

THE TERMS OF REFERENCE

Through an in-depth exchange of views, at the Review Committee Meeting held prior to the Executive Meeting, consensus was reached on the New Terms of Reference of the AAC. It is to be noted here that intensive study on the Terms of Reference has been continuing since 1978.

The Executive Committee has proposed the Newly Revised Terms of Reference to the National Movements for their response by September 1, 1982. The Newly Revised Terms of Reference has already been circulated to the National Movements.

In this connection, mention should be made that this Newly Revised Terms of Reference and the process adopted by the AAC, has received full support of the World Alliance President's Committee, at its meeting held in February this year.

Responses from National Movements in the Asia Area have already started to come in.

ASIA YMCA ADVANCED STUDIES

The Three-month Advanced Studies program to be conducted by the Leadership Committee will be held from September - November this year. The program will be conducted in three parts, i.e. Intensive Study Period for five weeks, Field Experience Period for four weeks and Reflection/Summation/Documentation and Evaluation Period for three weeks.



Justice Gancayco welcomes all present at the Executive Meeting, including President of the World Alliance of YMCAs, Mr. James Love, seated on his left.

The overall thrust of the Advanced Studies will be a search towards the Mission of the YMCA in the Asian realities today. This program, therefore, is directly related to the total concern of the Asia Area Committee of YMCAs. It is interesting to note how the concerns of all the subcommittees fit into the content of the Advanced Studies program.

It is the hope of the AAC that the Advanced Studies program will also help to form a vision about the future Asia YMCA Study Centre.

The Intensive Study Period will consist of a Core-curriculum for conceptual awareness raising and a period of Specialized Studies in such fields as: rural development, urban development, leadership development etc.

More details about the Advanced Studies is included in this bulletin elsewhere.

11TH ASIA YMCA LEADERS' CONFERENCE

The dates for the 11th Asia YMCA Leaders' Conference which is scheduled to be held in Hong Kong in 1983 has been fixed. It will be held from October 3 - October 8.

Dates for the various other meetings have been set thus:

- Quadrennial Meetings of the Asia Area Committee:

Oct. 3 Monday (afternoon) and
Oct. 8 Saturday (morning)

- Asia YMCA Youth Conference:

Oct. 1 Saturday to
Oct. 2 Sunday

- Asia YMCA Secretaries Conference:

Oct. 8 Saturday (afternoon) and
Oct. 9 Sunday (noon)

The Conference, as well as the different meetings will be held at the Chinese YMCA, 23 Waterloo Road, Kowloon.

It is anticipated that about 300 delegates will participate in the Conference.

The Theme of the Conference has been decided to be:

Renewal and Hope in Asian Realities

The Conference is aimed for the participants to reflect and work together to better prepare the YMCA in Asia for its Missionary task, in the context of the Asian realities. It will be days of sharing together to critically analyse today's YMCAs and to look into the future of the Movement in Asia.

Discussion and work-group topics will centre around themes such as:

- Our Social Realities Today
- The YMCA in Asia: Yesterday, Today, and Tomorrow
- Our Struggle for Renewal and Hope
- Partnership with Others for Greater Participation (Mission)

National Movements will be asked to send in their Reports (written, and photographs or slides) of activities/projects etc. projecting the thrusts that are in line with the conference theme.

Other Outstanding Events During the Executive Meeting

25TH ANNIVERSARY OF AAC CELEBRATED: CHAIRMAN LOOKS INTO FUTURE

The 25th Anniversary of the Asia Area Committee of YMCAs was celebrated in the evening of Feb. 5, at a dinner hosted by the Chinese YMCA in Hong Kong.

Asia Area Treasurer, Mr. Wong Yeng Choon presided on this special occasion and Justice Emilio Gancayco addressed the gathering. The theme of his talk was: The Vision for the Future of the YMCAs in Asia.

Referring to the historical process through which the Asia Area evolved, and expressing his grateful thanks to all the leaders of the past, Justice Gancayco stated that the future task of the YMCA in Asia is challenging. He referred particularly to the search of the member National Movements and local associations towards self-reliance and self-determination. (The full text of his speech has been published in this bulletin.)

On the occasion, too, Justice Gancayco, declared a Chairman's award to Mr. Soo Mir Lee, General Secretary of the AAC, the plaque of which reads: 'for his outstanding performance and dedication in such capacity since

1973 to the present which promoted the unity and togetherness of the YMCAs in Asia."

NATIONAL YMCA CHIEF EXECUTIVES MEET TO DISCUSS COMMON TASKS

It is encouraging to note that sixteen National General Secretaries were present at the Asia YMCA Executive Meeting of this year. It was a great day, therefore, when the National General Secretaries met on 7 Feb., at the Salisbury Road YMCA to spend some time together and to share one another's thoughts and concerns. A warmth of friendliness and frankness pervaded the meeting which was chaired by Mr. Kentaro Shiozuki of Japan YMCA. Mr. Manny Gonzalez of Philippines YMCA acted as the Secretary. The Salisbury Road YMCA hosted a delicious dinner.

There was a strong feeling of togetherness during the meeting. The need for stronger solidarity for intermovement cooperation among the YMCAs in the region, and a more responsibility sharing in the work of the Asia Area YMCA, was expressed. The meeting also discussed some of the outstanding issues and recommendations passed at the Executive Meeting.

During the course of the discussion some General Secretaries spontaneously proposed a Three-week "self-training", or reflection/mediation program for all the National General Secretaries in the Asia Area. This received strong and unanimous support from all present and the General Secretary of the Asia Area assured the Area's support to such a meaningful proposal. It was expressed that this program would receive strong support from the lay Leaders as well, as it will mean renewal of the YMCA itself. It was felt that as the program will be a mutual training and reflection program, resource persons may not be necessary at all.

The meeting ended with the decision that a similar General Secretaries meeting will be held right after the Area Executive Committee Meeting next year; and it was agreed that Mr. Kentaro Shiozuki and Mr. Manny Gonzalez will act as the Chairman and Secretary respectively.

"Theology is a living thing, having to do with our very existence as christians and as churches ... A living theology must speak to the actual questions men in Asia are asking in the midst of their dilemmas; their hopes, aspirations and achievements; their doubts, despair and suffering. It must also speak in relation to the answers that are being given by Asian religions and philosophies... Christian Theology will fulfil its task in Asia only as the Asian churches, as servant of God's Word and revelation in Jesus Christ, speak to the Asian situation and from involvement in it..." (An EACC Statement).

DEVOTION LEADER CHALLENGES YMCA LEADERS

The morning devotions, during the 3 days of the Executive meeting, were led by Rev. John England of the Tao Fong Shan Ecumenical Centre, Hong Kong. Through the themes he presented during each day, Rev. England invited the YMCA leaders to reflect on the message of the Good News in the light of the situations that the people live in the various countries in Asia. He pointed out to the unique position of the YMCA in the communities today and challenged its leaders to respond accordingly, taking note of the calling of Christ himself to each member of this World-wide Movement.

The first reflection was based on "The Kingdom" as referred to in Mark 1: 14-18. Rev. England reminded that the "calling" of Jesus preceded the advent of the Kingdom. The calling of Andrew, James, and Peter to follow Jesus was no different to His call to us to serve Him through the YMCA. Obeying Jesus and responding to His call implies that we assure that justice and love is established in this world, and that we become instruments in bringing hope to the powerless and voiceless people. The Kingdom of God is here and now, on this earth. It is measured by what we do. We ought to therefore examine ourselves and begin anew as true servants of the Kingdom of God.

The second Theme was based on "The Way" as found in John 14: 1-6. It is important to reflect on the "way" or "road" that Jesus followed - and which he expects us to follow. It is not a "religious" road, but an ordinary one in market places, secular and dirty; where the leadership role was not taken by respected leaders of the society but by an ordinary carpenter's son.

It is important that we become more Christ-like, not more "religious", by recognizing that Jesus was totally people centred and that he disregarded both prestige and possession. His deeds were according to his words and He wants that we too be like him. Jesus opposed all kinds of hypocrisy and double standards which continue to prevail in our society. Jesus asks us continually the question: Will you follow me? How do we answer Him? Are we ready to follow him in the road that he has shown?

The third reflection centred on Jesus saying: "Go to Galilee and you will see me there," indicating that the Gospel invites us to go to new frontiers. After one has reached a frontier, one should not be afraid of going to a new one, to where there is turmoil and unrest, for example.

The new frontier for us in the YMCA today is perhaps to bring together the Good News in the secular concerns of human life. We are to bring together this, in a new way. If we look at the YMCA we will see that this Movement is specially placed to bring these two together.

AYDF: SUPPORT FROM EACH NATIONAL MOVEMENT VITAL

The Asia YMCA Development Fund (AYDF) Committee during the year 1981, approved a total of US\$130,157 for 18 projects of the National Movements and the Area. Since 1975 the AYDF has released a total of US\$522,569.50, for 101 projects, including loans of US\$29,000. The balance in the Fund as of December 31, 1981 is approximately US\$182,050.

The fund raising campaign of the AYDF continues as an ongoing effort. The contributions already pledged by the National Movements for 1982 are: Australia YMCA US\$1,500, Hong Kong YMCAs \$3,500, the ROC (Taiwan) YMCA \$2,000, Japan YMCA \$15,000. The USID has contributed \$10,000. This makes a total of \$32,000.

The AYDF requires about US\$100,000 in 1982 to maintain the current level of support. As in the past, we hope this amount will be raised this year again through the active participation of all the National Movements.

The AYDF can continue to support to the extent to which each National Movement in the Area supports it. And so, the support from each and every National Movement, whatever the amount may be, is vital for the Fund. The AYDF Committee looks forward to the response of those National Movements that have not responded yet.

AAC EXECUTIVE COMMITTEE DISCUSS ROLE OF WORLD ALLIANCE "COMMISSION ON FUNCTIONS AND STRUCTURES" :

As reported earlier in the last issue of the Asia YMCA Bulletin, the formation of this Commission was resolved at the 1981 World Council Meeting to review the role, function and structure of the World Alliance and the relationships between National Movements, Area organizations and the World Alliance.

The first meeting of this 16 member commission was held in Geneva from Dec. 1-3, 1981 wherein all the members of the commission were present. A Questionnaire was circulated in this connection, to the National Movements.

(continued)

ADVANCED STUDIES: A SEARCH FOR MEANINGFUL DIMENSIONS

Considering the great variety in YMCA programs and activities, it has often been stated that the YMCA means "many things to many people". There is no doubt about this, but a principal question being raised by Asians these days is: How is the YMCA responding to the changing social situations in the Asian countries? How is it responding to the Mission for which it should exist? As we know well, the mission and purpose of the YMCA is to "extend the kingdom of God" - what does this really mean in respect to the current theological perceptions among the people of Asia? "The YMCA in order to be meaningful and true to its mission, needs to identify itself with the masses of the poor" - what does this really imply?

These are but a few of the questions that the participants of the Advanced Studies Program will reflect upon, in collaboration with the resource persons.

Yes! The 3-month Asia YMCA Advanced Studies, which has been a dream for many years is now going to be materialized soon. From September to November this year, about 15 participants from the different YMCAs in Asia will come together in Hong Kong to study in depth and to analyse the present social situations in their countries and to see how the YMCA can respond to people's needs.

They will reflect upon the way God acts in each cultural situation, and what the message of the Good News is, in those situations of the people. Study on *Current Theology*, therefore, will be an important part of the program, as this will be the basis of understanding the Mission of the YMCA, today.

Asian Studies will be another important component of the program. This study will expose the reasons for, and the meaning of "under-development" of the people of Asia and the South Pacific.

The report of the first meeting was discussed by the members of the Asia Area Executive Committee at its last meeting held in February. It was expressed that the Commission should engage in a process of intensive study and work and circulate its findings to the national movements so that the responses from the National Movements can be more relevant and meaningful.

The second meeting of the Commission will take place in Geneva after the World Alliance Executive meeting in July.

These study and analyses will prepare the ground for the participants for their specialized study on such fields as rural development, urban development, leadership development etc. Participants will be exposed to some of the concrete, day to day work, carried out by different groups in Hong Kong in their various efforts for the progress and development of people. Resource persons, experienced in Rural & Urban work will assist them in their study and analyses.

Thereafter, in order to search the potentials of the YMCA and its possible responses to the above mentioned study and analyses, the participants will spend another week to reflect on the "YMCA as a Movement and its Mission in Asia". In this process they will also share their National YMCA perspectives and thrusts and will reflect upon future directions, in line with their National situations and needs.

The Intensive Study period which thus will consist of both, Conceptual Awareness Raising in such fields as Asian Studies, Current Theology and YMCA as a Movement and its Mission in Asia, and Specialized Study in any of such fields as rural development, urban development, etc. would then be completed, and it would be time for each participant to go to selected YMCAs or other selected organizations in different countries in Asia for their month-long Field-Work.

The Field Work will be a continuation of the specialized study begun during the Intensive Study period and will thus be according to the area of specialization that the participant will seek. In this way participants will understand at greater depth some of the program possibilities, their techniques of operation etc. Each participant will be assisted by a field-work advisor from the country in which they will be, during the field work period.

After the month-long field work, it will be time again for all to come back to Hong Kong for the 3-week Reflection/Summation/Documentation and Evaluation Period.

Each participant will write his own report, integrating the academic study with the field work and indicating the possible YMCA follow-up, based on the study.

Indeed, the Advanced Studies Program will be a challenge and a search for more meaningful dimensions in the thrust of the YMCAs in Asia.

NEW DEVELOPMENT EDUCATION PLAN EMPHASIZES PRACTICALS

The New Development Education Plan (DEP) of the Asia Area Committee of YMCAs, for implementation during 1982-85, maintains the previous thrust in Development Education; however a notable addition now is its emphasis on the practicals of the Plan.

Since 1978 the Asia Area Committee of YMCAs implemented the Development Education Program, focussing the meaning of development and its analyses in the different countries of this Region. Various consultations and conferences were held from 1978-81, at which professionals and volunteer leaders of the YMCAs in Asia attended.

An evaluation of the last 3-years' experience in DEP showed that a reasonable degree of understanding of developmental issues, relevant to the countries in the region, is now being held by the responsible YMCA staff and volunteers both at the national and local levels.

The 1980 Evaluation workshop on the DEP activities of the Area, recommended that the conceptual awareness raising phase should now merge with the practical application of the understandings, through more specific projects in the local communities.

Furthermore, the findings of the workshops on Functional Literacy and credit union, held in October and December last year indicated that if development were to really take place among the great majority of the people in Asia, two basic concerns must be addressed:

- the massive illiteracy affecting the people in the region, which in some countries goes up to the 80% level;
- the lack of community based institutions and institution-building which are necessary for capital formation, capital accumulation, and the inculcation of community responsibility.

It was observed that these concerns were basis to any development program. Livelihood programs undertaken by governments or by independent voluntary organizations like the YMCA cannot be meaningfully availed of by the great majority of the people needing development assistance for these reasons.

The new approaches and methodologies in credit union/cooperatives and functional literacy were discussed at the two workshops mentioned above and it was proposed that the new programs should be organized according to present day approaches, so

that real development of the masses of the poverty stricken people can happen.

The main objectives of the new Plan, therefore, will be:

- a) To maximize the YMCA's participation in the development process through a more systematic harnessing of its institutional capabilities for community-based educational efforts and for community based programs.
- b) To assist and encourage YMCAs to formulate more innovative and integrated programs which effectively address basic development needs in the community.

The New Plan will be implemented through a series of workshops, mainly at the National levels. The workshops will focus attention on the development rationale indicated above and the fundamental techniques of organizing functional literacy and credit union programs.

Attention will be given in each national plan towards the organizing of Functional Literacy and Credit Union programs and towards integrating these two programs into the on-going 'livelihood' type of development programs which are being carried out by the YMCAs presently.

This plan will be operative in the YMCAs of such countries like India, Sri Lanka, Bangladesh, Pakistan, Thailand, Indonesia, Philippines, Papua New Guinea, Fiji and Western Samoa. The emphasis in each National program will be according to situation and the needs of the country, so for example where the percentage of illiteracy is very high, programs on literacy will be emphasized.

In addition to the National and Local level workshops, the plan includes at least two Asia Area level Workshops.

The New Plan has a third component, i.e. the assistance of the Program Services of the Asia Area, which will be provided by the Area's Development Office. It will include a Resource Information Service on functional literacy, and credit union, staff assistance to National Movements in planning workshops; and post-workshop assistance in starting projects.

"The major hallmark of the Asian situation today is that of underdevelopment... The first feature of underdevelopment is mass poverty. In the Asian region, anywhere between 35% to 60% of the people are below the poverty threshold. This situation, instead of improving, is actually deteriorating. (Not in this category are Japan, Australia, New Zealand and Singapore)."

- From: Cesar Espiritu, Economic Structures of Domination.

AREA PROGRAM CALENDAR

<u>Theme</u>	<u>Dates</u>	<u>Place</u>
1. South Asia YMCA Youth-in-Development Workshop.	6-12 March, 1982	Welimada, Sri Lanka
2. Festival of Sports Involving Malaysia, Thailand, Indonesia, and Singapore YMCAs	1-4 May, 1982	Kuala Lumpur, Malaysia
3. Sixth Asia YMCA Workshop on YMCA Hotel/Conference Center	14-19 June, 1982	Taipei, Taiwan (ROC)
4. Southeast Asia YMCA General Secretaries Workshop	21-25 June, 1982	Jakarta, Indonesia
5. East Asia YMCA Sports Camp	29 July-4 Aug. 1982	Seoul, Korea
6. International Youth Camp for Handicapped in Hearing	1-10 August, 1982	Osaka, Japan
7. Asia YMCA Advanced Studies Program	Sept.-Nov. 1982	Hong Kong and selected YMCAs for Field Work

COMMISSION ON CHRISTIAN MISSION & ASIAN STUDIES DECIDES TASKS

In April last year, a Planning Meeting of the Commission on Christian Mission and Asian Studies was held in Tokyo, attended by a ten member team consisting of YMCAs staff, lay leaders, theologians and specialized persons on Asian Studies.

The Terms of Reference of the Commission was proposed to be amended to read as follows:

- To work toward a theological basis of the YMCA in the light of the Asian Realities.
- To search and struggle together toward the building of a just and peaceful society in Asia.
- To study and define the identity and mission of the YMCA.

At the same meeting, the participants suggested five immediate tasks for the commission. The tasks were proposed at the last Executive meeting and the proposal was approved unanimously. These tasks are:

- To urge each National Movement to critically evaluate present activities and structures of the YMCA in the light of the Terms of Reference mentioned above.
- To assign a group of people to identify the issues and problems of Asia and to prepare in detail a workable mandate and a follow-up both on the National and Area levels.
- To devise and propose a network by which the "study outcome" could be disseminated to National and Local levels more effectively. (Documentation and Communication)
- To incorporate the "Study" into the process of the proposed Advanced Studies Program in order to receive immediate feedback from the participants of the Advanced Studies Program and to intensify efforts of YMCAs to bring about the required transformation.
- To form a small task group consisting of members of this Commission, the Leadership Committee and the Justice and Development Committee to carry out the proposals of this Commission made at this meeting.

ASIA AREA

SOUTH ASIA YMCA YOUTH-IN-DEVELOPMENT WORKSHOP IDENTIFIES PROBLEMS

Readers of the Asia YMCA bulletin will recall that the first Youth-in-Development Workshop held in the Asia Area was in November last year, which was for the South-east Asia sub-region. It was held at the Kuala Lumpur YMCA, and the YMCAs of Malaysia, Singapore, Philippines, Indonesia and Thailand had participated in it.

The second Youth-in-Development Workshop in the Area has just been held. It was for participants of the South Asia sub-region. The Workshop, hosted by the National Council of YMCAs of Sri Lanka, was held at the YMCA camp site in Welimada, from 6-12 March. A total of 13 participants, 5 from India YMCAs, 4 from Pakistan YMCAs and 4 from Sri Lanka YMCAs, participated in the workshop. The National Council of YMCAs of Burma regretted that their 3 participants, who were to participate at the Workshop, could not attend due to difficulties in processing travel documents.

Among the objectives of the program were:

- To stimulate young YMCA leaders to address themselves to specific local expressions of community problems, as identified by themselves.
- To promote small, innovative, and practical community development projects that can be easily undertaken by a YMCA.
- To initiate and stimulate a continuing effort at leadership formation aimed at maintaining a minimum level of responsible young leaders within the YMCA.
- To provide specific opportunities for specific YMCA development action, particularly among young leaders.
- To provide an opportunity for information and experience interchange leading towards cooperative and coordinative action between YMCAs.

The program also aimed to give an opportunity for young YMCA leaders, lay and staff from the various YMCAs in the sub-region, to share experiences and information on the on-going national/local programs where they are involved in and to plan on possible future programs.

A major part of the discussions centred around the identification of reasons of underdevelopment in the sub-region as a whole. It was pointed out that one of the basic reasons was structural problems in society. Focus was also given to the structure of the YMCA itself in this connection.

Among some of the plans for the future as proposed by the participants, are:

- organizing programs in their YMCAs for strengthening youth leadership
- involvement in the rural/urban development efforts through various programs and projects.
- organizing health programs in slums
- organizing job oriented training programs for young people

All participants agreed to follow-up this program with an year-end assessment, and in view of this, the Indian delegation offered to look into the possibility of holding the next program in Ranchi, India.

WORKSHOP ON YMCA HOTEL/CONFERENCE CENTRE

The Sixth Asia YMCA Workshop on YMCA Hotel/Conference Centre Management will be held from 14-19 June, at Taipei, Taiwan (ROC). Hosted by the Taipei YMCA, the workshop will be sponsored by the Japan YMCA and Taipei YMCA jointly.

Participants of the Workshop will be YMCA Hotel Managers, Assistant Managers or Supervisors, Persons in-charge of YMCA Conference Centres and Department Chiefs of Restaurants, Reception Counters and Rooms.

Among some of the items that will be presented and discussed at the Workshop are the following:

- Operation Analysis of Hotel and Restaurants.
- Objective and Management of the YMCA Hotel and Restaurants.
- Fundamental Principles of YMCA Conference Centre Management.

Other items of discussion will be on:

- YMCA Hotel Chain,
- Joint Brochure, and
- Workers' Training Program

About 40 participants from various YMCAs in Asia are expected to participate at the Workshop.

ASIA AREA

EAST ASIA YMCA SPORTS CAMP

INT'L FELLOWSHIP MAIN AIM

As in the past years, the YMCAs in the East Asia sub-region will be holding their sports camp this year, too. The camp which is hosted on a rotation basis by the National Movements within the sub-region, will be hosted by the Korea Movement this year and it will be held from 29 July to 3 August in Seoul, Korea. The YMCAs of Taiwan, Philippines, Hong Kong, Japan and Korea will participate. There will be about 250 participants at the camp.

Although this is a "sports camp" the major emphasis of the event will be on development of international fellowship and understanding among young people from the YMCAs in the sub-region, rather than on competition through sports.

It is interesting, therefore to note the method of grouping which will be followed. It will be on an even distribution of participants from each national movement into 5 teams to be distinguished according to the choice of a color. Thus, the competition will not be on the National basis.

The sports that will be played are: Basketball, volleyball and swimming. Other games will include: table tennis, chess, etc.

An important dimension of the program will be the cultural programs, which will consist of folk songs, dances, etc. Participants from each National YMCA will prepare some items based on their tradition and culture. A common song book, containing a few songs from each participating country will be printed and the songs will be jointly sung by all participants.

SOUTHEAST ASIA YMCA GENERAL SECRETARIES WORKSHOP

This workshop is being organized for the National and Local YMCA General Secretaries in the Southeast Asia sub-region. The workshop, first proposed by the Metropolitan YMCA of Singapore, received enthusiastic support from all the National Movements concerned. It will be held in Jakarta from 21-25 June and the YMCA of Indonesia will serve as the organizing and the host YMCA.

