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STRENGTHENING DEVELOPMENT CAPACITY:
AN EVALUATION OF THE YMCA DEVELOPMENT PROGRAM

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VOLUME I

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National Board of YMCAs of the U.S.A.
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PREFACE

It is difficult to sift through the volumes of material that have been generated in response to requests for reports and information in an effort to present a meaningful evaluation of what has proved to be the beginnings of a new thrust in social and economic development in the YMCA. While we stand in jeopardy of being accused of generating too much paperwork just like any other bureaucracy, we must keep before us that this work represents an explosion of peoples' hopes and desires to communicate and find a bond of human solidarity based on common goals for the full development of human potential. It is difficult for these pages to convey the meaning of the development process on the lives of the people it touches.

The evaluation of the project in Ethiopia was born under a baobab tree where village elders and other leaders including widows would meet regularly to review point by point the progress they had made that month. On a colored chart representing time frames and accomplishments, the duly elected president insisted on signing his name. The report was related with pride and joy through two translators, the first in Galla, the second in Amharic, and then into English where the information was duly recorded. While many could not read, there was no question as to the responsibility exercised or the attention to detail. In Liberia, each trip to the village was accompanied by a feast and ceremonial dances. The final agreements were sealed with the exchange of betel nuts. In Ghana the final seal was confirmed by the slaughter of a lamb - all signs of village commitment to the development process. A commitment not easily broken.

Nor can these pages convey the meaning of a simple fishing project in Sri Lanka where nets would be purchased so that those poor villagers living on the sands in palm huts could free themselves from the middleman to make more profit from their fish. It is difficult to communicate unless you have had the misfortune of being present when the meager catch came in and you noticed among the many children scrambling for the minnow-sized fish falling through the nets, a crippled four-year old girl hobble off with three fish in a tin can.

For all these people, this report is dedicated.

INTRODUCTION

Background

The YMCA from its beginning in London in 1844 took on an international focus. It was in 1855 in Paris that the world body was formed, the World Alliance of YMCAs. It was later to be headquartered in Geneva, Switzerland. Today, the YMCA extends to member National Movements in 88 countries. Each YMCA is autonomous and indigenous in its own country. The World Alliance provides a forum for the member movements federated under its structure and is a means to bring about collaborative action on priority areas collectively agreed to at the World Council Meetings held every 4 years. World Development was just such a priority declared at the 6th World Council of YMCAs Meeting held in Kampala in July, 1973.

The International Division of the National Board of YMCAs of the U.S.A., which represents more than 1, 800 member U.S. YMCAs throughout the country, stood behind that World Alliance priority and began to seek ways to strengthen its world development focus. Toward that end, discussions with AID were begun and a new partnership was explored between a major private voluntary agency and the U.S. government. While the YMCA around the world had some outstanding examples of development work prior to 1973, the priority on development allowed for an emphasis and attempt at coordinated world action that was new. Examples of such early development work included the rural farm training scheme initiated in 1923 in Martandam, India that was to become a model for U.N. activity in rural areas. In Korea, rice cooperatives were formed also during that period. Other examples included literacy training and community development activities which were also

part of the YMCA scene during the 1960's in the YMCAs in Ghana, Kenya, Ethiopia, Thailand, Philippines, Taiwan, Mexico and Uruguay.

The Development Program Grant (DPG) made to the U.S. YMCA in March 1975 was invaluable in expanding the world responsibility of the YMCA to the less developed countries (LDC's) of Africa, Asia and Latin America, and in providing support for the world development priority. Through that grant, the capacity of the YMCA to do effective development work was strengthened and increased, not only in the U.S. but at the world, area and local organizational levels of YMCAs in the LDC's.

This present DPG actually had its genesis in a series of experimental grants which began in June 30, 1972 through February 28, 1975 from the Office of Private and Voluntary Cooperation of AID.¹ Beginning first as a focus on nonformal education in 4 African countries, it soon became a trial for a new and expanded partnership between AID and a private voluntary organization. These early trials lead to a major planning conference in Geneva in November 1974, at which time delegates from the U.S. YMCA met with delegates from the world body headquarters staff, the World Alliance of YMCAs, to design a proposal to AID involving an integration of the worldwide YMCA network for social and economic development with the less developed country YMCAs.