About 20 General Secretaries from the YMCAs of Singapore, Malaysia, Philippines, Thailand and Indonesia will participate at the Workshop. The purpose of the Workshop is:

- To impart knowledge in developing and implementing a comprehensive planning process that will give future direction and vitality to the YMCA towards self-reliance.
- To assist the participants to improve ability to cope with change and encourage innovative thought and creativity.
- To develop systematic ways of dealing with strategic issues in a dynamic sub-region such as Southeast Asia.

Participants will share reports of individual corporate planning models developed during the workshop. There will also be discussion on mutual support on implementation of corporate planning among the participating YMCAs.

WORKSHOP ON CREDIT UNIONS/ COOPERATIVES HELD

The Asia Area Committee of YMCAs' Planning Workshop on Credit Unions/Cooperatives, organized under the Development Education Plan (DEP) of the Area, was held in Baguio, Philippines from 1-12 December, 1981.

There were 14 participants, including resource persons, from six countries in the Asia Area. Delegates from the following National Movements participated: YMCAs of India, Bangladesh, Malaysia, Indonesia, Philippines and Sri Lanka.

The workshop was conducted in two phases. The first phase was meant to understand the basic principles of organizing credit unions/cooperatives as development tools. In the second phase participants gave thought to specific plans for the YMCA's involvement in the actual organizing of experimental credit unions/cooperatives.

Towards the end of the workshop the participants drew up a statement recommending some principles in organizing credit unions/cooperatives, and expressed that "going into the organization of credit unions/cooperatives will make the YMCA more relevant and attuned to the needs and interests of the community where it is in."

The participants also suggested to the AAC that a follow-up seminar would be necessary after one year to enable the present participants to share their problems and successes while implementing the credit unions/cooperatives in their respective local and national levels.

ROMY PERALTA

FIVE PRECIOUS YEARS TO DEVELOPMENT THRUST OF AAC

"Romy", a name that is intimately associated with all that is "Development" in the Asia Area, is a popular name here.

Romy who served as the Executive for Development of the Asia Area Committee of YMCAs from May 1977, will be leaving the post with effect from 30 April this year.

Although Romy had not been with the YMCA prior to his appointment by the Executive Committee in 1977, he met the expectations of the Committee fully.

Romy would have continued with his work with the Area. However, due to the refusal of the Hong Kong Government to grant an extension of his employment visa, Romy had to operate from the Manila office of the Philippines YMCAs, and eventually expressed not to renew his term of contract with the Area after it expires in April.

Romy made remarkable contributions in the Planning and Organizing of the Development oriented programs in the Area. Among the many workshops that he organized successfully as an Area Staff, was the Asia-Canada-USA Consultation on Development held in 1980. Romy's responsibility at the Asia Area included such other programs as: Youth & Women Participation, Intermovement Cooperation and Human Rights. He served as the main editor of the Asia YMCA Bulletin as well.

The Justice and Development Committee and the Area Executive Committee expressed their gratitude for the contributions he made in the last five years. In recognition they presented him a plaque.

Romy, with his family is living presently in the Philippines. He can be communicated c/o the National Council of YMCAs of Philippines, 350 Arroceros Street, Manila.

As we wish him and his family all the best and thank him for giving us his five most precious years, we look forward to his continuous contributions to the work of the AAC in other capacities.



MORE NATIONAL MOVEMENTS PLAN TO HOLD LDP SOON

A number of National Leadership Development Programs (LDP) for YMCA staff and volunteers will be organized by various National Council of YMCAs in the coming months.

The National Council of YMCAs of India has planned for Study Seminars for Secretaries on the National Cadre of YMCA Secretaries. The first program was held in Poona, Maharashtra, from 19-23 April. The second program will be held at the Ecumenical Christian Centre, Bangalore, from 23-27 August.

Malaysia and Singapore YMCAs will hold a joint training program for staff in July. The program, which will be a two-week course, will be held at the Kuala Lumpur YMCA.

The National Council of YMCAs of Korea is planning to hold a two-month training program for YMCA Secretaries during fall this year. Besides this program, the National Council is continuing with a number of other training programs for lay leaders and staff that will be organized at different times during the year.

The YMCA of Burma plans to hold its training programs for staff and volunteers soon. The YMCAs of Thailand, Indonesia and Philippines will also be holding their programs shortly.

The Sri Lanka YMCA held a follow-up program in March, for the twelve secretaries who participated at the month-long training program held last year.

Y's MEN INT'L CONVENTION

The 55th Y's Men International Convention will be held in Seoul, South Korea from 20-23 July this year. This will be the 2nd International Convention to be held in Asia, and the first in Korea.

The Convention, will be held in Hotel Lotte, which is located in the heart of downtown Seoul. The opening ceremony will be organized at the Sejong Cultural Centre, which has a seating capacity of 4,000.

The program will include items like: Do as the Koreans Do, Home Visit Program, special programs for Y's Menettes and Y's lings.

It is anticipated that there will be about 700 overseas participants and about 600 from the local Y's Men's Clubs.

VISION FOR THE FUTURE OF THE YMCAs IN ASIA

(Text of Speech made by
Justice Emilio A. Gancayco
Chairman, Asia Area Com-
mittee of YMCAs, at the
25th Anniversary Dinner).

Today we celebrate the 25th Anniversary of the Asia Area Committee of YMCAs. An assessment of the past and of our expectations in the days ahead is imperative. And this must be so for we are a people joined together by a Christian mission for others. It is a purpose that is enduring and full of hope.

When I was a small child, I aimed to be a priest. Then through my formative years, my yearnings was to be a doctor. But as I reached the age of reason, which in my country is 18, I ended up wanting to be a lawyer. Happily enough I found myself as a volunteer in the YMCA.

This is how this great movement grew. It has a vision that is attuned to the needs and aspirations of its constituency. There is continuing search for relevance. A realization that in the process there must be a change.

The task is even more challenging for us in Asia. We are living in the biggest continent on earth. It has to its credit 3/5ths of the world population. And yet it is among the poorest. Thousands die of starvation, malnutrition if not disease. The landless and jobless are legions and millions live below subsistence level.

There is great inequality in wealth. Economic growth tends to make the rich grow richer and the poor poorer. A false value system, corruption and unreal economic relations are among the factors that make the Asian situation grow from bad to worse. As a result the Asian people are increasingly becoming frustrated.

We have distinct, diverse but rich cultures and traditions. A majority of the people are non-Christians. However, there is a common thread among most of the nations in Asia - the people's struggle for liberation. It is a historical process that goes to several centuries when the masses of the people were exploited by the powerful. Feudalism, monarchy, and western colonization were among some of the forces that worked against the development of the people. This is aggravated by ignorance, fear, nay superstition. To date while most of the countries in Asia have obtained political independence, they have yet to attain liberation from economic and social bondages.

It is in this setting that the YMCAs in Asia in this conscious and sincere search for being a movement responsive to the needs of the people were brought together. In their constant search for the identity and mission of the YMCAs in the Asian context they realize that there should be solidarity based on common concerns, cooperation, sharing and collaboration. The goal is to be self-reliant and self-determining.

At the 3rd Conference of Asian leaders in 1953 in Baguio City, the Asian leaders began to manifest a new thinking - one that is distinct from the colonial pattern of thought. From what is known as the "India and Far East Regional Conference", they decided to call it the "Asian Regional Conference."

In the 4th Leaders' Conference of 1956 the Constitution of the YMCA Area Committee for South and East Asia was passed and six members were appointed to its Executive Committee. This Constitution was adopted by the World Alliance in 1957.

In 1959 at the 5th Leaders' Conference, it was agreed to form the Federation of YMCAs in Asia and to revise the Terms of Reference. It was not implemented due to lack of funds to operate the Federation.

Nevertheless, it was felt that the most urgent task was to train and secure qualified staff. So the YMCA Institute was established in 1964 at Hong Kong and a Scholarship Fund for Training was created.

Then in July 1974, a historic conference took place again in Baguio City. It is the Asia Pacific YMCA Consultation on International Cooperation. It was attended by lay and professional leaders of the YMCA movements in Asia and North America.

The participants unanimously adopted a resolution that the Asian YMCA movements should have active and direct participation in the affairs of the movements in Asia, and that the Asia Area Committee should be strengthened in order that its decision would be indicative of the voice of Asia.

A Study Committee was created to implement this mandate. The terms of reference of the Asia Area Committee of YMCAs was amended. It was approved by the Executive Committee of the World Alliance in July, 1975. The review of our structure is a continuing process as in the 1981 meeting of the Area Executive Committee further amendments to the terms of reference were proposed. This was referred to the Member Movements for consideration.

Well known to all is the creation of the Asia YMCA Development Fund. What is significant is that it was built essentially from voluntary contributions of the Member Movements. It seeks to assist in financing

ASIA AREA

development projects of the YMCAs in Asia. Leadership and Community development are its priorities. The fund campaign from 1976-1980 surpassed its goal of \$300,000.00. It is a continuing one. An Area Travel Fund was established to assure representation of all Member Movements in the area meetings. An emergency relief fund is being promoted to respond promptly to such contingencies. These are eloquent manifestations of togetherness and concern for each other.

The operational budget and intermovement cooperation funds of the Area has grown to about half a million dollars. Our improved financial situation enables the Area to conduct numerous programs. But this is not what is important. What is meaningful is the fact that it was made possible through the support of the National Movements in the Area.

The YMCAs in Asia have grown and matured. Unity inspite of diversity has been attained. We deliberate, we share and at times we differ. This fortifies rather than weakens us, for we are one in spirit and in purpose.

We thank all the leaders of the YMCAs in Asia, lay and professional, present and past, for their invaluable contributions. For today we can say we have arrived. Above all else we thank the good Lord Jesus Christ for our being what we are.

Thus as we talk of the vision of the YMCA of the future in Asia, one can foresee firstly, an even closer intimately linked aggrupation of YMCAs in the Area working together and with each other. They find strength in being an integral part of the World Alliance without jeopardizing their identity.

Secondly, our struggle is to be more relevant to the mission of the YMCAs in Asian realities. This mission cannot be fulfilled away from the life situations of people and their needs. We must embark in new thrusts and programs in accordance with these requirements.

Thirdly, the ultimate source of authority of the YMCA is its constituency. The local YMCAs form and direct the National Movement by the same token that the National Movements, the Area Organizations, up to the World Alliance. However, the local association must not operate in isolation but in close cooperation with other local associations or movements. It should participate as a part of an international movement.

Fourthly, self-determination and self-reliance of the Member Movements and the local Associations should be fostered. The willingness to work together and assist each other especially within the Area and among the movements therein shall underwrite the strength and unity of the movement in this part of the world.

Fifth, the organization of the Asia Area Committee of YMCAs into a Federation will perhaps more effectively serve its primordial task of coordination and support. The link with the world body however should be as firmly maintained. It is a component of the whole.

Sixth, it should be our purpose to be able to operate and involve people in other countries in Asia whatever be their political and social environment. Young people and women should be participants in every YMCA. We are a movement of people and for people inspired by our Christian mission. Together we should care and share. More than this, our area organization should reach out and join hands with other areas. There must be cooperation in activities and progress which must be brought about by our common Mission.

We can conceive many more of what the vision could be of the future for the YMCAs in Asia. But all this can be possible only if we continue to be together, understanding each other, supporting and strengthening each other. For here we really belong

INTERNATIONAL YOUTH CAMP FOR HANDICAPPED IN HEARING

The International Youth Camp for Handicapped in Hearing, held every year on a rotation basis, will be held at the Osaka YMCA, under its auspices from 1-10 August this year. About seventy participants from Japan, Hong Kong, Taipei, Malaysia and Korea are expected.

The camp aims to promote international understanding and sharing of experiences by living and working together and to promote an opportunity for cultural exchanges. This program will also be offered as a service project in the celebration of the centennial of the Osaka YMCA.



Last year (1981) the Youth Camp was held in Hong Kong under the auspices of the Chinese YMCA.

BANGLADESH

NEW TRAINING SECRETARY APPOINTED

The National Council of YMCAs of Bangladesh has recently appointed Mr. Jacob Chowdhury as the new Training Secretary of the Bangladesh YMCAs.

Mr. Chowdhury has been associating with the YMCA for many years and had been a teacher at the Teacher's Training College in Dacca. He had worked for a Development agency in Bangladesh prior to his joining the National Council. With the appointment of Mr. Chowdhury, the much needed training programs will now be carried out in full swing.

INDIA

SIMPLE BIO-GAS PLANT SERVE VILLAGERS

The YMCAs in India have been involved in programs for the upliftment of the rural population for many years. In recent times the YMCAs have also sought for alternative technology in furthering rural development. The Calcutta YMCA in West Bengal, India, has recently put up a training-cum-demonstration unit of a "Bio-Gas" plant in its rural development project at Ranaghat in the Nadia district. The plant has become a great success.

By utilizing the cow dung from their small dairy consisting of 3-4 cattle on the average, they were able to generate enough gas to cook one meal for about 60 persons and about two hours of lighting everyday for their boys home.

Seeing this success, many small farmers have shown interest in the installation of similar units in their homes. The Calcutta YMCA has drawn up further plans to extend such bio-gas plants in other areas.

The National Council of YMCAs of India has invited interested YMCAs having some infrastructure to use this technology, to contact the Department of Rural Development of the National Council, for further information.

INDONESIA

COUNSELOR IN TRAINING PROGRAM

The Yogyakarta YMCA in Indonesia has started its Counselor in Training (CIT) program.

The program aims to train interested young people in planning the activities of a program known as the Children's Program. Various activities, like sports, drama, art, field trips etc. are organized. One of the activities include the "money savings bank" where the children deposit their small savings made during the week for special projects, instead of spending their money on "candies".

The CIT program, particularly for those between the ages of 13 to 17 has received encouraging response. Each counselor is responsible for the programs of a particular group of children.

Besides this program, the YMCA has recently started the Youth Leadership Conference which is conducted in four parts, lasting for three days each, with about 40 leaders from 25 local organizations. Topics of the Conference include volunteerism, group dynamics, program planning, developmental issues, community development, basic administration, organization, communication and the participant's role as a leader in Indonesia.



Yogyakarta YMCA Future Leaders...
Members of the Counselor in Training (CIT) program.

JAPAN

DECLARATION ON DISARMAMENT

On 25 February 1982, at the 49th Japan YMCA General Secretaries Conference, a declaration was adopted calling on all YMCA related persons in Japan and throughout the world to actively contribute at the grass-roots level toward the success of the United Nations Special Session of the General Assembly devoted to Disarmament. Among some points made in the declaration are:

- The development of nuclear weapons and their delivery systems continues without restraint, and currently more than 40,000 nuclear bombs imperil the world with unimaginable destructive force, more than one million times the power of the bomb dropped on Hiroshima. (continued)

NATIONAL AFFAIRS

- We express our deep concern as international tensions increase in an unabated nuclear and conventional arms race, in spite of the call of many people of the world for the establishment of peace and security through disarmament.
- The arms race has an adverse effect on the economies of all nations, but its impact is felt most strongly in the developing countries, intensifying the struggle for basic human needs. The voracious waste of the arms race is exhausting our scarce natural resources.

KOREA

BIENNIAL CONVENTION HELD

The National Council of YMCAs of Korea held its Biennial Convention at Taejon City, South Korea, from 20-21 April. It was attended by 170 participants representing 39 member local YMCAs.

The Theme of the Convention was: The Role of Korean YMCA in the Asian Context. Analysis of Asian Realities was presented by Prof. Jung Hyun Ro and Mr. Soo Min Lee, spoke on Current Trends of YMCAs in Asia and the YMCA's Future Role. Mr. Soon Ghe Chung has been elected President of the National Council.

The Korean YMCA has recently held an intensive discussion, assisted by Dr. Hans-Ruedi Weber of the World Council of Churches, on "YMCA as an Open Church".

MALAYSIA

DEDICATED EFFORT ENABLES YMCA PURCHASE OWN PREMISES

The YMCA of Sibu in Sarawak, Malaysia, had been functioning without a property of their own since 1970. In 1980, a group of enthusiastic young volunteers brought in more life and interest into the programs of the YMCA, by renting a small flat and organizing interesting programs. The centre was managed and run without any financial support from outside. A drama show entitled "Love Songs of the Twins" was organized to raise funds to upkeep the running costs of the centre. The YMCA had also begun a fund raising campaign by organizing an annual program called "Talents Discovery Night". In six years they were able to save over US\$80,000 through this program.

Recently, the Sibu YMCA has been able to purchase its own property for its centre at 50, Hin Yu Park. By moving into the new premises, the YMCA has started a new era in the development of its activities which are already numerous.

Through the variety of programs offered, and the great number of volunteers actively involved, the YMCA has become a felt need in the society.

NEW ZEALAND

NUCLEAR TESTING OPPOSED

The National Council of YMCAs of New Zealand has opposed nuclear testing in the South Pacific. This was expressed in a formal statement adopted by the National Executive Committee. A letter was also sent to the New Zealand Minister of Foreign Affairs. The Minister replied stating: "The Government shares this concern and has stressed New Zealand's opposition to Nuclear testing to the Government of President Mitterand."

Following were the affirmations adopted by the New Zealand YMCA:

- Accepts a commitment to young people and the promotion of their personal growth and development.
- Recognises the need to create and maintain a physical and social environment which has a positive influence on the development of young people.
- Believes society has an obligation to preserve and enhance the earth and its resources for coming generations.
- Regards testing of nuclear weapons as an unnecessary contribution to the pollution and destruction of the earth's resources.
- Opposes the production of weapons of war, particularly nuclear weapons and condemns any testing of nuclear weapons by any Government.

WORLD YMCA/YWCA WEEK OF PRAYER

The 1982 YMCA/YWCA week of Prayer and World Fellowship will be held from 7-13 November. The Theme for this year is taken from the Second Letter of the Apostle Paul to the Corinthians: "...Do not loose heart" (4:16).

PAPUA NEW GUINEA



Port Moresby staff member John Morea with boys of the Squatter Settlements during a three-day camp for 30 boys at the YMCA Training Farm. The YMCA plans to run four similar camps during 1982.

PHILIPPINES

WORKING WITH HANDICAPPED IN HEARING

The YMCA of Leyte, in Tacloban City, Philippines, has recently started elementary formal classes for the handicapped in hearing. The program is being offered by the newly organized Tacloban Institute for the Deaf, a program of the YMCA of Leyte.

Besides the formal classes, the institute conducts deaf education workshops, sports and cultural tours, skills training, spiritual counselling and camping.

The Tacloban Institute for the Deaf is expected to be independently incorporated from the YMCA of Leyte after two years of its operations.

SINGAPORE

MEMORABLE EVENING WITH NYSC

The Metropolitan YMCA of Singapore has organized a special evening of music and dance with the touring National Youth Ensemble from the Sri Lanka National Youth Services Council (NYSC).

After a presentation of activities of the Metropolitan YMCA through slides, the members of the Youth Committee presented a few programs.

The Youth Ensemble then rendered a repertoire of Sri Lanka folk songs. Accompanied

by indigenous musical instruments like the sitar, harmonium, tablas (drums) etc. the songs, it has been said, were able to bring about a feeling of inner peace.

- Adapted from: Singapore Youth
Jan - Feb 1982

LATIN AMERICAN CONFEDERATION

The quadrennial Convention of the Latin American Confederation of YMCAs was held in the city of Belo Horizonte, state of Minas Gerais, Brazil from 17-20 April this year. The Motto of the convention was "I will always be with you" (Matthew 28:20).

The Latin American Confederation had invited the Asia Area to the convention. While wishing the convention all success, the Asia Area has regretted its inability to be present at the convention. The Asia Area has suggested about the possibility of gathering together with some Asian members and representatives of the Confederation, at an International Meeting, to discuss and better understand each other's work, and for possible, future joint ventures.

WORLD ALLIANCE

NEW PORTFOLIO ANNOUNCED

National YMCAs are aware of the resolution approved at the 8th World Council meeting, held last year, regarding the portfolio on Christian Orientation and Ecumenical Concerns. The portfolio is to establish relationships with Churches and the Ecumenical Movements, to initiate dialogue with other Faiths, and to serve the spiritual needs of youth.

It is encouraging to note that already a major portion of the financial support that will be required to fill this new post of the Executive for Christian Orientation and Ecumenical Concerns, from July 1982 to December 1985, has been assured by some National Movements. However, an amount of about SFr.249,000 is still to be raised.

In a recent circular, the Secretary General of the World Alliance of YMCAs, while announcing the vacancy for the post, has invited National Movements to cooperate by contributing to the funding efforts being made for the portfolio. We wish to remind National Movements in the Asia Area about this special request, and we encourage them to respond.

EUROPEAN ALLIANCE

The European Alliance of YMCAs has announced that its General Assembly will take place in the YMCA-Centre Hasliberg in Switzerland, from May 13-15 this year, and has invited a representative from the Asia Area Committee of YMCAs to the said Assembly.

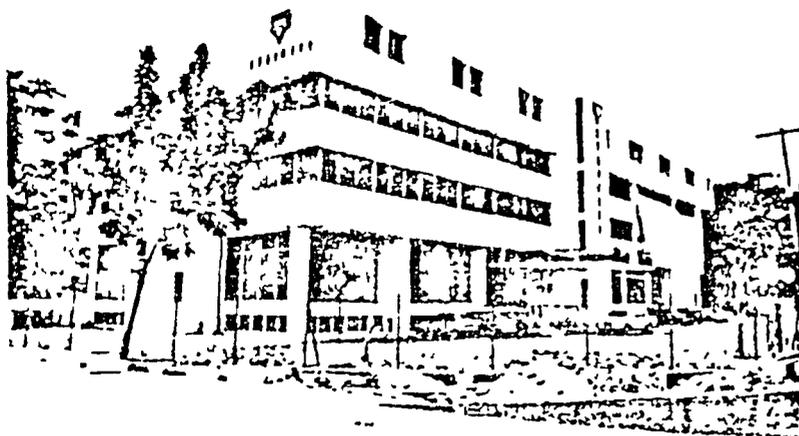
Although the Asia Area is not able to participate at this Assembly, it hopes that some Asian representatives will be able to meet with representatives of the European Alliance during an International Meeting, to explore possible cooperation between the two Areas.

We wish the General Assembly of the European Alliance a great success.

CCA COMPLETES 25 YEARS

The Christian Conference of Asia (CCA) at its General Committee meeting held in Kuala Lumpur from 25 to 29 April recognized the completion of 25 years of its existence. The Asia Area Committee of YMCAs, which is a fraternal member of CCA, was represented by Mr. Soo Min Lee at the General Committee meeting.

Based in Singapore, the CCA is a fellowship of 110 Churches and National Councils from 16 Asian countries comprising over forty million Christian people.



Every year the Sunday before Pentecost is celebrated as Asia Sunday. This year, Asia Sunday falls on 23 May. The theme chosen for this year is: Living in Christ with People - Working for Peace. A folder, aimed at providing resources for prayer and worship on Asia Sunday is available from the CCA.

AN INVITATION TO SPONSORS

Each issue of the "Asia YMCA" Bulletin is financed by a sponsor. Previous issues were sponsored by the following:

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A major part of the discussions centred around the identification of reasons of underdevelopment in the sub-region as a whole. It was pointed out that one of the basic reasons was structural problems in society. Focus was also given to the structure of the YMCA itself in this connection.

Among some of the plans for the future as proposed by the participants, are:

- organizing programs in their YMCAs for strengthening youth leadership

- involvement in the rural/urban development efforts through various programs and projects
- organizing health programs in slums
- organizing job oriented training programs for young people

All participants agreed to follow-up this program with an year-end assessment, and in view of this, the Indian delegation offered to look into the possibility of holding the next program in Ranchi, India.

SOUTHEAST ASIA YMCA GENERAL SECRETARIES WORKSHOP

This workshop is being organized for the National and Local YMCA General Secretaries in the Southeast Asia sub-region. The workshop, first proposed by the Metropolitan YMCA of Singapore, received enthusiastic support from all the National Movements concerned. It will be held in Jakarta from 21-25 June and the YMCA of Indonesia will serve as the organizing and the host YMCA.

About 20 General Secretaries from the YMCAs of Singapore, Malaysia, Philippines, Thailand and Indonesia will participate at the Workshop. The purpose of the Workshop is:

- To impart knowledge in developing and implementing a comprehensive planning process that will give future direction and vitality to the YMCA towards self-reliance.
- To assist the participants to improve ability to cope with change and encourage innovative thought and creativity.
- To develop systematic ways of dealing with strategic issues in a dynamic sub-region such as Southeast Asia.

Participants will share reports of individual corporate planning models developed during the workshop. There will also be discussion on mutual support on implementation of corporate planning among the participating YMCAs.

WORKSHOP ON CREDIT UNIONS/ COOPERATIVES HELD

The Asia Area Committee of YMCAs' Planning Workshop on Credit Unions/Cooperatives, organized under the Development Education Plan (DEP) of the Area, was held in Baguio, Philippines from 1-12 December, 1981.

There were 14 participants, including resource persons, from six countries in the Asia Area. Delegates from the following National Movements participated: YMCAs of India, Bangladesh, Malaysia, Indonesia, Philippines and Sri Lanka.

The workshop was conducted in two phases. The first phase was meant to understand the basic principles of organizing credit unions/cooperatives as development tools. In the second phase participants gave thought to specific plans for the YMCA's involvement in the actual organizing of experimental credit unions/cooperatives.

Towards the end of the workshop the participants drew up a statement recommending some principles in organizing credit unions, cooperatives, and expressed that "going into the organization of credit unions/cooperatives will make the YMCA more relevant and attuned to the needs and interests of the community where it is in."

The participants also suggested to the AAC that a follow-up seminar would be necessary after one year to enable the present participants to share their problems and successes while implementing the credit unions/cooperatives in their respective local and national levels.

NATIONAL AFFAIRS

BANGLADESH

NEW TRAINING SECRETARY APPOINTED

The National Council of YMCAs of Bangladesh has recently appointed Mr. Jacob Chowdhury as the new Training Secretary of the Bangladesh YMCAs.

Mr. Chowdhury has been associating with the YMCAs for many years and had been a teacher at the Teacher's Training College in Dacca. He had worked for a Development agency in Bangladesh prior to his joining the National Council. With the appointment of Mr. Chowdhury, the much needed training programs will now be carried out in full swing.

INDIA

SIMPLE BIO-GAS PLANT SERVE VILLAGERS

The YMCAs in India have been involved in programs for the upliftment of the rural population for many years. In recent times the YMCAs have also sought for alternative technology in furthering rural development. The Calcutta YMCA in West Bengal, India, has recently put up a training-cum-demonstration unit of a "Bio-Gas" plant in its rural development project at Ranaghat in the Nadia district. The plant has become a great success.

By utilizing the cow dung from their small dairy consisting of 3-4 cattle on the average, they were able to generate enough gas to cook one meal for about 60 persons and about two hours of lighting everyday for their boys home.

Seeing this success, many small farmers have shown interest in the installation of similar units in their homes. The Calcutta YMCA has drawn up further plans to extend such bio-gas plants in other areas.

The National Council of YMCAs of India has invited interested YMCAs having some infrastructure to use this technology, to contact the Department of Rural Development of the National Council, for further information.

NATIONAL AFFAIRS

PAPUA NEW GUINEA



Port Moresby staff member John Morea with boys of the Squatter Settlements during a three-day camp for 30 boys at the Y Training Farm. The YMCA plans to run similar camps during 1982.

PHILIPPINES

WORKING WITH HANDICAPPED IN HEARING

The YMCA of Leyte, in Tacloban City, Philippines, has recently started elementary formal classes for the handicapped in hearing. The program is being offered by the newly organized Tacloban Institute for the Deaf, a program of the YMCA of Leyte.

Besides the formal classes, the institute conducts deaf education workshops, sports and cultural tours, skills training, spiritual counselling and camping.

The Tacloban Institute for the Deaf is expected to be independently incorporated from the YMCA of Leyte after two years of its operations.

ASIA AREA

NEW DEVELOPMENT EDUCATION PLAN EMPHASIZES PRACTICALS

The New Development Education Plan (DEP) of the Asia Area Committee of YMCAs, for implementation during 1982-85, maintains the previous thrust in Development Education; however a notable addition now is its emphasis on the practicals of the Plan.

Since 1978 the Asia Area Committee of YMCAs implemented the Development Education Program, focussing the meaning of development and its analyses in the different countries of this Region. Various consultations and conferences were held from 1978-81, at which professionals and volunteer leaders of the YMCAs in Asia attended.

An evaluation of the last 3-years' experience in DEP showed that a reasonable degree of understanding of developmental issues, relevant to the countries in the region, is now being held by the responsible YMCA staff and volunteers both at the national and local levels.

The 1980 Evaluation workshop on the DEP activities of the Area, recommended that the conceptual awareness raising phase should now merge with the practical application of the understandings, through more specific projects in the local communities.

Furthermore, the findings of the workshops on Functional Literacy and credit union, held in October and December last year indicated that if development were to really take place among the great majority of the people in Asia, two basic concerns must be addressed:

- the massive illiteracy affecting the people in the region, which in some countries goes up to the 80% level;
- the lack of community based institutions and institution-building which are necessary for capital formation, capital accumulation, and the inculcation of community responsibility.

It was observed that these concerns were basis to any development program. Livelihood programs undertaken by governments or by independent voluntary organizations like the YMCA cannot be meaningfully availed of by the great majority of the people needing development assistance for these reasons.

The new approaches and methodologies in credit union/cooperatives and functional literacy were discussed at the two workshops mentioned above and it was proposed that the new programs should be organized according to present day approaches, so

that real development of the masses of the poverty stricken people can happen.

The main objectives of the new Plan, therefore, will be:

- a) To maximize the YMCA's participation in the development process through a more systematic harnessing of its institutional capabilities for community-based educational efforts and for community based programs.
- b) To assist and encourage YMCAs to formulate more innovative and integrated programs which effectively address basic development needs in the community.

The New Plan will be implemented through a series of workshops, mainly at the National levels. The workshops will focus attention on the development rationale indicated above and the fundamental techniques of organizing functional literacy and credit union programs.

Attention will be given in each national plan towards the organizing of Functional Literacy and Credit Union programs and towards integrating these two programs into the on-going 'livelihood' type of development programs which are being carried out by the YMCAs presently.

This plan will be operative in the YMCAs of such countries like India, Sri Lanka, Bangladesh, Pakistan, Thailand, Indonesia, Philippines, Papua New Guinea, Fiji and Western Samoa. The emphasis in each National program will be according to situation and the needs of the country, so for example where the percentage of illiteracy is very high, programs on literacy will be emphasized.

In addition to the National and Local level workshops, the plan includes at least two Asia Area level Workshops.

The New Plan has a third component, i.e. the assistance of the Program Services of the Asia Area, which will be provided by the Area's Development Office. It will include a Resource Information Service on functional literacy, and credit union, staff assistance to National Movements in planning workshops; and post-workshop assistance in starting projects.

"The major hallmark of the Asian situation today is that of underdevelopment... The first feature of underdevelopment is mass poverty. In the Asian region, anywhere between 35% to 60% of the people are below the poverty threshold. This situation, instead of improving, is actually deteriorating. (Not in this category are Japan, Australia, New Zealand and Singapore)."

- From: Cesar Espiritu, Economic Structures

ASIA AREA

VISION FOR THE FUTURE OF THE YMCAs IN ASIA

*(Text of Speech made by
Justice Emilio A. Gancayco
Chairman, Asia Area Com-
mittee of YMCAs, at the
25th Anniversary Dinner).*

In the 4th Leaders' Conference of 1956 the Constitution of the YMCA Area Committee for South and East Asia was passed and six members were appointed to its Executive Committee. This Constitution was adopted by the World Alliance in 1957.

In 1959 at the 5th Leaders' Conference, it was agreed to form the Federation of YMCAs in Asia and to revise the Terms of Reference. It was not implemented due to lack of funds to operate the Federation.

Nevertheless, it was felt that the most urgent task was to train and secure qualified staff. So the YMCA Institute was established in 1964 at Hong Kong and a Scholarship Fund for Training was created.

Then in July 1974, a historic conference took place again in Baguio City. It is the Asia Pacific YMCA Consultation on International Cooperation. It was attended by lay and professional leaders of the YMCA movements in Asia and North America.

The participants unanimously adopted a resolution that the Asian YMCA movements should have active and direct participation in the affairs of the movements in Asia, and that the Asia Area Committee should be strengthened in order that its decision would be indicative of the voice of Asia.

A Study Committee was created to implement this mandate. The terms of reference of the Asia Area Committee of YMCAs was amended. It was approved by the Executive Committee of the World Alliance in July, 1975. The review of our structure is a continuing process as in the 1981 meeting of the Area Executive Committee further amendments to the terms of reference were proposed. This was referred to the Member Movements for consideration.

Well known to all is the creation of the Asia YMCA Development Fund. What is significant is that it was built essentially from voluntary contributions of the Member Movements. It seeks to assist in financing

development projects of the YMCAs in Asia. Leadership and Community development are its priorities. The fund campaign from 1976-1980 surpassed its goal of \$300,000.00. It is a continuing one. An Area Travel Fund was established to assure representation of all Member Movements in the area meetings. An emergency relief fund is being promoted to respond promptly to such contingencies. These are eloquent manifestations of togetherness and concern for each other.

The operational budget and intermovement cooperation funds of the Area has grown to about half a million dollars. Our improved financial situation enables the Area to conduct numerous programs. But this is not what is important. What is meaningful is the fact that it was made possible through the support of the National Movements in the Area.

Thus as we talk of the vision of the YMCA of the future in Asia, one can foresee firstly, an even closer intimately linked aggrupation of YMCAs in the Area working together and with each other. They find strength in being an integral part of the World Alliance without jeopardizing their identity.

Secondly, our struggle is to be more relevant to the mission of the YMCAs in Asian realities. This mission cannot be fulfilled away from the life situations of people and their needs. We must embark in new thrusts and programs in accordance with these requirements.

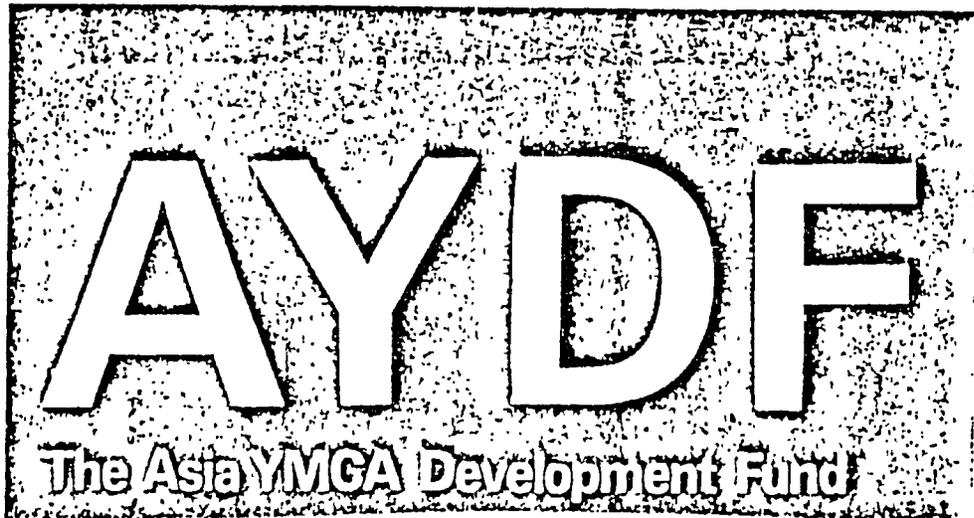
Thirdly, the ultimate source of authority of the YMCA is its constituency. The local YMCAs form and direct the National Movement by the same token that the National Movements, the Area Organizations, up to the World Alliance. However, the local association must not operate in isolation but in close cooperation with other local associations or movements. It should participate as a part of an international movement.

Fourthly, self-determination and self-reliance of the Member Movements and the local Associations should be fostered. The willingness to work together and assist each other especially within the Area and among the movements therein shall underwrite the strength and unity of the movement in this part of the world.

Fifth, the organization of the Asia Area Committee of YMCAs into a Federation will perhaps more effectively serve its primordial task of coordination and support. The link with the world body however should be as firmly maintained. It is a component of the whole.

Sixth, it should be our purpose to be able to operate and involve people in other countries in Asia whatever be their political and social environment. Young people and women should be participants in every YMCA. We are a movement of people and for people inspired by our Christian mission. Together we should care and share. More than this, our area organization should reach out and join hands with other areas. There must be cooperation in activities and progress which must be brought about by our common Mission.

We can conceive many more of what the vision could be of the future for the YMCAs in Asia. But all this can be possible only if we continue to be together, understanding each other, supporting and strengthening each other. For here we really belong



INFORMATION BOOKLET 1981

ASIA AREA COMMITTEE OF YMCAs
23 Watchdog Road, Kowloon
Hong Kong

1

BASIC INFORMATION ABOUT THE ASIA YMCA DEVELOPMENT FUND (AYDF)

1. WHAT IS THE AYDF?

THE AYDF – A BRIEF DESCRIPTION

The Asia YMCA Development Fund (AYDF), is a common fund, created by the YMCAs in Asia (collectively known as the Asia Area Committee of YMCAs) to assist these YMCAs, particularly in relation to the new tasks associated with bringing about a new dimension of YMCA work in Asia. The AYDF is a resource pool where member National Movements comprising the Asia Area Committee of YMCAs are expected to contribute finances in the spirit of Inter-Movement Cooperation, in the recognition of unity and common responsibility for each other, and in the acceptance of the need to work with each other for the achievement of common goals. In turn, YMCAs needing financial assistance to augment their own, are expected to draw upon the AYDF in the knowledge that the grants or loans extended represent the concern and involvement of YMCAs in neighboring national settings.

The AYDF is not an endowment fund. Monies contributed to the AYDF are not expected to be invested for profit, with only the profit being used for operational purposes.

Financial resources of the AYDF are expected to be fully available in support of the development involvements of the member National Movements comprising the Asia Area Committee of YMCAs. National Movements are in turn expected to continually replenish the resources of the AYDF, as a matter of responsibility and continual concern. For this reason, up to 50% of the financial resources of the AYDF is available, on call, for grants and loans, each year.

The AYDF is thus an integral part of the Asia Area Committee of YMCAs' search for continuing relevance within the community within which it exists. It is an enabling tool of the YMCAs.

2. WHAT DOES THE AYDF HOPE TO ACCOMPLISH? HOW? WHY?

The AYDF aims to give full support and encouragement to two major Asia YMCA objectives:

- a. Relevant YMCA participation in development
Development is not an easy concept. The actual process of development is long and difficult. To be a relevant participant in development, one needs a clear and correct understanding, the right attitude, and, technical competence. This is achieved through a tedious process of action and

reflection, of learning from and with the people, of constant practice, assessment and re-adjustment.

The YMCAs in Asia are generally oriented and geared to be part of that small sector of society comprising of the 'middle class' and above. This is the legacy of the YMCA as a colonial transplant. To be a participant in development, the YMCAs in Asia need to relate to the great majority of people in the community who are below the 'middle class' -- around the poverty line in fact.

From the YMCA, this requires attitudinal change, and, a re-tooling, re-planning, and re-orientation of programs and policies. These take time and a great deal of practice. The AYDF support these changes by encouraging and supporting small experimental programs at community level from which the YMCA gathers experience, and, workshops and seminars during which YMCA members, both lay and staff, assess what they have done, learn from their experiences, and plan for greater involvements.

Strengthening the YMCA for new tasks

In the process of encouraging and supporting the YMCA to participate relevantly in development, the YMCA as an organization is strengthened. Through the process of raising funds for the AYDF, the YMCA is strengthened. The tasks of the YMCA are many. These require new attitudes, new skills, and a renewed organization. The AYDF is one way of accomplishing these.

Why should the YMCA, and consequently the AYDF, strengthen itself for development?

The YMCA exists within a community or communities where people are engaged in their development. The YMCA cannot be apart from the community -- an irrelevant appendage. The YMCA as an organization of responsible people must participate in the mainstream of community life.

3. WHAT IS THIS 'DEVELOPMENT' AND WHY THE NEED FOR IT?

We see 'development' as the on-going process whereby people liberate themselves from all conditions and structures which prevent the full realization of their potentials and hinders the establishment of humane and equitable sets of relationships within communities. The over-riding objective of this 'development' is social justice, and within this framework, the twin goals of economic growth and self-reliance.

Our concept of development starts modestly. Perhaps from a small project designed to enable backward peasants to be aware that they can do something to change their own situation. Or perhaps small educational work among slum dwellers. The important thing is to implant the idea that people can change their community if they work together.

As we often say 'development is a seed to be sown, not a tree to be transplanted'. With the help of the AYDF, we sow seeds here and there.

4. WHAT ARE THE PRIORITIES AND GUIDELINES IN THE USE OF THE AYDF?

Broadly, a basic principle is that programs and projects to be supported must be people-oriented. This means a community approach whereby it is recognized that it is only the people – the project community – who can do their own upliftment; assistance from the outside, including the YMCA, must only be supplementary and complementary. Direction should come from the community, not from an elite, detached, 'expert' professional.

Towards these, the Asia Area Committee has recommended the following guidelines as integrated approach to all YMCA development involvements:

- a. The conscientization of people towards their self-awareness of human dignity, solidarity and responsibility towards their community.
- b. Community organization for self-reliant activities for and of the people of the community.
- c. Training for employment.
- d. Cooperation with similar independent voluntary organizations as well as with the appropriate government agencies.

To be more specific, the AYDF Committee has stipulated that the AYDF shall give the highest priority to the following project/program areas, on an equal basis:

- a. **Leadership Development**
Educational activities designed to raise the level of awareness, competence and capability of YMCA members, both lay and staff, in pursuance of the new tasks of the YMCA.
- b. **Community Development**
Partnership involvements whereby the YMCA participates, supports, and assists in efforts to enable people (the community) to be more critically aware of their situation, problems and potentials, in order that people, primarily relying on their own resources and capabilities, shall be empowered to resolve their own problems.

c. Extension of YMCAs

Extending the presence of a renewed, re-vitalized YMCA into newer areas of service; where the YMCA becomes a rallying base of the people; where the YMCA becomes itself a Movement of people.

REQUEST

The Village YMCAs aim at the improvement of the quality of life of poor villagers. The annual budget of each such YMCA will have to be atleast Rs 2,400. Some amounts in some of the village YMCAs are being raised with great difficulties. But, that is no where near the need and as a result they are crying out loud for financial assistance.

As has been said, we have at present 200 village YMCAs. Very soon the number will be 250 and more.

We Need 250 Sponsors to Adopt Each of these Village YMCAs Giving an Annual Contribution of Upto Rs. 2,400, Preferably for a Period of 5 Years.

In about 5 years we hope to make each YMCAs self sufficient by enabling the workers to contribute small sums of money or agriculture produce or free labour, ultimately forming an endowment of Rs 24,000 for each village YMCA in order that proper functioning for future is ensured.

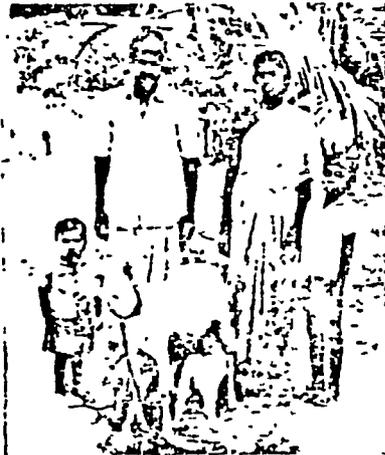
We are approaching you to be a partner in this venture. Will you as a leading Commercial firm, manned by enlightened leaders of the community and conscious of our responsibility to the less fortunate or weaker section of our society be willing to adopt one or perhaps more villages; Rs 2,400 per year? You would bring some cheer to a lesser privileged neighbour, and in so doing share the satisfaction in the nation building efforts of our country. Your staff would be always welcome to visit the centre you have chosen to sponsor by your magnificent gesture. We believe visits will be educational too.

The National Council of YMCAs of India will receive your contribution, release the money according to the programmes developed and render account annually.

May we please count on you?

With grateful thanks,

K. M. PHILIP
President
National Council of YMCAs of India



Milk goat given to a family

Fibre industry at Martandam YMCA



Printed at PRINTAID, New Delhi.

THE VILLAGE YMCA

A COMMUNITY CENTRE FOR THE UPLIFT OF THE RURAL POOR

AN APPEAL FOR SPONSORS



Community Centres for Rural uplift are badly needed and the idea has immense possibilities. I am happy to give it my full support. The Y.M.C.A. has dedicated Workers but money is required. I appeal to the well known generosity of the Indian public, and specially to our big business houses to contribute handsomely to this scheme and thus give hope and a new purpose to those whose lives are a continuous struggle for existence.

Vijaya Lakshmi Pandit

181-B, Rajpur Road,
Dehra Dun



THE NATIONAL COUNCIL OF YMCAs OF INDIA
Bharat Yuvak Bhavan, Post Box No. 14
Jai Singh Road, New Delhi-110001

What the Indian YMCA has been and what it has contributed

YMCA in India continues to be in the fore-front of diverse activities for youth in particular operating in the main in major cities and has been instrumental in channelling the energies of youth through variety of games and sports

In India there are today 250 YMCAs, 200 of them in semi rural or rural areas

Indian YMCAs have 350 buildings, 64 hostels accommodating 3338 working men and students 50 000 member and over 675 000 participants each year in multifarious activities

68 auditoriums with seating capacity for 18,060

More than 250 indoor and outdoor playing courts for 186 700 participants

Pioneering in games and sports the Indian YMCA established the first college of Physical Education at Madras one of the finest in Asia

Basketball & Volleyball were invented by the YMCA and introduced in India by the Indian YMCA

Camping and trekking are YMCAs speciality

The YMCA has homes for homeless boys

The YMCA started Rural Demonstration centre as far back as 1918 The Marthandam Centre is acknowledged as one of the finest in the country The programme includes bee keeping poultry goat breeding kitchen gardening cottage industries, health and sanitation and allied training

YMCA has established Institute for Rural Development to train rural youth which will in due course, become International Trg Centre

The YMCA Institute of Engineering at Faridabad, established in partnership with the Govt. of India and Govt of Haryana with the financial assistance of German Church, at a cost of nearly Rs 3 crores, is a pioneering institution turning out qualified young technicians for India's industrial growth.

And what it Plans to Add

THE VILLAGE YMCAs

● The Indian YMCA has now taken steps to organise and open 1000 YMCAs which are more in the way of Community Centres There are already nearly 200 centres and more are being opened daily The plan of activities is proposed to consist of the following

● Build a community hall The land to be donated by the village The National Council to match up to Rs 25 000 The nearest city YMCA to help the village YMCA in raising funds and organising programmes suitable to the area and the daily work to be carried on with honorary and voluntary workers

● Establish and maintain a good reading room

● Advise the rural folks on available facilities from the Govt Enable them to seek and obtain those facilities for betterment of their lives

● Through the Village YMCAs, help the artisan and craftsman to find an outlet

● By means of health workers, provide basic instructions on health, hygiene, nutrition, family planning and child care Eradicate the habit of 'open latrine' by introducing lavatory slabs designed by the YMCA @Rs 40 which can be put in the backyard of the house so conveniently

● Adult literacy & education programme by mobilising voluntary assistance

● Promote kitchen gardens on the Marthandam lines which have been very successful

● Wherever possible introduce bee keeping and poultry The YMCA has the know how

● Initiate small cottage industries such as banana fibre which the women folk can easily work during their leisure hours and earning good income

● Goat distribution The YMCA will give one goat free to selected villagers on conditions that a kid is returned to the YMCA By such rotation, each beneficiary can earn anywhere around Rs 400 to 500

each year This scheme has proved so worthwhile in the Marthandam area

● All rural YMCAs would be run by voluntary leaders with a young man as honorary secretary The workers will receive short term training and would be helped by senior professional YMCA secretaries through regular visitations

A SAMPLE COST OF PROGRAMME

Adult literacy & educational programme @Rs 20 x 10 months	Rs. 200
Health & Sanitation drive six prog per year @Rs 75	450
Vocational guidance prog conducted by professionals	300
Goat distribution	300
Poultry distribution	250
concrete lavatory blocks	250
Games & sports materials	400
Reading room & library	250
	2,400

Rs 2 400 PER YEAR PER VILLAGE (approx)

Chick rearing for distribution in villages under back-yard poultry scheme





SOME OF THE WORK SUPPORTED BY THE AYDF

ASIA YMCA SEMINAR ON PARTNERSHIP WITH PEOPLE OF OTHER FAITHS
OCTOBER 13-18, 1980
KUALA LUMPUR



... development among resettled mountain people.
 ... experimental farm section of a pilot community
 ... project.
 ... YCA, Thailand

Top: Seminar on Partnership with People of Other Faiths
 Asia Area Committee of YMCAs

... of village living standards.
 ... village YMCA in front of their meeting hall.

Bottom: South Pacific YMCAs Development Workshops
 In photo, 3rd Workshop, hosted by Papua New Guinea YMCA.





Top: Community organizing and environmental improvement in an urban slum. Hyderabad YMCA, India.



Top: Organizing migrant rural labor at factories for urban adjustment, technical skills training, and wholesome recreation. Kaohsiung YMCA, Taiwan

Bottom: 'Didiman' (farmer) Training. Farming instructor shows YMCA visitors from Fiji, United States, Hawaii, and New Zealand around the farm. Papua New Guinea YMCA



Bottom: Community organizing among Muslim village fishermen. Photo shows community - YMCA dialogue at a mosque front-step. Cotabato YMCA, Philippines



ANNEX E

The African Alliance (AA)



AFRICA ALLIANCE OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS
L'ALLIANCE DE L'AFRIQUE DES UNIONS CHRETIENNES DES
JEUNES GENS

P.O. Box 60856
N A I R O B I
K E N Y A

Telex 22834 AAYMCAS
Telephone 722335

Chairman: Dr. C.O. Agbenyega
Executive Secretary: Desta Girma

17th June, 1982.

Mrs. Agnes Pall,
Associate Director,
International Division,
YMCA of the USA,
291 Broadway,
New York, N.Y. 10007,
USA

Dear Agnes,

This is in response to your letter of April 12, 1982 addressed to Mr. Desta Girma.

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31.12.1981
NATIONAL DEVELOP.DIRECTOR'S TRAINING PROGRAMME

Income:

January	1981	\$9,000
May	1981	<u>\$8,475</u>

17,475.-

Less Expenditure:

Transportation, accommodation and meals	\$12,987.79
Cameroon Training.....	1,500.00
Administrative cost: Stationery, Telegrams, Telexes, Telephones, Secretarial services, worksheets etc...	<u>2,173.16</u>

16,660.95

Net surplus (deficit).....

814.05

=====

P/S. (1) The 3rd and final training is taking place in Lusaka from June 1 to September, 1982. The participants are in Lusaka, Zambia now.

(2) The surplus realised in 1981 is carried forward to 1982 to partly meet the 1982 expenses.

Sincerely yours



AFRICA ALLIANCE OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS
L ALLIANCE DE L'AFRIQUE DES UNIONS CHRETIENNES DES
JEUNES GENS

P. O. Box 60856
N A I R O B I
K E N Y A

Telex 22834 AAYMCAS
Telephone 722335

Chairman: Dr. C. O. Agbenyega
Executive Secretary: Desta Girma

PRELIMINARY REPORT OF CONSULTATION ON HUMAN RIGHTS

Harare - Zimbabwe 9 - 11 May, 1982

Background

The consultation was convened as a follow up meeting to study the issues that came out of the 1980 Dar-es-Salaam consultation in the area of Human Rights. The Harare consultation was to review those issues and to formulate a process that attempts to look at human rights from an African perspective and to identify common positions and action oriented programme possibilities for YMCAs in Africa.

The following articles and materials as well as speeches of those who addressed the consultation served as resource material for the discussions:

- Report on consultation on Human Rights
Dar-es-Salaam September 18-20, 1980
- OAU ministerial meeting on African Charter on Human
and Peoples' Rights January 7-19, 1981, Banjul, The Gambia.

Programme and Presentations

The agenda as submitted to the delegates was adopted to guide proceedings of the consultation.

The consultation adopted the following procedure in achieving its objectives. Presentations were made at a plenary session and three discussion groups were formed to concretize issues to facilitate the work of the conference. Devotions were held before each session by selected ministers of religion.

In order that participants would have the same level of understanding of the issues involved, the first afternoon session was used for information sharing. Mr. Harold Jenner, Executive for Peace and Human Rights, World Alliance of YMCAs, Geneva, gave an overview on the World Alliance position on Human Rights issues.

Mr. Desta Girma, Executive Secretary of Africa Alliance followed with a presentation on the Africa Alliance's approach to Human Rights concerns. In the evening by courtesy of Mr. Dan Tyler, Associate Director, U.S. YMCAs, International Division, a film entitled "Priority Africa 1981" was screened. The film was produced following the consultation held in Liberia in 1981 between the U.S. YMCAs and the YMCAs of Africa and depicts the work of some

YMCAs in Africa. The film was appreciated by the delegates.

The consultation was officially opened by the Minister of Justice and Constitutional Affairs, Government of Zimbabwe, Dr. Simbi Mubako. He urged voluntary organizations to use political freedoms provided in the constitutions of their countries to promote development projects geared to help the less privileged. "It is for you as a YMCA to identify such projects. That in my view is the most practical approach to the promotion of Human Rights". He said in a continent where the vast majority of people laboured under a three-fold scourge of poverty, malnutrition and illiteracy, that the freedom of movement, expression, right to life and property, might be of little practical value to most people.

In an exhaustive presentation made by Justice J.A. Georges of the Supreme Court of Zimbabwe on "African Approach to Human Rights", Justice Georges said that before people started talking about Human Rights they should concern themselves with basic needs, which can best be achieved by helping the needy to provide for themselves. He added that "the concept that each of your rights becomes an obligation to another persons' rights will make human rights more meaningful". He said further that, the powers of detention without trial in some African countries had led to their abuse and this was where a non-governmental organization like the YMCA could assist in calling for proper observance of those powers.

Rev. Kuchera, Acting General Secretary of the Christian Council of Zimbabwe in his presentation on "The Churches' Approach on Human Rights Issues in Africa", emphasized that the role of the church was to ensure that people obtained their basic human needs - food, shelter and clothing - and it was for this reason that it was engaged in the provision of education and health care, agriculture and skills training facilities. The pace at which the churches worked and advanced the cause of human rights varied. Some churches preferred to enlighten people about their rights but left the challenge of ensuring that human rights were observed to individuals.

Recommendations and Suggestions

After exhaustive discussions on the issues involved, the consultation came out with suggestions and recommendations from an African perspective for national movements and the Africa Area Alliance of YMCAs. A full report of these will be compiled and sent out to national movements for their study and use.

The tremendous efforts the young YMCAs in Zimbabwe put in the organization of the consultation was acknowledged.

The consultation was attended by 25 delegates representing 14 countries in Africa. The delegates exhibited a high sense of commitment and sense of duty, this was manifested in their promptness and active participation in the sessions. We of the Secretariat are grateful for this manifestation that in itself indicates that Africa YMCAs are prepared to work to overcome the issues and pressures that confront their people.

Closing

Mr. C.M. Simela, National President of Zimbabwe YMCAs, who chaired the consultation, expressed his gratitude to the members for their cooperation and active participation in all the sessions. He finally brought the consultation to a close on Tuesday Evening.

11th May, 1982

Harare, Zimbabwe

Submitted by:

Samuel E. Nyame,

Executive for Leadership
Development

AFRICA ALLIANCE OF YMCAS

Consultation on Human Rights

May 9 - 11, 1982

Harare - Zimbabwe:

PREAMBLE

The YMCA as a Christian, voluntary and non-profit organization has always operated on a premise of meeting needs of the people it serves, in order to safe-guard their self-respect. We follow this approach because of its Christian commitment and concern for the total development of human beings as creatures of God.

People have human rights that are violated by unjust economic, social and political systems that tend to affect their quality of life. The consequences of such violations tend to dehumanize and bring about untold suffering to many in Africa. This is manifested by: the increasing number of refugees, hunger, political turmoil, moral decay, rise in crime, unemployment and persecutions.

The inter-relationship of the basic human rights declarations and charters are well defined and included in most African national constitutions with clauses purported to guarantee the fundamental rights of the individual as well as group rights, in an effort to meet human needs which guarantee the survival of the human race. These rights are sometimes trampled upon by governments. The consultation recommends that African YMCAs should in a meaningful way respond to the violation of such rights and the denial of such needs.

In this regard, recognizing that in Africa we have rights which are social, economic and cultural, and that these rights will be realized when the people are educated about their rights and responsibilities, the Harare consultation affirms the recommendations of the consultation on Human Rights-Social Concerns held in Dar-es-Salaam, Tanzania, September 18, 19, 20, 1980:

"To advance YMCA commitment and action in social issues which hinder the full development of human beings as God's creatures, including the struggle for peace and the application of Human Rights".

The consultation recognized that individuals and minorities may not understand their basic rights in society. In like manner, it is obvious that policy makers may not be sensitive to the needs of the individual and the minorities therefore the African YMCAs should concern themselves with minority groups be it tribal, race or religious, as well as individuals.

ROLE

In recognition of the need to provide a platform on which the YMCAs can become more dynamic in their advocacy of Human Rights, their role must be a commitment to the process:

" that helps to stimulate, motivate and create an awareness in people of their rights through assisting, educating and mobilizing individuals and groups in the community to identify their needs and to work towards self reliance "

The consultation felt that this process can be achieved through a system structured on regional and national levels.

Consequently we recommend:

1. That African YMCAs in their commitment to Human Rights should always respect the laws of their governments.
2. That YMCAs collaborate with the Churches and other Non-Governmental Organizations (NGOs) with similar interest and understanding, to alleviate human suffering.
3. That national movements should devise appropriate methods of action in their own countries.
4. That in advancing this cause, YMCAs in Africa should be more concerned with social and economic development of the needy groups thereby exposing them to their duties and responsibilities as citizens.
5. YMCAs should, in co-operation with the Christian Councils and other NGOs, take positive action on issues related to detention without trial, denial of religious freedom and democratization of the policy process, for example, elitist groups controlling the economic, social and political life of the majority.
6. The consultation further noted that on the Regional level, the Africa Alliance should:
 - a) seek observer status on the organization of African Unity (OAU) in a collaborative effort.
 - b) work in close co-operation with AACC, other NGOs and UN agencies.
 - c) Initiate training programmes and seminars that help to enlighten people on their rights.
 - d) provide and disseminate information and material to help to up-date national movements of issues prevailing, and directing their efforts to trends that meet the desired needs.

- e) identify resources, such as personnel and materials, that national movements can tap.
- 7. That national YMCA movements embark upon development activities that relate to:
 - a) Vocational Training
 - b) Nutrition and Health Care
 - c) Agriculture - particularly in food production
 - d) Literacy and Adult Education
 - e) Non-Formal Education
 - f) Refugees and Rehabilitation, etc...

CONCLUSION

To achieve these objectives in a satisfying manner, the consultation felt that a plan of action shall need to be adopted to determine goals for implementing them. Consequently, it recommends that the African Alliance provide a means for a follow-up process that will help the implementation of these formulations that direct and develop a course of action.

11th May, 1982.

Harare, Zimbabwe.

LIST OF PARTICIPANTS

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4. C.M. Simela	ZIMBABWE	111 Old Essexvale Rd. Hillside, Byo
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AFRICAN ALLIANCE OF YOUNGMEN'S CHRISTIAN
ASSOCIATION (AAYMCA) DIPLOMA IN YOUTH WORK

SECOND TERM REPORT

COMMONWEALTH YOUTH PROGRAMME
AFRICA CENTRE
P.O. BOX 30190
LUSAKA, Zambia

NOVEMBER 1981

1. INTRODUCTION

This report covers the second term of the AAYMCA Diploma Course, conducted from October to November, 1981. The report deals briefly with the following items.

Course structure/Training Modules

Course Content

Attendance

Grades

Lecturers

Problems

Third Term Schedule

General Comments

2. COURSE STRUCTURE/TRAINING MODULES

The teaching of part II of the AAYMCA course was changed from the previous term. During the first term, the regular two hour a week per subject lecture series was utilized. However, for this term, a problem solving model utilizing a block time allotment was adopted (Appendix A). Eight hours a day, for several days, were allocated to each individual course to enable both the lecturers and the students to have as intimate a relationship as possible to facilitate utmost cooperation in both individual and group problem-solving activities.

This "block method" of teaching was introduced for several reasons. Firstly, it was utilized as an effort towards combining seminar, tutorials, and lecturers directed towards students' personal needs so as to increase the scope of their participation and understanding. This has the advantage of maximum supervision by lecturers. Secondly, the problems of tutorials and lack of adequate time for discussions were taken care of. Thirdly, since each topic had 8 hours a day for several days, it was easier to plan and undertake field trips. Fourthly, it was an effort towards solving the problem of lack of adequate time for library study and enough free time for personal activities. Lastly, it was aimed at enabling C/P personnel to undertake their teaching assignments at the times when they were available. The issue of lecturers travelling for official duties when they were supposed to teach was extensively discussed at the end of the first term.

It should be noted that this schedule was highly appreciated by both the staff and the students. It afforded them the opportunity to get to know one another well and helped to establish a unique group work concept which extended from the classroom to the maintenance

At the time of introducing this block module, it was pointed out that even though the Africa Centre was using it for the first time, it has been utilized extensively at the Asia-Pacific and Carribeña Centres.

3. - COURSE CONTENT

The course content of the 2nd term was made up of the following:-

(A) SOCIAL SURVEY TECHNIQUES AND SOCIAL INVESTIGATION

(i) Methods of collecting the Information

- Introduction Documentary
- The use of sources
- Observation
- Direct questioning
- Mail questionnaires
 - advantages
 - limitations
- Non-responses in mail surveys
- Interviewing
- Nature of survey interviewing
- The Interviewers task
- Selection and Training
- Informal Interviewing

(ii) Questionnaire

- General Principles of design
- Question Content
- Question Wording
- Open and precoded questions
- Order of questions

(iii) Scaling

- types of scales
- Reliability and validity
- General Procedures in attitude scaling

(iv) Response Errors

- Response bias and variance
- Sources of response errors
- Operation of response errors
- Detection of response errors
- Control and measurement of response

(B) DEVELOPMENT ECONOMICS

(i) Education and Development

- The role of education in economic development.
- Education Expenditure as a form of investment.
- Education planning
- Education and rural reform

(ii) Economics and Social Rights

The right to:

- Education
- Medical attention
- Proper housing

(iii) Special Topics

- The economics of crime and crime prevention
- Making the youth an asset (rather than a liability) in economic development.

(C) PROJECT PLANNING

In project planning, the following topics were treated at the intermediate level (stage 11).

(i) Feasibility Studies

- Need assessment - survey of economic viability-economic-cultural and political

- Resource assessment
- Project identification
 - decision making
(force field analysis)
- Market survey
- Types of small project-income generating projects.
- Types of community social projects

(ii) Planning and Proposal Write-up

- Choice of a project
- Developing of objectives
- Project justification (narrative summary)
 - situational statement of general social and economic conditions in a country.
 - situational statement of needs, interests and problems, as identified by planning group.
 - Statement of annual and longterm government policy on national development plan.
 - A statement of project planning process and composition of planning committee.
 - Programming-action plan or steps
 - Scheduling-time sequence for action plan.
 - Budgeting-identifying resources:
 - human resources
 - equipment
 - premises
 - raw-material
 - capital, etc

(iii) Marketing and Presentation of Proposal

- Analysis of output
- Estimates benefits
- Where to look for funds.

The following topics were treated at the introductory level (stage 1):

(iv) Project Management and Administration

- Organization chart
- Job specification
- Job description
- Delegation and supervision
- The control (charting and use of network analysis.)
- The feedback system
- Developing procedures-work study and job analysis.

(v) Practical Exercises

(D) SOCIAL POLICY

Social Welfare

- Some analytical perspectives of social policy
- The field of social welfare policy
- Social welfare institutions and their development.
- The basis of social allocation
- The nature of social provision

(E) COMMUNITY DEVELOPMENT

Community Change

- The theory of community change.
- Community and social change and development
- Community change and human development.
- Models of community change in:

Zambia: - Indigenous community model,

- Community development.
- Village and Ward Productivity Committees,
- Community ...

Tanzania: ...

Israel: Kibbutz

China: Communes

(F) YOUTH AND SOCIETY

(i) Social Process

- The nature of social processes
- The major social processes and their meaning and relevance to society.

(ii) Social Class

- The concept of social class and the debate over this concept.
- Genesis of social class
- Social stratification and the significance of social classes.

(iii) Social Group

- The group and individual
- Some major group classifications
- Group dynamic
- The importance and significance of groups

(G) TRAINING DESIGN

(i) Identification of target groups

- Specifying the target group
- Knowing the target group
- Surveying the target group
- Identifying needs and interests of the target group.

(ii) Deciding course content

- Selecting the focus of content
- Cultural constraints on content design
- Practical considerations

(iii) Planning Programme Communication:

- Channel of approach
- Working with existing organizations in the community.
- Working with official and voluntary intermediaries.
- Making direct contact
- The learning environment
- Education methods in non-formal setting.

All the activities for the second term were organized around the above course contents and were geared towards either practical application of what was discussed in the various classes, or towards a further explanation of materials covered in class.

ATTENDANCE

(1) Students

Originally it was anticipated that five students, the number present at the beginning of the 1st term, would participate in the 2nd term. The course was to commence on October 4. However, up till about October 15, only one participant was present. Eventually three students turned up after almost two weeks delay.

At a later stage, it was learnt that one participant had dropped out because he could not cope with the academic demands of the course due to his lack of academic background. The other participant could not attend because he was working on a new project and had no one who could take over at that moment. Arrangements are underway to give this latter student intensive tutoring so as to enable him to attend the 1st and final term.

The Centre registered its extreme disappointment with the delay in the beginning of the course and the non-attendance of two students through letters and later on, consulting with the Executive Secretary of the AAYHCA. The Executive Secretary indicated that he understood the problem and the position of the Centre, and that he would certainly endeavour to impress upon the national associations the need to release the students to attend the course in time.

(b) Staff:

During the course, there were four permanent staff, including the Director, on hand, plus one consultant/lecturer from the Commonwealth Institute, London, and a lecturer from the University of Zambia, Lusaka. All the lecturers were available as scheduled throughout the course. The students were pleased at the availability of the lecturers and the staff of the Centre for the duration of the course.

It should be pointed out that the success of the course was due to the high calibre of the lecturers and the small number of people involved - six lecturers and three students. In the future, with only five lecturers, it is hoped that even with a larger number of students this kind of intimacy and relationship could be maintained.

Members of the lecturing staff were:-

- (a) Mr. Dan Jacobson, Regional Director, CIP Africa Centre.
- (b) Dr. Frank Gadi-Phiri, CIP Regional Lecturer
- (c) Mr. Stephen G. ... and Projects
- (d) ...

BEST AVAILABLE DOCUMENT

- (e) Mr. Hosen. Huk-Iden, Commonwealth Institute, London
- (f) Miss M. Mumba, University of Zambia

The subjects taught by each are indicated in appendix I

5. GRADES

All the students demonstrated marked improvement over the first term's performance. There was also an increasing tendency on their part to relate the classroom discussion to their practical work. This may have contributed to the serious and lively discussions and the better quality of work produced this term.

The grades were divided into two categories. Individual assignments received better grades. Group assignments, however, were graded on pass-fail basis. The grades received by each individual at the end of the term are produced below.

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(i) NAME OF STUDENT: AZZAKE HENRY ARMOO (Ghana)

<u>SUBJECT</u>	<u>LECTURER</u>	<u>GRADE</u>
Social Survey Techniques	Moses Nuk-Idom Walter Mazzuki	B
Project Planning	Stephen Chan	A
Youth and Society	Stephen Chan Moses Nuk-Idom	PASS
Developmental Economics	Walter Mazzuki	PASS
Community Development	Walter Mazzuki Frank Osei-Ikodie	PASS
Training Design	Moses Nuk-Idom Elizabeth Numba	B+
Social Work and Social Policy	Frank Osei-Ikodie	A
Philosophy of Education	Stephen Chan Walter Mazzuki Frank Osei-Ikodie	A

(ii) NAME OF STUDENT: WILLIIE BALONG (LBYA)

SUBJECT

Fieldwork Report

LECTURER

Stephen Chan

Walter Mazzuki

Frank Osei-Hoodie

GRADE

C

BEST AVAILABLE DOCUMENT

(iii) NAME OF STUDENT: HWEO MAPULANCA (Zambia)

<u>SUBJECT</u>	<u>LECTURER</u>	<u>GRADE</u>
Social Survey Techniques	Moses Mtuk-Idem Walter Mazzuki	B
Project Planning	Stephen Chan	A
Youth and Society	Stephen Chan Moses Mtuk-Idem	Pass
Development Economics	All Staff	Pass
Community Development	Walter Mazzuki Kwaku Osei-Ikwedi	Pass
Training Design	Moses Mtuk-Idem Elizabeth Mumba	B+
Social Work and Social Policy	Kwaku Osei-Ikwedi	B+
Fieldwork Report	Stephen Chan Walter Mazzuki Kwaku Osei-Ikwedi	C+

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BEST AVAILABLE DOCUMENT

(iv) NAME OF STUDENT: ELIAS MABWIRE-MUVESA (Uganda)

<u>SUBJECT</u>	<u>LECTURER</u>	<u>GRADE</u>
Social Survey Techniques	Moses Ntuk-Idem Walter Mazuki	B
Project Planning	Stephen Chan	A
Youth and Society	Stephen Chan Moses Ntuk-Idem	Pass
Development Economics	/11 Staff	Pass
Community Development	Ezeku Osei-Hwedie Walter Mazuki	Pass
Training Design	Moses Ntuk-Idem Elizabeth Mumba	B+
Social Work and Social Policy	Ezeku Osei-Hwedie	B+
Fieldwork Report	Stephen Chan Walter Mazuki Ezeku Osei-Hwedie	B+

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6. PROBLEMS

Two major problems were faced in the second term - late arrival of students and non-attendance of two participants (These problems were mentioned above) for sometime it was not known as to whether the course would start or not. The lecturers were ready for a long time but there were no students.

These problems were compounded by the fact that for most of the time the centre deals with the African Alliance in order to reach the students. This procedure causes a lot of delays and uncertainties.

Towards the end of the term, one of the course participants was suspended from his national association. It is still not clear as to whether he will be back for the third term or not.

FUTURE TERM SCHEDULE

It is proposed that the format used in the second term be continued in the third term, and that the third term should run from July - August, 1968.

8. GENERAL COMMENTS

The AAYDCA course is a major experiment on the part of the OYA Africa Centre to assess its usefulness to non-governmental youth agencies and the scope for co-operation with them. Since, in most African countries, the Government is not beneficially complemented by the Ministry and Department of youth, it was thought necessary to attempt a pilot exercise in assistance to the non-governmental sector.

It is still too early to comment definitively on the experiment. A full assessment can be made after the third term has been completed. Certainly, however, the results to date are encouraging and...

or availability of students as agreed between the AAYMCA and CYP should be taken seriously. The Africa Centre is attempting a very ambitious overall regional programme in which the proper scheduling of events - with only 3 to 4 staff members - is extremely important.

Furthermore, a ratio of 2 staff members per student is hardly cost-effective - were it not for the experimental nature of the exercise and the valuable learning experience involved.

If, however, these YHCA National Development Secretaries who have attended the course are able to apply the lessons they have learned collectively to present, they can anticipate very much that the results will be very remarkable.

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CYF AFRICA CENTRE. AAYMCA DIPLOMA IN YOUTH WORK
COURSE SCHEDULE

DATE	LECTURER	COURSE
1. October 5	James Poole	AAYMCA - Discussion
2. October 7	Hoses Ntuk-Idem Walter Mazzuki	Social Survey Techni- ques
1. October 12	Hoses Ntuk-Idem Walter Mazzuki	Social Survey Techni- ques
3. October 14 October 19	Stephen Chin Stephen Chan	Project Planning Project Planning
4. October 21	Stephen Chan	Youth and Society
5. October 26 October 28 October 29	Hoses Ntuk-Idem Walter Mazzuki Stephen Chan	Principles of Economics(5) Development Economics(6) Development Economics(7)
October 30	Hoses Ntuk-Idem	Development Economics(8)
6. November 1	Kwaku Osei-Hwedie Walter Mazzuki	Community Development
7. November 2	Miss Numba Hoses Ntuk-Idem	Training Design
November 16	Kwaku Osei-Hwedie	Social work & Social Policy
November 23	Kwaku Osei-Hwedie	Social work & Social Policy
November 30	Walter Mazzuki D.J. Soko	Learning Evaluation Reports

The following are excerpts from a travel report submitted by Dan Tyler, ~~the International~~ ^{for the period March 31 to May 20} ~~Division~~ Associate Director of the International Division. Dan visited several movements in addition to assisting with a study ^{re-organization} of ~~the~~ ^{concerning} the structure and function of the African Alliance.

Uganda 30 April - 7 May 1982.

Purpose of Visit

To participate in staff training on development (proposal preparation and writing).

Situation

In and around Kampala, the situation is very tense. There are many road blocks. People have established a voluntary curfew of 6:30 pm to 7:00 pm to be in their homes.

The Uganda shilling had been devalued from 7 shillings to US \$1.00 to 86 shillings to US \$1.00. Prices of goods and commodities had sky rocketed. Essential Commodities and gasoline were in supply. One gallon of gas costs roughly \$3.50. The only construction I saw in Kampala except for the Uganda Bank Building was the YMCA. The YMCA Education Building extension is slowly being completed. This is with assistance from EZE of West Germany. A special women's group had recently raised over 1/2 million shillings for rehabilitation of the existing building. During my presence, the new window panes, shattered during the war of liberation, were being installed. Plans for re-painting the interior and purchase of curtains are in hand.

The Kampala YMCA program with nursery education and commercial education was in full force with a crowded building all day. Three days were spent at the Jinja YMCA. Nursery school and commercial classes were in progress. The roof is still needing repair. Rain water is leaking into the building. Estimates for repair and for total roof is being received. The cost is exorbitant.

A three day senior staff training course was held. The major agenda item was development training. The emphasis of the association is development for self-reliance. Each branch was to identify its development thrust. My task was to discuss project proposal writing.

In spite of the unsettled conditions especially around Kampala, the Ugandans' have a very high spirit and expect the situation to improve. The Uganda YMCA was a shining light in the city by the fact that it is rehabilitating its building and constituting an extension. This is most encouraging as was stated by one American Embassy Staff. The Values Education project with Pittsburgh YMCA should definitely be held in 1982. Staff training was identified as their number one concern. This varies from Branch Managers, to teachers and program staff. The major problem in program is equipment which cannot be purchased in Uganda. Charles Muwanga is most pleased to serve as National General Secretary. He is well received by the volunteers and staff. One volunteer said, "For some time we did not hear much of the YMCA, but now it is the foremost organization in Uganda."

The American government is ceasing its food assistance and concentrating on development since there is sufficient food in the country. The World Bank has made a major loan to Uganda as well as the U.S. government grant as agreed with the Lome Convention 1 & 11 amounting to \$2.5 million.

Kenya

- 1) The Kenya YMCA is expanding very rapidly. New communities are requesting YMCAs' in their areas. The YMCA is respected and has identified itself with the people and their development. Joel Kinagwi submitted his resignation to the Kenya YMCA effective 30 June 1982 to join the Africa Alliance of YMCAs on 1 July 1982. Francis Asiema will act as National General Secretary. The demands for expansion of the YMCA over and above its present 23 branches along with changing leadership will place a burden on the Kenya YMCA for both human and financial resources. The present wide scope of management by the National General Secretary cannot be adequately expanded nor maintained. A new structure is required. A major requirement for the Kenya YMCA is staff management training. With the expansion of facilities at the Nairobi South Hostel, the financial position is expected to improve. Kenya YMCA requests for a YMCA Professional Abroad to replace Boyd Gilmore is a valid one and should be responded to favorably.

Africa Alliance of YMCAs

Sam Nyame joined the Alliance on 1st May 1982 and Joel Kinagwi will start 1 July 1982. This will give Desta Girma a good team to develop the work. The Consultations in Zimbabwe were well planned and executed. The delegates showed and expressed their full confidence in Desta Girma as Executive. With Sam Nyame and Joel Kinagwi entering the staff, delegates felt assured that the Africa Alliance will fulfill its mission well. Both Sam and Joel are determined to develop the Alliance in all spheres under Desta's leadership. I can see good relationships between the staff and growth of the Africa Alliance. The Africa Alliance will require financial assistance for some time to come, but they are working at gradually becoming self-reliant.

Daniel P. Tyler

1 June 1982

ANNEX F

The World Alliance of YMCAs

~~Vereinbund der Christlichen Vereine Junger Männer~~
Alianza Mundial de Asociaciones Cristianas de Jóvenes
Alliance Universelle des Unions Chrésiennes de Jeunes Gens

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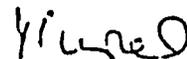
Geneva, February 25, 1982.

Dear Agnes,

Mireille Gilles has prepared the attached report on the involvement of the World Alliance during 1981 in various development efforts and activities.

Should you have any questions or require additional information for your report to AID, please let us know.

Sincerely yours,



Muriel Ritter
Executive for Coordination of
Funding

Encl.

cc: M. Gilles



PRESIDENT : JAMES LOVE

SECRETARY GENERAL : HECTOR CASELLI

U.S. YMCA MATCHING GRANT

REPORT OF WORLD ALLIANCE OF YMCAs FOR 1981

This report is made in response to:

"Project Indicators" in the Scope of Work"

(documents of the International Division - September 30, 1980 and August 28, 1980
and the letter from Mr. Steve La Vake - February 16, 1981)

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A) *Development education and training workshops for lay leadership. Increased number of trained community leaders for institutional management and development. Number and quality of regional or international workshops, conferences, meetings, etc. sponsored for lay leadership.*

A.1 Youth-in-Development Workshops

During 1981 the World Alliance of YMCAs was involved in the preparation together with the respective area organizations of the following workshops, which involved young people (18 to 30 years of age), both lay and staff:

- Valparaíso, Chile
7-18 February, 1981
- Salisbury, Zimbabwe
14-20 February, 1981
- Port of Spain, Trinidad and Tobago
18-26 February, 1981
- Mexico City, Mexico
2-11 July, 1981
- Kuala Lumpur, Malaysia
16-20 November, 1981

The following are detailed reports of the above-mentioned workshops.

A.1.1 Valparaíso, Chile
Latin American Confederation of YMCAs

Workshop theme: "The social and economic problems of Latin America; developments and techniques; the Christian spirit of YMCA Development efforts; evaluation and re-design of specific Development projects" (originally designed in the workshop which took place in 1980, in Brazil).

Number of participants: 15 coming from Brazil, Costa Rica, Colombia, Chile, Ecuador, Mexico, Paraguay, Peru, Guatemala, Venezuela, Uruguay.

In this workshop, which has to be seen as a continuation of the one organized in Brazil in 1980, all projects previously designed were evaluated according to the following major criteria:

- YMCA coordination, approval and support
- Personal negative and positive conditions
- Operational negative and positive conditions
- Operational progress
- Operational impact

All participants presented the needed information in personal presentations of their projects, and the group helped carry out the evaluation. The evaluation of the projects allowed for the

identification of practical problems most commonly found, which in turn provided the programme for the rest of the Workshop. Subjects needed to be learned in order to re-design the projects or to improve their operation:

- Operational Development models (types of community development)
- Project design by the logical framework system
- Conscientization and education for Development of YMCA volunteer and professional leaders
- Motivation, communication and group organization
- Participatory research
- Education for liberation (Paulo Freire's theory and praxis)
- Evaluation theory and techniques
- Environment protection, "vital space" in Development
- Community organization.

Most of these subjects were prepared and presented by the participants themselves, most of them involving the whole group through additional research, role playing or discussions. Other subjects (usually the most technical ones) were presented by F. Llosa or L. Labarrere.

Three entire days were dedicated to field-work in three different communities, in which the Valparaiso YMCA has development programmes. This was the highlight of the workshop as a lot of energy given in the first and second events found practical expression in a real context of poverty and action.

A.1.2 Salisbury, Zimbabwe Africa Alliance of YMCAs

Number of participants: 14 coming from Kenya, Tanzania, Uganda, Gambia,
..... Zambia, Liberia, Zimbabwe, Ghana.

One of the main purposes of this second African workshop was to identify constraints on Development in developing countries and to develop strategies to deal with constraints in the YMCA.

Some of the possible areas of constraints were identified as being, for instance:

- Person in the field: gap in both time and information. By the time his information gets to head office, they have already received distorted news.
- NGOs priority: NGOs may have their priority but may not meet the requirements of the funding source.
- Local field staff: how to balance a field programme given a wide area to cover.
- Funding: there is a different expectation of how to use the money.

This exercise was followed by the identification of strategies to deal with constraints, e.g.

- Programme goals and objectives
- Method of process
- Evaluation
- Budget
- Research funding sources
- Previous organizational experience
- Future or continual funding

As part of this workshop the participants visited a project at Shamva some 90 kilometres away from Salisbury. This project is situated at a site which was formally owned by a white farmer who left the country due to the intensification of the war. It comprises a farm and a vocational training centre where the students (they are young people who have lost their parents in the war) are trained in fields such as masonry, carpentry and metal work.

A.1.3 Port-of-Spain, Trinidad and Tobago
YMCA Caribbean Area Committee

Number of participants: 31 coming from Antigua, Aruba, Bahamas, Barbados
..... Dominican Republic, Guyana, Jamaica, Surinam,
and Trinidad and Tobago.

Programme of the Workshop:

- The first session was spent in "understanding the Caribbean region" (history, socio-economic and political situation, problems).
- The next two days were dedicated to gaining an understanding of the YMCA in the Caribbean (programmes, area structure, etc.) and the YMCA focussing mainly on development concerns.
- The workshop received technical assistance from CADEC (Christian Action for Development in the Caribbean). A Project Officer of this organization spent two days with the group. She gave very practical technical support to each delegation. With her guidance the nine countries involved were able to come up with outlines of projects which they thought could eventually be put into practice.
- Assistance was given in the fields of project planning, identification and preparation of the proposal. It included also a visit to two project carriers who are receiving assistance from CADEC in terms of loans, management and marketing techniques (a furniture factory and a chicken farm).

A.1.4 Mexico City, Mexico
Latin American Confederation of YMCAs

Number of participants: 15 coming from Brazil, Colombia, Costa
..... Rica, Chile, Ecuador, Guatemala, Mexico,
Paraguay, Peru, Venezuela and Uruguay.

A thorough evaluation and redesigning of each one of the 15 projects was carried out, utilizing evaluation techniques learned in the two previous workshops (Brazil and Chile). About 10 of the projects were redesigned using the logical framework system.

The following subjects were presented, discussed and whenever possible exercised in practical terms with reference to the ongoing projects:

- (a) Analysis of operational capacity of a development programme, project or YMCA;
- (b) Resource administration;
- (c) Collection of data, reporting, and elaboration of methodologies for generalization;
- (d) Hunger in the world - study of the booklet "Ten Myths about Hunger";
- (e) Appropriate technology;
- (f) Evangelization as a Development component (study of church documents and the Bible);
- (g) Political and economic pressures, the search for community, human development;
- (h) Study, analysis and discussion of the Brandt Report.

A.1.5 Kuala Lumpur, Malaysia
Asia Area Committee

Number of participants: 26 coming from Indonesia, Thailand,
..... Malaysia, Singapore and Philippines.

Programme: It was centered on three broad topics:

- Community and Development
- Youth and Development
- YMCA and Development

The participants worked in groups to analyse and work out specific plans for their own movements, like:

- organizing development education programmes
- vocational skill training for low income groups
- organizing health centres using local resources
- organizing consultation centres; gathering young people to deal with problems of their community
- organizing leadership programmes
- participating in exchange programmes of young people in different YMCAs involved in development projects.

A.2 Other Meetings

Apart from the workshops reported under A.1 which followed mostly the same organizational pattern in all areas, we would like to include in this section two other meetings which had a strong development education component:

A.2.1 World Youth Conference Estes Park, Colorado, USA - July 1981

This conference brought together 158 young persons (115 men and 43 women) representing 66 YMCA Movements. The geographic location of the participants was as follows: Europe - 44; Latin America - 32; Asia - 29; North America - 23; Africa - 18; Caribbean - 9; Middle East - 3.

All participants were assigned to work groups and were asked to seek out issues which in their opinion needed most discussion. Development Education was discussed by many of the work groups. Participants believed that it is only through education that ignorance can be eliminated and awareness created about matters pertaining to social justice and peace. The Conference participants urged the YMCA Movement actively to promote bi-lateral and world-wide development education.

A.2.2 8th World Council of YMCAs Estes Park, Colorado, USA, 18-26 July 1981

A total of 849 participants from 78 countries were present at this meeting. The all-embracing issue of the World Council was the study of the Mission of the YMCA, in relation to three main areas of concern, one of which was Human Development.

A workbook was produced by the World Alliance and was distributed six months prior to the meeting in order to initiate a working process. A copy of this workbook is being attached to this report. Special reference should be made to Section III, pages 47 to 68, Human Development.

The Official Report of the 8th World Council of YMCAs is also attached as reference material. We would like to call attention to:

pages 79-82 Texts of the speech by Ms. Lucille Mair, Jamaica, Assistant Secretary General (Special Adviser) to the UNICEF - Human Development

pages 83-86 Text of the speech by Mr. Raymond Fung, Hong Kong, Executive Secretary for Mission of the Hong Kong Christian Council - A perspective on Poverty and a proposal for Action

pages 33-34 Report on Human Development. 1. Poverty

B) *Professional staff capability and management performance upgraded - including executives, project/programme staff, development directors and administrators. Number and quality of staff training programmes completed and ongoing:*

1. *introduction of new systems and improved management procedures;*
2. *workable self-management and evaluation systems;*
3. *publications, meetings, etc. to improve local communication/information system;*
4. *review, coordination and appropriate application of development related issues (eg technologies, environmental effects, credit schemes, etc).*

B.1 Workshops

Most of the information related to this section can be found under A.1. The workshops which took place in Latin America (Chile and Mexico), Africa (Zimbabwe), Caribbean (Trinidad and Tobago), and Asia (Kuala Lumpur), were addressed to both lay and staff.

As it can be seen from the reports, most of them had a component of investigation, project design and management.

B.2 Leadership Development Training (II)

Apart from these workshops we can mention that the World Alliance Leadership Development Training, Phase II, started in 1981. We draw attention to the fact that one of the components of this training is precisely "management and administration", including: budget and financial administration, organizational planning and personnel, reporting and information service, evaluation as an integral part of planning.

During 1981 seminars were conducted in Cairo (regional for the Middle East YMCAs), Sri Lanka, Costa Rica, Peru and Bolivia under the World Alliance Leadership Development Training, Phase II.

C) *Increased involvement of women as integral to total development process.*

C.1 In Youth-in-Development Workshops

Efforts were made by the World Alliance of YMCAs to motivate the involvement of women in the youth-in-development workshops (see A.1).

The results reflected not only the social and cultural characteristics of the countries and different areas, but also the involvement of women in the day to day programmes of the YMCAs in those countries and areas.

There has been a very good involvement of women in the workshops which took place in the Caribbean and in Latin America. In the case of the Caribbean, the local and regional organization was the responsibility of the Director of the Trinidad and Tobago YMCA, herself a woman.

Of the 15 young people attending the two Latin American workshops (in Chile and in Mexico), 7 were women and 8 men. Of the 31 attending the Caribbean workshop (in Trinidad and Tobago), 17 were women and 14 men.

This was not so in the two organized in Africa and Asia, where participation of women was minimal.

C.2 A Seminar on Development focusing on the role of women was organized by the National Council of YMCAs of Kenya, August 19-22, 1981.

This seminar was prepared, designed and led by an Organizing Committee chaired by Mrs. Jane Mutiso, from Nairobi. The seminar gathered 60 leaders, women and men, representing the 19 YMCA branches of the YMCA in Kenya, as well as other voluntary organizations.

The major objectives of the seminar were:

- to design a coordinated strategy for the Kenya YMCA's development programme which integrates women, and,
- at the same time, develop a model seminar for application to other national YMCAs in Africa.

The World Alliance collaborated with technical material and helped to obtain the necessary financial resources.

Please see pages 13 and 14 of "YMCA World Communique" (January 1982), with a complete report of this event (Women - A Central Role in Development).

F. *Overview of total number and quality of specific grass roots projects and programmes expanded and new programmes undertaken, and those programmes expanded or undertaken with development objective orientation. ("Quality" of projects will consider institutional capacity with attention to economic analyses - cost/benefit, socio-logical analyses - "total human development", environmental effects, etc.)*

1. number of programmes/projects evaluated and audited;
2. " " " " needing and acquiring supplementary funding
3. " " " " jointly sponsored and/or implemented, (e.g. mixed public and private funding, cooperative projects with other PVO s, etc.);

F.1 Review of Development Projects

During 1981 a complete revision of development projects country by country, was made at the World Alliance level. It included all projects of Asian, African, Latin American and Caribbean YMCAs processed by the World Alliance or in which this office was involved.

The information on each project was then shared with the area organization. This revision did not include the projects which have been dealt with directly between the YMCA and the donor agency.

F.2 Technical Assistance

Technical assistance for development purposes was given to several Movements during 1981. The type and degree of involvement of the World Alliance varied a lot according to the situation and need. By way of an example we may mention the following cases:

F.2.1 The Gambia

Our involvement was prompted by their wish to be helped in formulating the YMCA development programme needs. It has included visits from the World Alliance, the participation of a young leader in the two youth-in-development workshops (Kenya 1980 and Zimbabwe 1981), and lately the obtainment of funds to perform a feasibility study.

F.2.2 Porto Alegre, Brazil

The World Alliance provided the funds for a socio-economic study and the designing of a project for a vocational training centre and a nursery in the community of Passo D'Areia.

F.2.3 Kenya

Assistance is being given to fund an evaluation of the YMCA activities, which include all the development operations.

F.3 Processing of Projects

This has implied project design and submission to donor agencies in Europe and in North America, and the corresponding follow-up and reporting.

K. *National development plans formulated and regional-multilateral strategies coordinated.*

K.1 Staff Development Group

The first step towards the creation of a staff group in order to review development action was taken during 1981.

This Staff Development Group, which will meet once a year, will help coordinate and design development programmes at world and area levels. It will help establish better channels of inter-area communication for development purposes. One person per area or region will be involved in this group.

L. *Multi-lingual training materials developed and disseminated (ex. World Alliance "Development Kit").*

L.1 Development Information Service

This service, whose main objective is to establish an information network

between the people who participate in the YMCA development effort, continued to expand during 1981.

L.1.1 Mailings

- Regular mailings to the entire DIS list of more than 160 workers included YMCA World Communique, the United Nations University publication "Development Forum" in their English, French and Spanish editions, as well as the UNICEF publication "Ideas Forum" in English and French. There was also an entire mailing campaign with material on the North-South dialogue and other material on the Brandt Commission report.
- Specific mailings were sent out upon request, as well as unsolicited. Information includes articles on the subject, a short bibliography and specific references to available resource centres. The development workers have chosen 8 categories of issues, as follows: health and sanitation, education and vocational training, food and nutrition, rural development, urban development, project conception and evaluation, development theories.
- Requests for information. The requests coming from YMCA Development workers during 1981 for assistance from the Development Information Service centred mainly on:

- development theories
- development education
- literacy problems
- communications
- appropriate technology (also for management and co-operatives)
- community development
- project proposal and evaluation

L.1.2 Contacts

Some additional contacts were made and exchange of documentation was arranged with the following resource centres:

- DPI (Department of Information at United Nations)
- DESI (Department of Economic and Social Information at the United Nations)
- UN Non-Governmental Liaison Service
- ICVA (International Council of Voluntary Agencies)
- ICDA (International Coalition for Development Action, London)
- UNIDO, Vienna
- International Bee Research Association
- World Neighbours

YMCA people involved in Development

In June a meeting of the 5 Regional Coordinators for the Leadership Development Programme took place in Geneva. Informative talks were held with each of them to bring them up to date on D.I.S. and to assess their needs in terms of development publications. Each of them was also provided at that time with a number of publications concerning their region.

L.1.3 Book and Technical Documentation

The publications made available to development workers and LDP II coordinators include, among others:

- Guide to Practical Project Appraisal in Developing Countries, UNIDO;
- Guide to Functional Literacy, UNESCO;
- Defining Family Health Needs, Fred T. Sai;
- People Power, Community and Work Groups in Action, T. Gibson;
- CCPD (Commission on the Churches Participation in Development), map with collected articles on conscientization and literacy by different authors, as P. Freire and I. Illich;
- Women, Education, Equality, UNESCO;
- Directory of Resources for Project Management Assistance, US Department of Commerce;
- Women, Health and Development, and
- Women and Disability, UNIC/NGO series on Women and development
- Towards a New Strategy for Development, a Rothko Chapel Colloquium;
- An Introduction to Cooperatives and
- Co-operative organisation, Intermediate Technology Publication, London

L.1.4 Articles, Book and Project Reviews

They have been continued as a regular feature of the "Focus on Development" pages of the World Alliance publication "YMCA World Communique" as for instance articles on the "North-South Dialogue", a view on the Brandt report, or "UNC Conference on New and Renewable Sources of Energy".

There was also a series of articles on the relation between recreation and development from a YMCA perspective, and an article on "Women, a Central Role in Development", reporting about the development seminar organised in Kenya, focusing on the role of women.

In the sample surveys of selected YMCAs by the National Council of YMCAs of India there was a report review on the rural YMCA project in Nannuvakkad North.

Book reviews centred on documentation about self-reliance, appropriate technology, women at work.

L.1.5 Publications in Spanish

As most of the material on development in Spanish is produced in Latin America or of Latin American sources, in order to avoid duplication of efforts and to make a better use of the existing resources, the Latin American Confederation of YMCAs will:

- produce and distribute 12 articles about development to 50 development workers in Latin America. Part of these will be translated into Portuguese for use in Brazil;

- set up a basic development library at the LAC headquarters with books to be purchased in Latin America, and others available through DIS;
- distribution upon request of specialized material needed to solve specific projects' problems;
- translate into English 3 key articles to be distributed through DIS.

The Confederation will be responsible for the distribution of the material in that area. DIS will distribute them, if appropriate to their situations, to the YMCAs in Spain and in Portugal. Each article will have a small sign stating: "produced and distributed in cooperation with Development Information Service of the World Alliance of YMCAs"

It is hoped that DIS objectives regarding Spanish speaking development workers who in the present structures cannot receive proper attention, will be facilitated through this collaboration.

World Alliance of Young Men's Christian Associations
Weltbund der Christlichen Vereine Junger Männer
Alianza Mundial de Asociaciones Cristianas de Jóvenes
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No. 205 240

DEVELOPMENT INFORMATION SERVICE
Amount requested: US\$ 5,000

*in A
Doc 6 file*

We anticipate that the support from the USID for D.I.S.
(Development Information Service) will be continued in 1982
with an amount of US\$5,000.
D.I.S. prepares half-yearly activity reports and attached is
a copy of the one covering the period January-June 1981.
Presently the possibility is explored with the Latin American
Confederation of YMCAs to have their collaboration in the
selection, translation and distribution of material in Spanish.

October 14, 1981



PRESIDENT WALTER ARNOLD

World Alliance of Young Men's Christian Associations
Weltbund der Christlichen Vereine Junger Männer
Alianza Mundial de Asociaciones Cristianas de Jóvenes
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No 205 240

WORLD ALLIANCE DEVELOPMENT PROGRAMME
DEVELOPMENT INFORMATION SERVICE
Report on activities, January-June, 1981

1. Note

During this period there was a change in D.I.S. personnel. Mrs. Margarita Dornes, a graduate of the Institute of International Relations, Geneva and a student of the Institute of Development Studies, Geneva, replaced Mr. A. Othenin Girard on April 1st.

2. Contacts

Some additional contacts were made and exchange of documentation was arranged with the following resource centres:

2.1) Resource centres

- DPI (Department of information at United Nations)
- DESI (Department of economic and social information at United Nations)
- UN Non-governmental Liaison Service
- ICVA (International Council of Voluntary Agencies)
- ICDA (International Coalition for Development Action, London)
- UNIDO, Vienna
- International Bee Research Association
- World Neighbours



2.2) YMCA people involved in development

In June a meeting of the 5 Regional Coordinators for Phase II of the Leadership Development Programme took place in Geneva. Informative talks were held with each of them to bring them up to-date on D.I.S. and to assess their needs in terms of Development publications. Each of them was also provided at that time with a number of publications concerning their region.

3. Realizations

3.1) List of development workers

The list has been expanded to include 12 more names from the Caribbean and 3 from India. The list includes now 168 names.

There have come in 41 answers of the questionnaires sent out to ascertain a more specific knowledge of the requirements of the YMCA Development Workers.

3.2) Project file

Upon request from D.I.S. project reports were received from:

- Sri Lanka, on their nation wide rural development project
- Peru, Desarrollo rural integral de Pariahuanca, Huancayo
- India, Trivandrum

3.3) Requests for information

The requests coming from YMCA Development Workers for assistance from D.I.S. centered mainly on:

- Development theories
- Literacy problems
- Appropriate technology
- Community development
- Project proposal and evaluation

3.4) Mailings

Specific mailings as defined by the 8 categories:

- Health and sanitation
- Education for development
- Vocational training
- Food and nutrition

- Rural development (agriculture, crafts, community development)
- Urban development (community development)
- Project conception and evaluation
- Development theories

were sent out upon request, as well as unsolicited packages sent or given as to the 5 Regional Coordinators of Leadership II containing books, articles and bibliographic references.

The regular mailings to the development workers of the entire D.I.S. list included the World Alliance Publication "World Communique", the UN Publication "Development Forum" in English, French and Spanish as well as UN published pamphlets on the problems of "Basic Needs".

3.5) Book- and project reviews

They have been continued as a regular feature of the "Focus on Development" pages of the World Alliance Publication "World Communique"; for instance articles on "Value conflicts in technology transfers" or "India-Policy on Development".

4. Special Activities

4.1) Book and technical documentation

The publications made available between January-June to Development Workers and LDP II Coordinators include:

- "Guide to practical project appraisal in developing countries", UNIDO.
- CCPD (Commission on the Churches Participation in Development) map with collected articles on Conscientization and literacy, by different authors as Paulo Freire and Ivan Illich.
- "Guide to functional literacy", UNESCO.
- "Pedagogy in process, letters to Guinea Bissau", Paulo Freire.
- "Defining family health needs", Fred T. Sai.
- "People Power, community and work groups in action", by Tony Gibson.

4.2) Vocational Training Centers

We continue collecting material on the VTCs and examining the different professions being taught at the more than 20 Vocational Training Centers and Rural Training Centers of the YMCA throughout the world. We have also been in touch with the Modules of Employable Skills section of the International Labour Office in Geneva in order to see on what kind of a basis we could get their permission to use their modules for the needs of the YMCA VTCs.

4.3) Purchases

New publications are continuously purchased or acquired through gifts (as for example a subscription of the English, French and Spanish versions of "Development Forum" for the entire D.I.S. Development Workers list (168 copies), published by the United Nations University.

Exchanges of publications against the "World Communique" have also been arranged.

4.4) Audiovisual

An audiovisual presentation was prepared to show to the delegates of the 8th World Council of YMCAs (meeting at Estes Park, USA, in July) the total work of the World Alliance. D.I.S. was involved with the section describing the efforts made during the past quadrennium in the field of development, including the objectives and achievements of D.I.S. itself.

August 20th, 1981
MD

SAVE THE DEVELOPMENT

No. 4

May 1982

Published by the United Nations University &

Can we save the Earth?

of the 10th anniversary of the UN Conference on the environment which opened in Stockholm on 5 June 1972 is planned. Publications, conferences, seminars, demonstrations are planned in various parts of the world and form a public "Session of a Special Character" of the Governing Council of the United Nations Environment Programme 10-18 May in which the environmental concerns found its first effective voice. Several NGO representatives from different parts of the world will be present in Stockholm and to forecast the challenges over the next few years, their contributions are unofficial and impressionistic. A pioneer in the environmental movement - the founder of Friends of the Earth, Dave Brower.

It could be judged a success if the preparation for Stockholm has not been held. For a mock battle with blank ammunition would have been held at the Conference on the Environment - at Jyväskylä, Finland, in 1971 organized by Nicholas Pollin. Lynton Keith Caldwell was there, fresh from the preparation which had been held in London. Preparation was so



Nadine Ashton

survival, mentioned above; *The limits to growth*, and two books sharing the same title, *Only one Earth*. One of them was by Barbara Ward and René Dubos, the other by Friends of the Earth, with fore and aft words added to the title - *The Stockholm conference*...

by Dave Brower

Early birds like those were singing a year later at Stockholm, as we reached the outskirts of the city...



FORUM

& the Division of Economic and Social Information

IDEAS FORUM

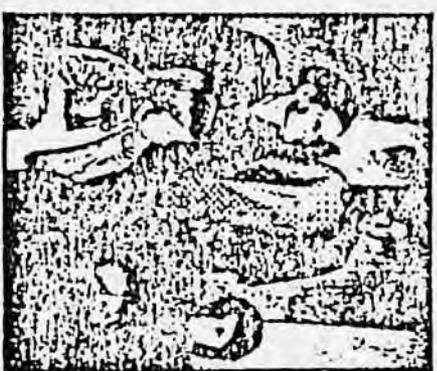


ARE NGOS IN?

Issue No. 1982/1 8

Universal Children's Day 1982 34

REPORT - Workshop on Women and Development in Europe: IMPACT ON CHILDREN 5-8



Improvement of the situation of women in Colombia Clubs boost Surigao women 9 10

have an essential role to play in the construction of any society or nation. They can be as the white corridors in the bloodstream. Without their presence a society can all kinds of diseases which make its development difficult. History has proven this. We take a look at the role of Nazism or Fascism or Communism in

NGOs like trade unions, youth groups and women leagues, or to create one all-embracing pseudo-NGO in each field, it being subservient to the state or the all-mighty party. Churches, as the most important NGOs, were hampered in their activities, and notably their operations in the social and cultural spheres were increasingly interfered with. Today we still note this

national security in Latin-America. We see it in the so-called "socialist" states, and we see it with military dictatorships in Africa. For the

This attitude can be coined in a principle, well known to people in social doctoring, the so-called "subsidiarity principle" which states that a higher organ in a social structure should never undertake a task that can better be performed by one on a lower echelon.

It is in this context that the role of NGOs became particularly important. Their field of action is governed by the principle of subsidiarity, especially if we look at their relationship on the one hand with national governments and on the other with their consti-

The role of the development non-governmental organizations in the Netherlands

DEVELOPMENT AND THE YMCA

Going beyond the original topic of recreation within development work, Messrs. Mallya and Naik express their views on development and the YMCA as follows:

Mr. Mallya:

"On the one hand, the YMCA has a degree of flexibility which is not always achieved by political organizations and public economic institutions. It can more easily suit its activities to the resources of men and material available at any one place. The YMCA has local bases (provided that it does not seek sectarian control), and it is natural for development activities to take place at the grass roots, in the villages and around the urban areas. On the other hand, if and when the YMCA uses its influence against the secular arm, it can bring about a kind of non-cooperation which ensures the failure of even the best-intentioned initiative or policy."



Mr. Nityanand Naik (centre), General Secretary of the YMCA of Ranchi, India, with some villagers.

Mr. Naik:

"The red triangle is the symbol of the YMCA's commitment to the integrated development of body, mind and spirit in people and society. That God became Man and dwelt amongst men speaks of God's concern for man

and man's physical, mental, spiritual and cultural needs. Further, the Bible clarifies that man does not live by bread alone. This clearly indicates that mere economic growth is not truly development. If the concept of development is only related to economic growth, the scope of development will be narrowed down, and this is a mistake. The Panchashila (the five principles) of development – deeply related to the definition of the red triangle – consisting of awakening, education, organization, power, and action, confirm the necessity for civil, political, economic, social and cultural growth of man and his society.

Never before in the remarkable history of the YMCA movement in the world has it been so necessary for the YMCA to redefine its identity and mission. This rediscovery cannot ignore the daily encounters with which the common man is confronted.

The involvement of the YMCA in the field of development is a recent phenomenon, and the YMCA must do some prompt, practical and effective planning in its programme structure to meet the challenge of society and especially of youth. The choice is not between change or no-change. It is rather a question of the willingness to accept the real and significant changes commensurate with the urgency of the problems we now face.

The YMCA is in the midst of development. The YMCA must enable people to play a significant role in building their own society so that they can achieve freedom and dignity. The wind of development is in favour of such a YMCA concept, and the YMCA must make people 'the Masters of their own destiny'."

The World Alliance Development Information Service draws attention to the following materials:

Information Kit for Women in Africa, published by the African Training and Research Centre for Women (ATRCW), established in 1975 by the UN Economic Commission for Africa. The first part of the book covers the writing of project proposals with advice on creating budgets and co-financing. There is also a guide to major potential funding agencies in Europe and the USA. The second part consists of small-scale projects organized by women in Africa, like the Mraru Women's group in Kenya operating a successful bus service in their area, or a group of women potters near Addis Abeba being competitive on the market.

This is a practical guide written for women's groups in Africa but it might serve as an inspiration to produce a similar kit for Asia or Latin America.

Available from: ATRCW/UN/ECA, P.O. Box 3001, Addis Abeba, Ethiopia.

Women and Disability is the first of a series of kits on the theme of *Women and Development* published by UNICEF and other agencies such as WHO, ILO, UNDP, and the World YWCA as a contribution to the International Year of Disabled Persons as well as to the United Nations Decade for Women. This kit is intended to be used as educational material for groups or organizations on the local, national and international levels. It can serve as a guide for action and contribute to raise awareness about the needs of disabled women as well as about their contribution to the socio-economic well-being.

Additional kits are envisaged on the themes of Women and Food, Women and the North-South Dialogue, and Women, Health and Development (already available).

Available from: Development Education Centre, UNICEF Office for Europe, Palais des Nations, CH-1211 Geneva; Sfr. 10.

The Least Developed Countries*

"The least developed countries exist in a fragile tropical environment which has been upset by the growing pressure of people. Without irrigation and water management, they are afflicted by droughts, floods, soil erosion and creeping deserts, which reduce the long-term fertility of the land. Disasters such as drought intensify the malnutrition and ill-health of these countries' people who are all affected by endemic diseases which undermine their vitality. Their poverty, harsh climate and isolation all make it harder to explore their resources, especially minerals. The sun, which might be a valuable source of cheap energy, is at present a curse, sapping their vigour while they are forced to use relatively expensive conventional forms of energy. They have to cut down their forests, degrading the environment, in order to survive."

*From the Brandt Report
"North-South - a Programme
for Survival"*

* Afghanistan, Bangladesh, Benin, Bhutan, Botswana, Burundi, Cape Verde, Central African Republic, Chad, Comoros, Ethiopia, Gambia, Guinea, Guinea-Bissau, Haiti, Lao People's Democratic Republic, Lesotho, Malawi, Maldives, Mali, Nepal, Niger, Rwanda, Samoa, Somali, Sudan, Uganda, United Republic of Tanzania, Upper Volta, Yemen Arab Republic, and Yemen Democratic Republic.

Who are the LDCs?

For the past decade, increasing attention has been drawn by the United Nations to the needs of the poorest developing countries. Numbering 31 in 1980 and comprising 250 mio. people or 12.4 percent of the total population of the developing world, these countries are now referred to as the Least Developed Countries (LDCs)

These countries' people have a life expectancy that is one third lower than in the developed world, and their infant mortality ratio is eight times higher.

Where are the LDCs?

Africa has 21 LDCs, Asia 8, the Pacific one, and America one. Most of them are found grouped in two areas called the "poverty belts". One poverty belt stretches across the middle of Africa, sub-Saharan Africa, and the other poverty belt begins with the two Yemens and Afghanistan and stretches eastward across South Asia and some East Asian countries.

What are the LDCs' main problems?

In 1971 the UN General Assembly agreed on three main criteria to use in identifying the LDCs:

- a very low per capita income (less than US\$200 per year against less than US\$500 in developing countries and US\$8,000 for market economy countries),
- a very small share of the GNP** coming from industrial production (10% or less),
- and a literacy rate (proportion of literate persons over 15 years of age) of 20% or less.

If we were to expand and further explain these criteria, we would add that these countries have an extremely low agricultural productivity, acute scarcity of skilled personnel, and a low level of exploitation of natural resources (minerals, energy, etc.). Their institutional and physical infrastructures (including administration, education, training, health, housing, transportation and

communications) are generally very weak, and most of these nations suffer from one or more geographical or climatological handicaps.

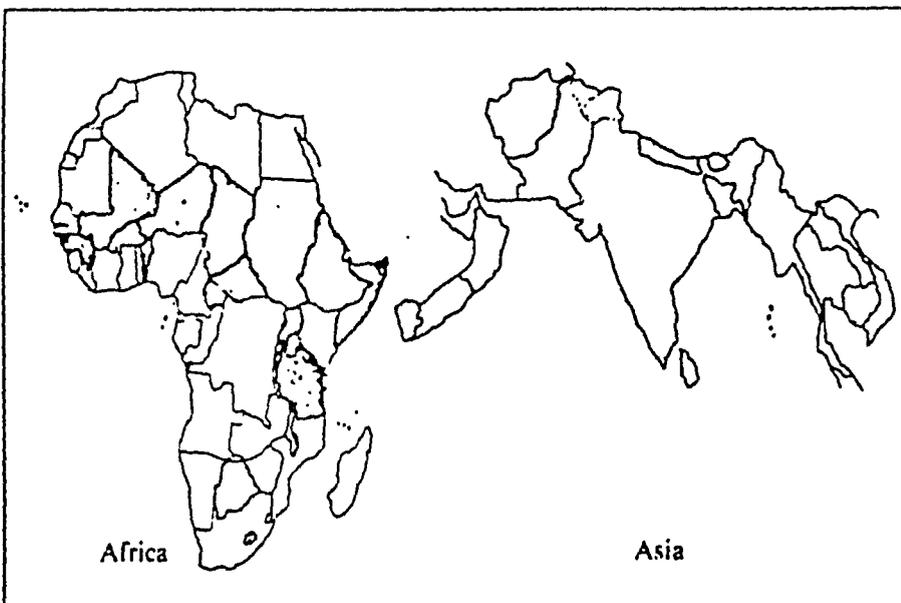
The aid for LDCs

The condition of the LDCs clearly worsened over the 1970s, bringing them more attention from different organizations and the richer aid-donor countries. For instance UNCTAD (UN Conference on Trade and Development) launched in 1980 a "Substantial New Programme of Action" for LDCs. According to the Brandt Report, an effective action programme would need additional financial assistance from richer countries of at least US\$4 billion a year over the next two decades

At the UN Conference on LDCs in September 1981, the richer countries pledged that they would either double their aid to the least developed ones or increase it to 0.15% of their own GNP. In general, this attention from richer aid-donor countries has so far been offset by the fact that the prices the LDCs receive for their exports have not risen in line with the prices they must pay for their imports.

YMCAs in the Least Developed Countries

At present there are YMCA operations in Bangladesh, Benin, The Gambia, Western Samoa, Sudan, Uganda, and Tanzania.



** The GNP (Gross National Product) is one way of measuring a country's wealth. The GNP is the total value of goods and services produced within a country, together with payments received from other countries, less payments made to other countries.

The scope and strength of YMCA services in these countries vary greatly. There are places where well-structured YMCAs operate development projects, leadership training schemes and educational programmes, and places where the YMCA is present only by virtue of one type of programme concerning, for instance, refugee work.

These YMCAs share many of the problems, uncertainties and frustrations of their countries, but also their hopes. There is a tremendous potential for relevant and imaginative YMCA work in these countries, and the YMCA as world movement has a special responsibility towards them.

G.D.

Planning Workshop on Functional Literacy

The Planning Workshop on Functional Literacy was held in Manila and hosted by the Federation of the YMCAs of the Philippines from October 19 - 26, 1981. Fifteen participants from the YMCAs of India, Bangladesh, Pakistan, Thailand and the Philippines gathered at this meeting organized by the Asia Area Committee of YMCAs.

The objective of this workshop was the literacy/illiteracy situation in the region and the possibilities the YMCA has to support and participate in the promotion

of functional literacy as an integral part of the development involvement.

Inter-Zonal Development Workshop

Eighteen development-related staff persons from the YMCAs of Argentina, Brazil, Chile, Paraguay and Uruguay met in Porto Alegre, Brazil, in October 1981 at a workshop organized by the Latin American Confederation of YMCAs.

The objective of the workshop was to offer training in development theory, methodologies and techniques, and project administration.

**The World Alliance Development Information Service
draws attention to the following materials:**

Equality, the Third World and Economic Delusion by Professor P.T. Bauer is both an instructive and provocative book, challenging and controversial. P.T. Bauer, who is a distinguished development economist of the London School of Economics, and one of the most conservative thinkers on political economy, rejects egalitarianism ("the goal of equality") as an "appropriate" goal, and argues that most economic differences are "deserved".

Redistributive policies are much more likely to depress living standards of the poor than raise them, "because these policies transfer resources from people who are economically productive to others who are less so. The poorest are unlikely to possess the aptitudes and motivations for economic achievement to the same extent as those who are more prosperous".

As to international economic relations, he gives evidence that such international aid often does not go to the poor, and increases the power and patronage of governments only (foreign aid and its Hydra-headed rationalization). Among other analyses and well-founded attacks, he provides a most perceptive one of the confusing problem of the "population explosion".

Harvard University Press, USA, 293 pp. \$17.50; or Weidenfeld and Nicholson, 91 Chapham High Street, London SW4, England.

The Primary Health Worker

This is a book which can contribute a lot to helping people in rural or urban squatter areas to cope with basic health and sanitation problems.

A Primary Health Worker is defined in the book as "a man or woman who can read and write and is selected by the local community or with their agreement to deal with health problems of the individual and the community".

Areas covered in the guide are communicable diseases, maternal care, child health and nutrition, accidents, village and home sanitation, community development. Excellent drawings accompany each problem. Every literate mother in a developing country may want to have it as reference for her day-to-day problems. For each case (which will have to be adapted to local conditions), preventive measures are suggested and simple treatment indicated.

"The Primary Health Worker Working Guide - Guidelines for Adaptation".

Published by the World Health Organization, Geneva, Revised Edition, 1980, 346 pp.

An Annotated Bibliography on the Relationship between Technological Change and Educational Development

This annotated bibliography is primarily concerned with the interaction between these two processes, which are broadly termed "technology" and "education".

It is restricted to publications of the 1970s in English. The material included concerns first, the implications of technological change for educational policy, and second, the consequences of educational policy on technological changes. Issues of concern to both developed and developing countries are covered and there is a section on publications of international organizations.

UNESCO: International Institute for Educational Planning, Paris 1980. 168 pp. ISBN 92-803-1088-7.

ANNEX G

"Intermovement Support and Development Cooperation Evaluation Plan"

INTERMOVEMENT SUPPORT & DEVELOPMENT COOPERATION

PROGRAM EVALUATION PLAN

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- II. PURPOSE OF THE EVALUATION
- III. INTERMOVEMENT SUPPORT & DEVELOPMENT COOPERATION PROGRAM GOAL
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 - B) AREAS OF PROGRAM CONCENTRATION
- IV. METHODOLOGY AND APPROACH
 - A) CASE STUDIES
 - B) ANALYSIS AND SUMMARIZATION OF THOSE PROJECTS NOT INVOLVED
- V. CASE STUDIES
- VI. INDICATORS OF ENHANCED INSTITUTIONAL CAPACITY
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INTERMOVEMENT SUPPORT & DEVELOPMENT COOPERATION

PROGRAM EVALUATION PLAN

I. Background

The YMCA of the United States has a rich tradition of international development cooperation. The International Committee of the YMCAs of the United States and Canada in fact preceded the formation of the National Council in 1851. YMCAs in the United States have traditionally supported overseas YMCA development efforts through World Service programs administered by the International Division.

From 1975 to 1978 the YMCA received a Development Program Grant (DPG) from the United States Agency for International Development (AID). This grant supplemented private funds for the purpose of expanding YMCA capacity to carry out effective development work, internationally and at local, national and regional organizational levels in over 40 developing countries. A Matching Grant to the YMCA, made in 1978, continues this policy of combining public and private funds for the purpose of strengthening the development management capability of the YMCA particularly the indigenous institutional capability and human resource potential of YMCA movements in developing countries so that socio-economic and human development programs and projects can be effectively designed, implemented and sustained. In addition to these centrally funded programs, a variety of country or project specific grants from public and private sources have been administered by the International Division.

II. Purpose of the Evaluation

The evaluation will examine the total development program of the International Division including activities funded by both public and private sources. It will be a comprehensive and interdisciplinary evaluation, with a time frame corresponding to the Matching Grant period beginning in 1978 and ending this year. The evaluation will establish the degree of improvement in the capability of indigenous YMCAs to launch and manage development programs and projects; and will assess the achievement of stated program goals and the aggregate effect of project achievements attributable or not to specific program objectives and stated "areas of program concentration." The impact of U.S. YMCA support will be examined at local and regional levels. Furthermore, the relationship with similar development programs supported by the World Alliance and other movements, as well as other related programs and functions of the International Division will be examined.

Such a comprehensive evaluation of the YMCAs international development cooperation program is timely not only because it corresponds to the final year of a current grant relationship with U.S. A.I.D. as a major donor, but also because the findings of such a review will be useful in the planning of new corporate directions, (i.e.) the design of programs and services aimed at significantly increasing the involvement of local U.S. YMCAs in the direct operation of international programs. Evaluation findings may also contribute to the recommendations of the U.S. Committee appointed for the Study of Roles, Functions, and Structures of the World Alliance of YMCAs.

In this regard, an important purpose of the evaluation will be to assess the development philosophy, underlying assumptions, and related policies of the International Division. It will be useful for policy formulation to measure the program's impact on the U.S. movement, and correlate findings to policy implications wherever appropriate.

This evaluation follows from a mid-term evaluation completed for the Matching Grant Program in 1980. Findings of this evaluation will be utilized and added to, and progress on specific recommendations made will be noted. An important recommendation of the mid-term evaluation suggested a training program responding to the need identified by National Development Directors for more specialized or specific development management skills. The evaluation process will help to further identify specific areas of training need, and to explore alternatives for the organization of such a development management training program.

III. Intermovement Support & Development Cooperation Program Goal:

To support, in harmony with World Alliance, the expansion of the YMCAs world-wide program of developing human resources potential including the training, manpower and organizational development required to sustain indigenous development efforts and improve the quality of life of poor people in Asian, Latin American, and African developing countries.

Objectives

- (A) To develop the human resources potential of the developing world;
- (B) To strengthen the institutional capability of indigenous YMCAs;
- (C) To support specific grass roots projects implemented by local YMCAs.

Areas of Program Concentration

- (A) Increasing Human Resources and expertise for development;
- (B) Addressing the basic obstacles to youth employment;
- (C) Creating a process for program concept testing;
- (D) Strengthening the indigenous development management capacities.

IV. Methodology and Approach

A participatory approach will be used through the entire evaluation process. In the field this will involve program participants or beneficiaries, YMCA volunteers and staff, and other community leaders and members. Regional YMCA staff will be involved in the design and implementation of the evaluation. An evaluation team has been constituted to guide the evaluation process and includes: International Division staff, Research and Development staff, World Alliance representation, selected U.S. local YMCA staff. and an independent consultant.

The evaluation methodology will include means for both qualitative and quantitative assessment through:

- (A) Case Studies of national YMCA movements and development programs in three countries and the respective regions, (i.e.) Asia, Africa and Latin America; and
- (B) Analysis and summarization of those projects not involved in the site visits based on written documentation, (i.e.) progress reports, evaluation reports, financial reports, correspondence, etc..

V. Case Studies

Three field studies will be conducted by members of the evaluation team between June and September 1982. The countries selected will have a variety of YMCA development programs representing different objectives and support relationships with the U.S. YMCA. The first study will be used as a pilot test to assess and revise the evaluation plan. These in-depth country studies will offer an effective means for tracking the flow and "end-use" results of program support; and for examining the institution building process including the interrelation of the U.S. YMCA, the regions, the developing country YMCA movement, local staff, volunteers, and the ultimate beneficiaries. A variety of observations and data collection techniques will be used including group meetings, pictures, anecdotal reports, personal testimony, and interviews. An Interview Guide, will be used in order to standardize observations for each visit, (see attached).

Prior to the country visit the site team will review available data and information to familiarize itself with the National YMCA and it's development program and projects. The site visit will obtain additional data and documentation, and test the validity of previous data collected..

The team will evaluate local and regional staff and the YMCAs overall performance and progress in the area of development. It will examine achievement of specific objectives, and the relation of project support and achievements to national development programs and planning. In this regard, site visits will include a review of the following progress indicators for institutional capacity and for selected programs and projects.

VI. Indicators of Enhanced Institutional Capacity Within Case Study Areas:

(A) Improved YMCA Staff and Volunteer Leadership:

1. Increase in number of volunteers and staff (particularly women) capable of planning and operating development programs/projects;
2. Increase in staff time spent on development programs/projects;
3. New or improved local or regional staff training programs, technical assistance and counseling to staff, attendance by staff at development workshops, seminars;

(B) Improved Management Systems:

1. Better systems for managing development projects and programs, including program identification and design;
2. Improvement in monitoring and evaluation of programs/projects;
3. Improvement in financial administration and reporting;
4. Improvement of headquarters to field support systems;

(C) Programs and Projects Launched:

1. Increase in number of projects administered;
2. Number of projects achieving objectives;
3. Increase in number of expanded and new development activities;
4. Increase in numbers served through programs/projects;
5. Number of self-sustained programs/projects;
6. Number of programs/projects replicated;

(D) External Relationships

1. Increase in collaborative relationships with other organizations and agencies in fostering development activities;
2. Increase in involvement of local people (particularly women) in development-oriented decision-making through boards and development committees;
3. Improved perception of the community regarding the YMCAs capabilities, performance, and general awareness of development issues.

VII. Evaluation of Selected Programs and Projects

(A) Time Frame and Sequence of Project Events

1. Date proposal made;
2. Date approved;
3. Date funded;
4. Date launched;
5. Major obstacles or delay problems;

(B) Extent of Mixed Funding and Assistance In-Kind

1. External Support, (AID, U.S. YMCA, other donor movements and agencies);
2. Local and national financial support;
3. Local and national in-kind participation;

(C) Project Volunteers and Staff

1. Number of volunteers and staff;
2. Quality of volunteers and staff (experience, effectiveness, acceptance, success, etc.);

(D) Project Management

1. Mechanism(s) for planning, monitoring, and project modification/redirection;
2. Existence of financial and progress reports, particularly those related to the stated evaluation plan;

(E) Measures of Impact or Success

The following indicators will be reviewed for all projects:

1. Number of persons involved, (directly and indirectly);
2. Participants reactions, evaluations, and change in status or ability;
3. Nature of local constituent participation;
4. Duration of local constituent participation;
5. Cost per capita or per person hour;
6. Community reaction;
7. Obstacles surmounted;
8. Sustainability of project following termination of outside funding, (e.g. institutionalized, self-financing/sustaining);
9. Replicability and/or project extension;
10. Treatment of traditional ways seen as obstacles or aids to development;
11. Degree of involvement of women in decision-making and implementation;
12. Planning with regard to environmental effects.

In addition to those indicators which are common to all projects, the evaluation will also assess achievement of the specific objectives as stated in the project proposal.

VIII. Analysis and Summation of Intermovement Support and Development Cooperation Projects

A significant number of individual projects have been supported over the past four years. This evaluation will seek to analyze information currently available on these projects. The intent of the analysis will be to assess the achievements of the projects based on their stated objectives as well as to determine the relationship of project impact to the overall program goals and objectives. This analysis will include a region by region analysis and those programs implemented by area staff.

Information to be examined for the above described project analysis will include:

(A) The Project Proposal/Agreement:

1. project background;
2. project concept/description;
3. project design and method of implementation;
4. financial plan;
5. project objectives and evaluation plan;

(B) Reports, (including quarterly progress reports and annual reports as available, as well as audit reports).

(C) Correspondence;

(D) Conference workbooks, curriculum materials, agendas, and related publications.

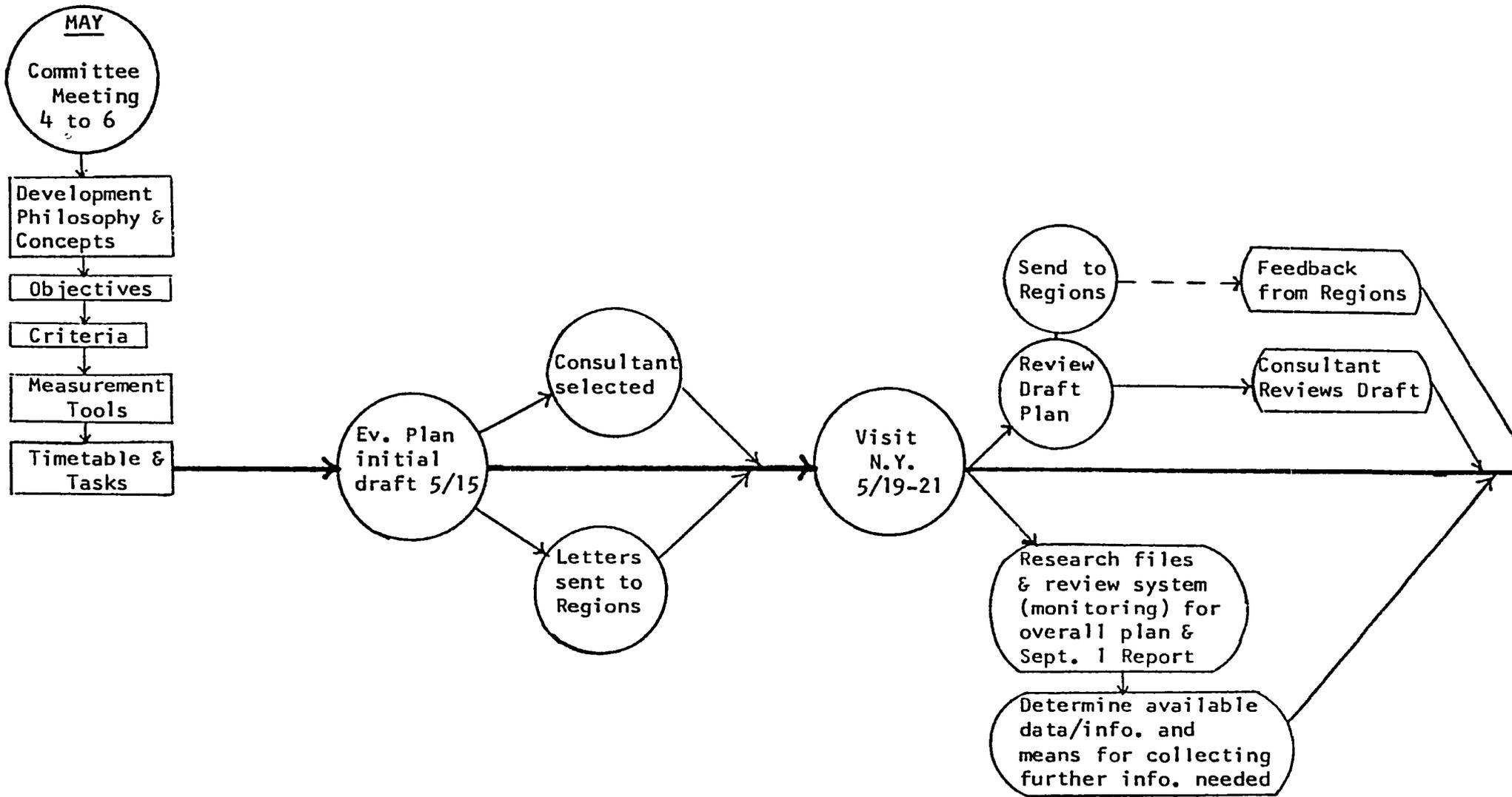
The nature of information sought for project assessment will relate to the type of "grass roots projects implemented," as well as the program objectives of "developing human resources potential," and "strengthening institutional capability." Projects will be categorized and summarized by area of program concentration, (e.g. "Projects addressing obstacles to youth employment" - number of projects, number of youth trained, employed, etc.). Other information sought will include number of staff, positions of staff, training/education of staff, number of constituents and volunteers, number of participants and beneficiaries, improvement in economic level of participants, and achievement of objectives supporting an improvement in "the quality of life."

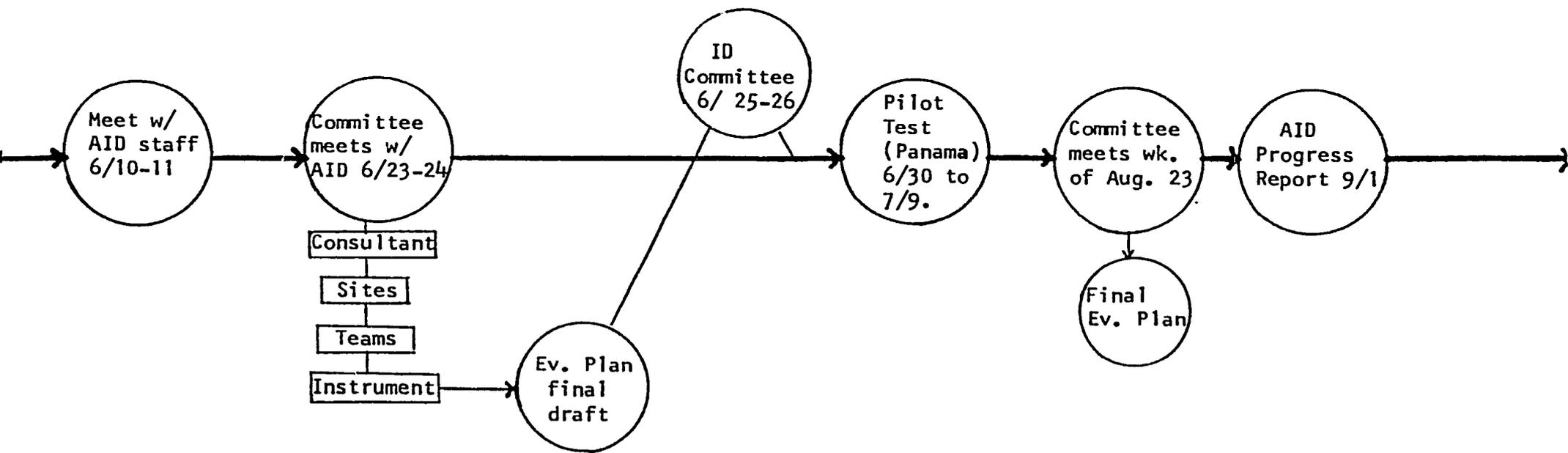
IX. Schedule

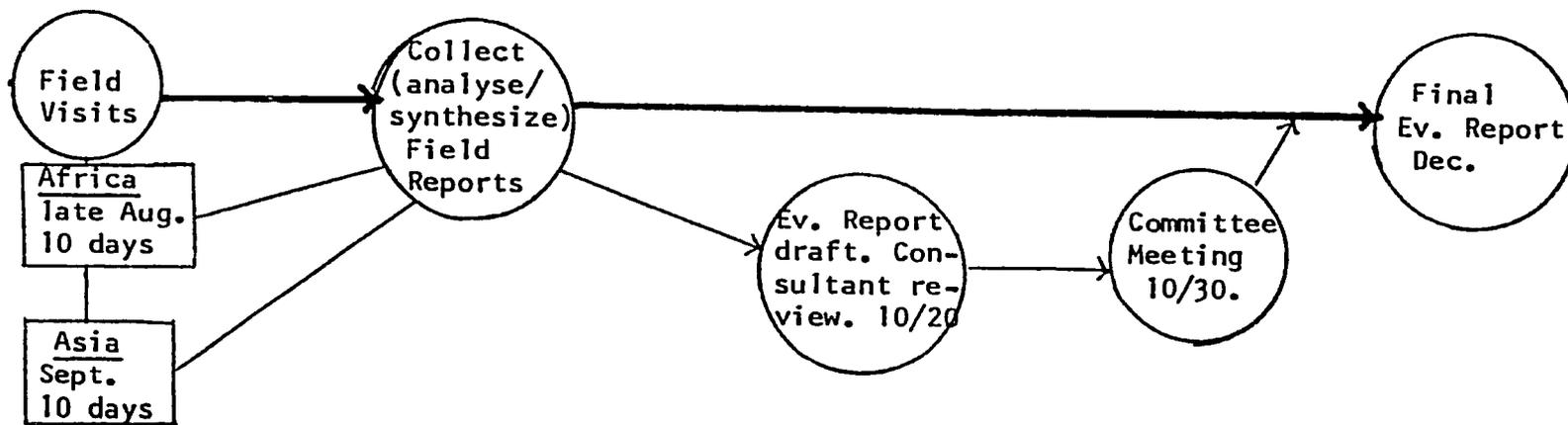
The evaluation process is developmental and instruments such as the Interview Guide and case study format will be reviewed and modified following initial field testing in July. Analyses and synthesis of the field studies will be completed by the consultant by October 20. The final evaluation report should be completed by December 31, 1982, (see PERT chart attached).

INTERMOVEMENT SUPPORT & DEVELOPMENT COOPERATION

PROGRAM EVALUATION -- PROPOSED PERT CHART (5/6/82)







IV. Process and Expected Results

After analysis of Project data on file and pilot test all results will be analyzed and used to enhance the following field studies. The final report will include the following:

I. Project Summaries

- * Chart on funding
- * An overall assessment of project achievement
- * Recommendations or implications

II. Field Studies

- * An analysis of quantitative and qualitative evaluation of three programs and countries.
- * Recommendations and implications for further action.

Overall

- * Impact of funding
- * Policy implications
- * Next steps

SAMPLEInterview Guide - Staff

1. What is your role or function in this program/project?
2. If data not already on hand - inquire about the length of the project - how long the person has been with the project?
3. What services does this project provide? To Whom?
4. What are the main purposes of this project?
5. What do you think has been achieved/accomplished?
6. What would you like to see in the future?
7. What problems have you encountered?
8. Who do you work with from other YMCA organizations or other organizations?
9. What do they provide? How helpful is it?
10. How do you feel about this project?
11. What do the people in the community think or feel about what is done here?
12. Who would you name as several key volunteers that we could interview?
13. What process should we use to discuss the values of the project with participants? Or those who have completed a program?
14. Has this project provided training for you, others? Who?
15. How has the support given for this project made a difference?
16. What assurance do you have that this project can continue? Sources of funding?
17. What recommendations do you have as a result of your work in this project?

18. (Record attitudes, special actions, feelings obtained through observations.)

SAMPLE

Interview Guide - Volunteer

1. How long have you been involved (had interest) in this project? (role-relationship). To what degree?
2. What do you think of this project?

(probe if necessary) i.e. What is it's value, What have been the practical results? Who does it help, should it be continued; what are the problems.)
- 3.. Do you think this project should continue?
4. How could it be funded?
5. Would you make any changes in the project?
6. What is the image of the YMCA project in the community?
7. How could you help in the future to promote and maintain needed services?
8. What overall recommendations or suggestions would you like to make. (pick up attitudes, questions etc.)

SAMPLE

Interview Guide - Participant

1. How long have you (or were you) been involved in this project?
2. What do you hope to get from this program?
3. Why did you join this program?
4. What do you think of the program?
5. What would you like to do in the future?
6. Has this program assisted you? In what way?
7. Would you suggest this program to others?
8. Should this program continue?
9. How would you change the program if you could?
10. What was (or is) the most important learning (value) of this program?

REVISED 6/10/82
JEB

ANNEX H

"Panama Site Visit Case Study"

Paul
Exp

INTERMOVEMENT SUPPORT AND DEVELOPMENT COOPERATION
PROGRAM EVALUATION
PANAMA SITE VISIT CASE STUDY

Purpose of the Intermovement Support and Development Cooperation
Program Evaluation

The evaluation to which this initial case study contributes will examine the total development program of the International Division including activities funded by both public and private sources. The time frame for this evaluation will correspond to the Matching Grant period beginning in 1978 and ending this year. The evaluation will establish the degree of improvement in the capability of indigenous YMCAs to launch and manage development programs and projects.

The evaluation methodology will consist of: (A) case studies of national YMCA movements and development programs in three countries and the respective regions (Asia, Africa and Latin America) and (B) an analysis and summarization of those projects not involved in the site visits based on written documentation.

The first country chosen for a site visit was Panama. The Panama Study is therefore regarded as a "pilot" study to also test the evaluation instrument (attached). A primary consideration in the selection of Panama was variety or diversity in the kinds of support received from the International Division. Panama offered an opportunity to observe the cumulative impact of these different types of support on the development program of a national YMCA and in turn the YMCA's ability to launch and manage development projects.

Review of Major U.S. YMCA Inputs to Panama YMCA

1979

Loan (\$10,000/Receivable). Rebuilding National Movement
General Support (\$24,000) for staff salary and operating costs.

1980

Assignment of Overseas Personnel (W.S.W./Y.P.A.--Mark & Maria Morgan; returned 4/3/82).

Feasibility Study--Future Youth Programs (\$15,000 MG) for four month study. (ID Committee approval 1-18-80/report dated November 16, 1981)

General Support (\$25,000) for staff salary and operating costs.

1981

Financial Development Consultation (Noris Lineweaver, YMCA of Houston).
Community Youth in Action Project (\$25,275 MG approved in 1981)

General Support (\$25,000)

1982

General Support (\$12,000 WS) for staff salary.

Capital Assistance (\$14,000) for Resident Dormitory, Youth Conference & Training Center, and Camp facilities.

Background Information on Panama

Statistics from the proposals for the "Feasibility Study" and the "Community Youth in Action" project provide the following data on Panama:

- only 12% of the GNP is in production, i.e. agriculture, shoes and clothing.
- 50% of the GNP comes from services to: the Canal, the Colon Free Zone, and international finance.

The population of Panama is:

- young: 44.5% is under 15 years of age
19% is between 15 and 24 years of age
- urban: 58% live in metropolitan areas
- racially mixed: 56% "mestizos," 20% black, 10% white, 5% mulattoes, 5% Indian, 4% Asian

Among the specific problems of the population are the following:

- scarcity of adequate housing
- youth unemployment: estimated at 60% for people under 25
- increase in juvenile delinquency
- family problems: increase in divorce, increase in the number of children born to "irregular unions."

In addition to these general problems of developing countries, Panama is also confronted with problems unique to Panama. These problems center around the predominant role that the United States has played in the history of Panama. From its beginning as an independent country, Panama has been under a strong U.S. influence. Panama had to contend with the presence, in the middle of the country, of the Canal Zone, which was U.S. territory. Fenced in, Panamanians could only enter the Canal Zone with the consent of U.S. authorities - a situation not conducive to the development of a feeling of national identity or pride in one's country. The Carter - Torrijos treaty took some of the sting out of this situation in that the "Canal Zone" was eliminated and is now the "Canal area." By the year 2000, Panama will be in complete possession of the canal. Even at the present time, however, there are still U.S. military installations in Panama which are off limits to "unauthorized personnel." The U.S. presence is also felt in many other ways: the dollar is legal tender and life in general is oriented towards the U.S., or at least Western life styles, particularly for the middle and upper classes.

The YMCA of Panama

For the remainder of this report, the YMCA of Panama will be referred to as the ACJ (Asociacion Cristiana de Jovenes) of Panama to distinguish it from the two Armed Services YMCAs which are in Panama.

The ACJ of Panama was founded on May 24, 1966. The ACJ was fully operational from 1967 to 1976. Due to financial problems which surfaced between 1972 and 1975, the institution's major operations were suspended in 1976. From 1976 to 1979, minimum operations were maintained by utilization of the camp facilities by special groups. The ACJ functioned during this time solely due to the interest and determination of a small group of ex-members of the Board of Directors. As a result of a series of meetings held by this group, a decision to establish the Panama ACJ as a fully operational organization was made. In January 1980, Jerry Prado Shaw became the Executive Director of the ACJ. In February 1980, the first provisional Board of Directors was installed; on May 26 of the same year, the First Board of Directors was installed for a period of two years according to the statutes.

Currently, the position of the ACJ in Panama and its relationship to the U.S. YMCA is complex and delicate. The ACJ has been strongly supported by the International Division through its various programs. The executive director stated clearly that it was this funding support which allowed the ACJ to become an entity. There is at present a combination of appreciation for past support and resentment of this dependency. The ACJ is trying to increase its local support base and to find alternative sources of outside support.

The presence of the Armed Services YMCAs in Balboa and Cristobal is also a source of concern for the Panama ACJ. These two facilities have considerably more resources and better buildings than the ACJ of Panama, thus they tend to dominate the image that the ACJ has among even the Panamanians. While negotiations are about to begin to integrate these two Armed Services facilities into the National ACJ, it is unclear how soon this integration will take place.

Throughout this report, the Panama ACJ is discussed as an institution. One must remember however, that the ACJ currently consists of two full-time paid professionals, one of whom has been in his position only since January 1982 and whose position is secure for one year only. In addition, the "revitalized" ACJ has been in existence only 2½ years. These factors are particularly important in considering many of the indicators which were developed for this evaluation, some of which are less appropriate for organizations as small and as young as the Panama ACJ.

Institutional Capacity of Panama ACJ

Staff

The evaluation team spent the majority of its time with those staff members involved in development work. Other staff members who are not involved in development work include six part-time instructors of English, painting, sewing, swimming and card designing. Since Prado Shaw's arrival in January of 1980, he has added one full-time staff person (this position is presently funded for one year) and has secured within the past year the virtual full-time commitment of two other "staff" members although they receive no salary, only an occasional remuneration. Throughout this report, Ammy Landau and Lictor Reyna will be referred to as staff because they function as staff. This is not to minimize their lack of salary, because while their commitment to work without a salary is a tribute to Prado Shaw and the ACJ, it also must be seen as a potential weakness of the staff and their ability to accomplish their goals.

Quality of Staff

Jerry Prado Shaw - General Secretary, Panama ACJ, January 1980-current.

Jerry Prado Shaw is a graduate of the YMCA Technical Training Institute in Buenos Aires where he received a degree as a professional YMCA director. Within Argentina, Prado Shaw worked with the YMCA as well as the government and private enterprise. In 1975, Prado Shaw went to Costa Rica where he began a new development oriented YMCA. Additional projects that he worked on prior to coming to Panama include a refugee project in Guatemala and a feasibility study for extension of the YMCA movement in Central America. Prado Shaw is a dynamic and competent executive. His commitment to development (as defined by the YMCA) is embodied in the programs he has initiated since coming to Panama. According to Prado Shaw, approximately 70% of the work of the ACJ can be classified as development. As is necessary for someone in his position, he is able to move seemingly without effort between the many diverse individuals and groups with whom he has contacts: the youths from lower and middle income groups from sections of Panama City and outlying areas, community groups, public officials, church leaders, corporate executives and armed forces officers. Prado Shaw has an excellent rapport with the youths the ACJ is serving as well as with his staff, volunteers and lay leaders.

Juan Roquebert - Community Youth Action Coordinator, January 1982-current
(Roquebert's involvement began in 1981)

Juan Roquebert is a Panamanian citizen who also graduated as a Certified Professional Director from the YMCA Technical Institute in Buenos Aires. He served on the staff of the Panama ACJ prior to the suspension of its activities in 1976 and worked for five years as the physical director of the Costa Rica ACJ and has had experience in urban and rural development work as well as refugee work.

Lictor Reyna - Director of Development, 1981-current
Ammy Landau - SIPAS Project Coordinator, 1981-current

Because of the language barrier, it is difficult to assess the development staff. Each staff member appeared thoughtful, sensitive, and dedicated to his or her work.

Both Landau and Reyna have received training in sociology at the university level. Each staff member has been instrumental in designing and implementing development projects. In relation to the Community Youth in Action program, Landau and Reyna act as consultants to the various clubs, particularly in connection with specific projects which the clubs may undertake. In working with the Youth Council, staff act as advisors, trainers and research coordinators.

Staff Development

The ACJ is very effective in providing staff with the opportunities for personal development. Through staff conferences, training seminars, and contact with other youth leaders at international conferences, staff members have the opportunities to improve their skills and to enlarge their perspective in dealing with their tasks. The staff members have been given the opportunity to participate in seminars and workshops within Columbia and Costa Rica as well as Panama. These workshops have varied in duration from 1 to 20 days. The workshops have covered the following areas: research techniques, design and implementation of projects, project administration, evaluation techniques and the Christian component in development. When asked how useful the training has been, the staff members differed somewhat in their responses. Lictor Reyna indicated that he had already known much of the material presented. He added however that he had found the logical framework concept very valuable. Ammy Landau said she felt the YMCA training was more useful and more practical than the training she was currently receiving in school. Both Landau and Reyna said they had received useful pedagogic materials and instruments.

Volunteers

Club leaders: Volunteer club leaders are indigenous to the area served by the clubs. They are young adults interested in the improvement of their communities. As group leaders they are involved in the training program of the ACJ. Based on the team's observation of club meetings, it appears that the volunteers have the ability to relate effectively to the club members and to the ACJ staff. There are approximately two club leaders per club.

Board members: The current professional leadership of the ACJ has made considerable progress in the development of local business and professional people as board members. Beginning with the decision in 1978 to reorganize and revitalize the ACJ and the assignment of a new executive director, first steps were taken to also reorganize the board and to increase the involvement of local persons on the board and to provide it with a strong and effective chairperson. Membership of the board has increased to 46 from about 30 a year ago. The team was told that better than half of the membership is actively involved in giving direction to ACJ. Through board meetings and seminars, board members become familiar with the programs of ACJ and are provided the opportunity to shape its goals.

The President of the Board is Jose Chong Hon. Chong Hon is the President of the Panama headquarters of the auditing firm of Peat, Marwick and Mitchell. The ACJ benefits both from Chong Hon's management and financial expertise as well as his many contacts with business men and other community leaders. Together, he and Prado Shaw form a well balanced team. Under Chong Hon's purview, the financial reports are on time and well documented.

The Board of Directors has a goal for their financial campaign this year of \$52,000. In the period June 1980 to May 1982 they raised \$41,537. Based on the number of banks and companies headquartered in Panama City, the Board's goal of \$52,000 seems entirely possible. Jose Chong Hon was quick to acknowledge how very beneficial Norris Lineweaver's consultation had been in enabling the Board to improve fundraising skills and tactics. Chong Hon stated that Lineweaver's consultation proved to him the necessity of making personal visits when soliciting funds. As a result of Lineweaver's consultation, Chong Hon made five visits and procured donations from three of the five organizations. Chong Hon felt that all the board members learned the importance of procuring local support as well as the means for increasing the support. The new financial campaign manager was utilizing a pyramid strategy recommended by Lineweaver for this year's campaign. (See appendix for list of Board Members)

Sources of Funding

	External Sources		Internal Sources
1/1/80 - 5/3/80 (5 months)	87.6%		12.4%
6/1/80 - 5/31/80 (12 months)	59.4%		40.6%
6/1/81 - 11/31/81 (6 months)	55.9%		44.1%
Breakdown of Sources of Support	1/1/80 to 31/5/80	1/6/80 to 31/5/81	1/6/81 to 30/11/81

External Sources

US YMCA-ID (International Division)	75.1%	28.8%	19.4%
LAC (Latin American Confederation)	12.5%	2.9%	3.0%
CIDA (Canadian Embassy)		27.6%	33.5%

OTHERS

	Total 23 months	Total 28 months
US YMCA - ID	33.9%	37.8%
LAC	4.5%	2.5%
CIDA	25.7%	20.0%
OTHERS	<u>63.1%</u>	<u>3.5%</u> 63.8%

<u>Internal Sources</u>	1/1/80- 31/5/80	1/6/80- 3/5/81	1/6/81- 20/11/81	Total 23 months	Total 28 months
Programs	7.1%	10.0%	8.9%	9.3%	11.6%
Financial Campaign	5.3%	12.7%	21.9%	14.0%	17.5%
Special Donations		2.9%	12.2%	5.0%	2.9%
Others		15.0%	1.2%	<u>8.7%</u> 36.9%	<u>4.2%</u> 36.2%

Particularly encouraging is the increase in revenue generated by the financial campaign. Revenue generated in 1980 was 5.3%, the amount of revenue generated through May 1982 was 17.5%. Although dependence on external funding is ever decreasing, it does constitute more than half of the ACJ budget. The projected proportion of external support is 52.38% for 1982 (See appendix). Clearly, much of the ACJ's ability to launch and manage development projects will be affected by the staff and board members' ability to procure and solidify internal support through program fees, the financial campaign and other donations.

External Relationships

Within the past 2½ years the ACJ has established important contacts with agencies throughout Panama City. The ACJ has already begun to collaborate on projects with the Armed Services YMCA of Colon and Balboa, the ecumenical refugee committee, the government refugee office, with the U.N. office in Panama City, CIDA (Canadian Embassy), the Rotary Club, United Methodist in Relief, environmental agencies, and the ministry of education. The feasibility study developed was a principle reference for the "National Family Institute" and regional government commissions.

Given that the ACJ is the only agency in Panama which has chosen to focus all of its resources on youth, it clearly addresses a tremendous need in a country in which 63.5% of the population is under 25. If the ACJ continues to thrive, it will become a vital link within the network of social service and development agencies.

Improvement in Facilities and Equipment

Since becoming operational in 1980, the Panama ACJ has improved the Adrian Bouche Camp with the construction of shower and bathroom facilities (including access ramps for handicapped campers); construction of a multipurpose shelter of 150 square meters; reparation of the water pumps; and purchase of a new refrigerator. In addition the ACJ purchased 2 vehicles (a minibus for twelve and a five seat Datsun). A pickup truck was donated by the Balboa YMCA. Access to a house has been obtained for office space next year.

Description of ACJ Development Projects

Completed Projects

"Feasibility Study" - \$15,000 Matching Grant YMCA - ID Funds Disbursed in 1981.

In discussing the Feasibility Study (which would be more appropriately called a Needs Assessment) Prado Shaw said it was the first study done on youth in Panama, and was requested by the Ministers of Health and Education as well as the Institute of Sport. Chong Hon also stated that the Feasibility Study had been very valuable. In general, staff members and lay leaders were unanimous in their opinion that the Feasibility Study has been the cornerstone for their work by providing an institutional operational plan which they have followed. ACJ activities appear to substantiate these statements.

The goals of the study included:

"To stimulate the leaders and professionals in new programs.... responding to reality and needs of Panamanian people." (no. 3)

"To stimulate preparation of leaders" (no. 4) and "participation in development projects" (no. 5)

"To guide the work of the ACJ, mainly toward youth and preferably to the least privileged sectors...." (no. 7)

"To emphasize the implementation of development programs...." (no.8)

The "Youth in Action Project" as well as other activities described in this report were viewed by staff as an outgrowth of the information and analysis provided by the "Feasibility Study." Existing programs do reflect the stated goals of this needs assessment. However, there is a question as to whether the information for such a needs assessment could have been acquired with less financial investment or in a different manner.

Ongoing Projects

Community Youth in Action - \$25,275 Matching Grant. This project became operational in January 1982, with funding currently approved for one year of the two years requested. The project had been operational for six months at the time of the case study.

The Community Youth in Action Project is the most important project of the Panama ACJ and was the only project in operation at the time of the site visit. Juan Roquebert devotes 100% of his time to this project and both Ammy Landau and Lictor Reyna devote an estimated 25% of their time to this project.

The major overall objective of the Community Youth Action project is the development of human resources potential. The youth clubs serve to improve self concept, provide peer support for activities that are socially and economically productive, present adequate and functional role models, expand social horizons through contacts with different groups, and to provide skills training. The youth clubs are addressing these issues in a number of ways.

The meetings of the clubs provide the opportunity for youngsters to develop and reinforce socially desirable values. Club members demonstrated that they have learned to function as a group. Statements to the evaluation team by the participants in these meetings indicated that they have benefited from meeting persons with positive values and that they are acquiring skills in social relations. Projects which were described as being in operation or as being planned suggest an emphasis on community service and on strengthening or at least supporting family ties.

Physical activities, such as sports and excursions to the camp, provide needed activities for young people and in many cases relief from the overcrowding and tensions of their everyday existence.

Seminars, training sessions and international meetings provide young people with information and concepts which will help them to understand a variety of social issues. These educational encounters increase their awareness of the position of Latin America in relation to other parts of the world and to each other.

It is likely that the above activities are crucial in laying the foundation for the development of characteristics in the participants which are a necessary precondition to learning economically productive skills.

At the time of the visit, club projects oriented specifically towards providing skills leading to jobs were vague and only in the planning stage. There was a lack of sophistication regarding the techniques of job oriented programs, i.e. there were no plans to conduct market studies or surveys prior to planning specific programs, nor were there any formal or written plans for future projects (with one exception). It should be noted, however, that given the economic and social conditions in Panama, the development of programs and activities having direct and immediate impact on the economic status of the participants would be very difficult to design and to implement. To be effective, youngsters would have to be prepared to participate in the service sector of the economy in which the majority of employment opportunities are. This in turn requires commitment to a work ethic, values and life styles quite different from what the young people are exposed to in their communities. Youth service organizations in the U.S. with considerably greater resources at their disposal have not been very successful in their efforts to aid those in the lowest socio-economic sector of the country.

The proposal goals include the formation of 20 youth groups with an average of 25 members each at the end of two years. After the first six months, there are 12 youth groups with an average of 25 members (the clubs are in the process of developing attendance records and membership cards). Seven clubs were in existence prior to the grant. The ACJ clearly seems to have the potential to reach its goal of 20 groups.

The clubs meet once a week for an average of two to three hours. Many of the clubs meet in club member's apartments because the housing projects or communities from which they come have no meeting areas.

The evaluation team visited 4 of the 21 clubs as well as the Youth Council. The clubs visited, include two clubs from low income neighborhoods (housing projects) and two clubs from middle income neighborhoods. The number of youths present at each meeting varied between 15 and 40. The ages ranged from 14 to 19. At each meeting, the evaluation team asked questions at random of the participants. The following statements were made in response to the question "How has the club affected your life?"

"I've gotten to know other youths better from other neighborhoods. The group is friendly and supportive."

"I became more active, more energetic and like to help others. There was a person inside of me that opened up."

"I've had a chance to meet others."

"I've learned skills to help myself and others."

"...intellectual advancement and human development"

The team asked a group of youth leaders (each club elects one or two leaders to represent the clubs at the youth council meetings) to name the two most important projects or activities of their clubs. The following list contains their responses:

- Club 1 - Gathering food stuffs for an old age asylum; football
- Club 2 - Helping victims of a flood and fire within the Curundu community (housing project community); teaching swimming
- Club 3 - Development for women (teaching sewing, cooking); children's education
- Club 4 - Handicrafts, and helping old people to make handicrafts; raising funds for children for Christmas and recreation
- Club 5 - Development of recreational park in our community; center of culture and training with kindergarten, English, handicrafts
- Club 6 - Collection of funds to provide for needy people in the community; research on recreational park development
- Club 7 - Preparation of plot of land to build basketball court; help children with constructive activities during free time
- Club 8 - School aid (tutoring); development of recreational areas
- Club 9 - Development of place where we can meet to develop service actions
- Club 10 - Creation of training course for auto mechanics.

In response to the question "What services have you received from the ACJ," the youths said they had received training in pedagogy, project implementation, leadership in development and planning sports and camp courses. When asked to explain what was meant by project implementation, one youth said that prior to being with the clubs, he had known nothing about project implementation and now he knows that one needs to conduct research which includes the community.

The team also asked the Project Coordinator, Juan Roquebert, what the main purposes of the Community Youth in Action Project are, he responded, "To give orientation and to provide a useful way to use free time. The Project's objectives emerge from the groups themselves. The ACJ organizes energy which is already there--channels, focuses group...to provide training for development activities."

When asked how this project contributes to development activities, Roquebert responded "Development is something done by the community for the community. Young people belong to the community and they become channels for the development projects. The young people themselves detect problems and allow the ACJ to help. ACJs would not be justified if they didn't provide development."

The ACJ staff indicated that while needs and problems vary with different clubs depending on the social level of the members, overall they are striving to develop commitment to the clubs, continuity in membership, and the development of positive attitudes towards self and others. Staff members feel that the ACJ is the only organization, particularly in the poorest communities, which is actively involved in this form of youth development.

SIPA Project - \$2,000 Grant from World Alliance

The SIPA project consists of four seminars which will occur between July and September 1982. The seminars will focus on social issues (peace, human rights, the social situation within Latin America). The seminars will be attended by 250 high school students. The ACJ will work with the Ministry of Education.

Projects Funded - Not Yet Implemented

Seedling Project - CODEL Grant \$1,000

The current proposal entails planting tree seedlings in collaboration with environmental agencies.

Refugee Project - World Alliance Grant of \$4,500

This is intended to be a 5-month project, involving information workshops and some training. The ACJ is in contact with representatives from government refugee offices which requested the aid.

Project EZE - World Alliance Grant of \$1,900

This grant is towards research which will yield a project of economic impact. The current proposal is to examine the labor situation and vocational training needs of women in Colon. The youth service club will organize and coordinate the research.

Projects Not Yet Funded

Beekeeping Project

Proposal currently under review by the World Alliance and CODEL. The proposal requests \$55,000 a year for a 3-year period. This would be a project of economic incidence.

DIDAPAN (Integrated Development of the Panamanian Indians)

This project is still being designed.

CIDA Project

CIDA has solicited proposals from youth service clubs. These proposals are under revision. There is a \$40,000 ceiling on this grant.

Obstacles Encountered

While considerable progress has been made, important problems affecting the institutional capabilities remain.

Space: A major handicap to the expansion and effectiveness of ACJ is the lack of space both for the central office and the local clubs. The current office, on the second floor of a two story building, provides space for the director, staff and for some class room type of activities. It is utilized to full capacity but does not permit major expansion of the program. Each staff member, as well as Jose Chong Hoa and several youths from the clubs mentioned lack of space as a problem. Staff pointed out that the image of ACJ, already handicapped by comparison with the AFY, could be strengthened if the headquarters could be a "House of Youth." This would mean that in addition to office facilities there should be game rooms and meeting rooms for members.

In local communities the ACJ also is unable to provide space for its clubs. Meetings take place in apartments of members or in public facilities such as health centers. Neither is conducive to the strengthening of the ACJ. The use of public facilities also creates problems of identification for the ACJ, because these facilities claim the clubs as belonging to them rather than to the ACJ.

Staff: While the professional staff is highly motivated and trained, the number is so small that its impact is severely limited. In the case of two members it is difficult to determine whether they should be classified as staff or as volunteers. They are trained and active in the day-to-day operations of the clubs and office, and they receive some remuneration, however, most of the time that they give to the ACJ has to be considered as a non-paid contribution.

As already indicated, there is a danger that the enthusiasm of the staff can lead to overextension. Clearly the institutional capacity of the ACJ could be greatly increased if financial factors would permit an expansion of both space and staff. It is difficult to predict how successful the ACJ will be in improving its financial situation. The ACJ is addressing its financial problems both through increased emphasis on fund-raising and through procurement of additional grant money. The bee-keeping proposal is designed to be an income generating project. Despite these plans however, both Jerry Prado Shaw and Jose Chong Hen acknowledge that the ACJ will have a continued need for some external support, particularly for development activities. Chong Hen thought the ACJ will need to have at least 40% of external finding for development projects. Prado Shaw stated there is a need for permanent aid on a decreased basis. He recommended an annual decrease of support of 20% over a 5 year period.

Image: Another issue affecting the institutional capacity of ACJ is the image problem brought about by the existence of two YMCAs in Panama. The general public in Panama is seemingly not aware of the difference between the ACJ and the "Armed Services YMCA." In view of the delicate situation involving the relationship between Panama and the U.S., this confusion limits the potential impact of ACJ.

Administration: Prado Shaw indicated that a major obstacle in implementation of project activities was the delay he had experienced in receiving grant funds following their approval. Because of cash flow difficulties, he is severely hampered when funds are delayed.

The Latin American Confederation

Intermovement Support and Development Cooperation Program support to the Latin American Confederation (LAC) during the period of this evaluation (1978/79 to 82) has been significant. A purpose of this case study is to determine the relation of this support to the development program and projects of the YMCA of Panama.

Following is an outline of grants from the YMCA of the U.S.A. to the LAC headquartered in Montivideo, Uruguay:

<u>General Support</u>	<u>-</u>	<u>Matching Grant</u>
1979 - \$36,200	1979 - \$20,542	<u>"Indigenous Leadership Development and Management Training"</u>
1980 - \$40,100	1980/81 - \$22,000	<u>"Job Creation Program"</u>
1981 - \$46,710	1981 - \$19,120	<u>"Worldwide Network"</u>
1982 - \$51,300	1982 - \$21,900	<u>"Worldwide Network"</u>

General Support is provided by YMCA World Service funds and utilized for a number of small grants often involving institutional support (e.g.) leadership development, general secretary travel, office costs, intermovement coordination and programs, as well as development program and project support, evaluation, training, etc.

All of the MG funded programs and many of the general support activities fit under the LAC umbrella development program entitled, "Centers for Education and Action for Development," (C.E.A.D.)

In order to bring support services and programs closer to national movements four geographical zones were organized under the C.E.A.D. program with zone coordinators and committees. Testimony, review of project and workshop documents, visits to projects, etc. indicate that assistance from the C.E.A.D. program, (including visits from the Zone Coordinator, LAC Director for Development, publications, workshops, etc.), was utilized in Panama for research, design, administration and processing of projects.

In the past three years each national movement held an average of twelve workshops. Of the 46 associations in Latin America "21 to 25 of the larger YMCAs are actively involved in development." Tabulations from a recent LAC questionnaire indicate the following since the beginning of the C.E.A.D. in 1976/77:

- 65% increase in professional staff related to development
- 25% of volunteer leadership participated in development committees and programs
- 55% of operational costs for local YMCAs is for development projects
- 64% increase in the number of development projects

Such an increase in the commitment to development is noteworthy, and the LAC representative attributed much of the increase in development work to support from the International Division for these purposes during this period.

In the immediate future the LAC will move from emphasizing a zonal structure to strengthening the national development committees. Bilateral partnerships with U.S. YMCAs, and participation in the U.S. YMCAs development education program will also be encouraged.

Summary of Findings

The institutional capacity of the Panama ACJ has increased considerably since 1980 when the current executive director took over his duties. Staff members have been appointed and trained, the board of directors has been re-vitalized, camp facilities have been improved, the service to existing clubs has been professionalized and new "Youth in Action" clubs have been started.

In the case of the ACJ, the question of whether the staff is capable of developing and implementing projects revolves around the issue of money rather than their capabilities. As previously mentioned, their lack of salary is a danger to the continuing growth of development activities.

It would be unfortunate if lack of funds forced the ACJ to abandon some of its current projects. In many ways, the Panama ACJ could serve as the prototype of a YMCA which, having strengthened its institutional capacity, and having successfully established development education programs and begun successful community outreach projects, is now ready to embark upon more action oriented and economically oriented projects. The six month old Youth in Action program already seems to offer a good example of the YMCA philosophy of "integrated human development" - personal, social, and economic growth.

ANEXO - ASPECTOS SOBRESALIENTES DE LAS FINANZAS

I N G R E S O S	(5 MESES)	(17 MESES)	(6 MESES)	(23 MESES)	PRESENCIA
	<u>1-1-80</u> <u>31-5-80</u>	<u>1-6-80</u> <u>31-5-81</u>	<u>1-6-81</u> <u>30-11-81</u>	<u>TOTALES</u>	<u>TADO PARA</u> <u>EL AÑO</u> <u>1982</u>
<u>APORTES INTERNACIONALES</u>	.87.61 %	59.37 %	55.91 %	63.10 %	52.38 %
USAID	75.10. %	28.86 %	19.37 %	33.88 %	32.92 %
CONFEDERACION LATINOAMERICANA	12.51 %	2.85 %	3.06 %	4.52 %	3.48 %
EMBAJADA DEL CANADA		27.65 %	33.47 %	24.68 %	12.84 %
OTROS					3.14 %
<u>APORTES NACIONALES</u>	12.39 %	40.63 %	44.09 %	36.90 %	47.57 %
PROGRAMAS	7.14 %	10.07 %	8.88 %	9.25 %	14.56 %
DONACIONES CAMPAÑA FINANCIERA	5.25 %	12.71 %	21.89 %	14.03 %	18.27 %
DONACIONES ESPECIALES		2.85 %	12.17 %	4.98	2.88 %
OTROS		15.01 %	1.16 %	8.66 %	11.86 %

ENERO 21 DE 1982

Members of the Board of Directors
(Updated Version of List in "Informe 80-82")

Hector Adanto
Guillermo Bernal
Carlos Bernard
Jose Chong Hon
Guillermo Cochez
Elias Colley
Ana de Garcia
Ricardo Gonzales
Joseph Harrington
Alexis Herrera
Luis Ho
Carlos Ibanez
Rodrigo Pino
Maria Pino de Vigiano
Walter Reitz
Jose Jaime Romero
Dorothy de Sing
Carlos Sucre
Raul Vaccaro
Dante Vigiana

Members of Levelopment Committees

Walter Reitz
Ricardo Gonzales
Wilfredo Aguilar

Members of Camping Committees

Rodrigo Pino
Carlos Enrique de Ohaldia
Jose Severino
Fernando Carrington
Manuel Lopez
Carlos Manuel Melgrat
Melsina Olga de Mintujar
Carmen de Ramos
Francisco Rotally

Members of House of Youth Committees

Yolanda Cordulsa
Rosa Contretus
Tirsa Emiliani
Marth de Prado