The DPG was designed to provide supplemental funds to strengthen the U.S. YMCA's capability to generate and support social and economic development activities for low income people in less developed countries. The grant allowed for the

¹ Final Report, Phase I, AID Grant, June 30, 1972 - February 28, 1975 - for full evaluation of these early grants.

delivery of development assistance by YMCAs in developing countries through a multinational network federated under the World Alliance of YMCAs. Specific development programs and projects resulted from the grant, particularly in the areas of health, nutrition, family management, vocational education, job creation activities, and rural community development. Equally important, the voluntary fabric of less developed countries was strengthened through the involvement of staff and volunteers in the education, planning, management and evaluation of these development activities by YMCAs in the Third World.

The most evident indicators of the progress made through the DPG program lie in the improved quality of projects and the new directions in which the YMCA has embarked in development activities. Activities included development education; formation of indigenous development committees; establishment of linkages to host governments and other private voluntary organizations; project feasibility, planning and funding; project implementation and evaluation; and spreading or multiplying original projects beyond their original site location.

A number of innovative new directions which the YMCA now uses in its development efforts are becoming of increasing interest to the overall development community. These new directions are considered as essential elements in the development process. Some of the more important innovative approaches are:

1. Coordination of multilaterally funded activities to supplement more traditional bilateral assistance;
2. Establishment of a coordinated development information network throughout the world providing the exchange of current, practical and innovative material on development activities;

3. Cooperative structures used as a means to provide regional (or area) planning and evaluation of development programs;
4. Design of a relevant training methodology and program in development administration for regional and national development officers as well as project directors.

The DPG started a long-term development effort in many of the 88 indigenous YMCAs throughout the world and, as a result, raised considerable expectations, not only on the part of those who were recipients of DPG support, but also among many other elements of the YMCA wanting to be part of this overall development process.

Method of Evaluation

The primary method of evaluation is through self-appraisal. This self-appraisal came from a variety of different sources within the YMCA. These sources include:

1. U.S. YMCA headquarters staff based in New York who made on-site visits;
2. U.S. Liaison Representatives based in Latin America, East and West Africa, South and East Asia, the Middle East and Southern Europe;
3. World Alliance headquarters staff based in Geneva;
4. Area YMCA staff based in Latin America, Africa and Asia.

In each of the above cases, formal reports on development activities have been submitted. In addition, visitation reports were submitted periodically and oral presentations made at development planning and evaluation conferences held yearly. These development planning and evaluation conferences have been important events in bringing together the key U.S. staff stationed throughout the world with selected World Alliance, Area structure and LDC YMCA staff to review the past year's activity, and provide a basis for solid evaluation and planning activities for the coming year's events.

- Formal publications also provided a means by which the DPG was evaluated.

These include:

1. World Communique - published by the World Alliance;
2. Development Tribune - published by the World Alliance (Development Department);
3. Educacion para el Desarrollo (Education for Development) - published by the Latin American Confederation;
4. Asia YMCA - published by the Asia Area Committee of YMCAs.

- There have also been a number of published reports, studies and articles, including:

1. The Report of the Commission on International Cooperation for Development - of the World Alliance of YMCAs which sets the basic plan and strategy for implementing the development priority agreed to at the World Council Meeting in Kampala in 1973;
2. International Cooperation for Development - follow-up reports issued in 1976 and 1977 by the World Alliance;
3. Voluntary Agencies and Social Development in Asia - issued by the Asia Area as a result of a conference held in Bangkok in 1973;
4. The Report of the 9th Asia YMCA Leader's Conference - issued by the Asia Area in 1975 as a result of a conference held in Singapore;
5. The Report of the Asia YMCA Planning Seminar for Development, issued by the Asia Area as a result of a seminar in 1976 in Chiangmai, Thailand;
6. YMCA West African Development Education Seminar - Accra, Ghana, 1974;
7. YMCA East African Development Education Seminar - Nairobi, Kenya, 1975;
8. YMCA Development Education Seminar - Sierra Leone, 1977.

- There are a number of U.S. publications and films which convey information about the YMCA's development efforts:

1. The YMCA Around the World - a reprint from the 1975 Yearbook;
2. The YMCA Yearbook and Official Roster - years 1974, 1975, 1976, 1977 and 1978 all contain relevant information of the new development thrust made possible by the DPG;
3. Speaking Internationally - a periodic publication with feature articles;
4. Projects, Programs and Services of the International Division - published yearly since 1974;
5. The Handbook on Development Management and Administration - Office of World Development, International Division, YMCA of the U.S.A., December 1975;
6. Proceedings of the YMCA Consultation on Establishing Agricultural/Community Development Programs for the Rural Poor of America - The Fawcett Center for Tomorrow, The Ohio State University, Columbus, Ohio, June 1976;
7. Ethiopia YMCA Agricultural/Community Development Project - World Development Unit, International Division, YMCA of the U.S.A., June 15, 1977;
8. Final Report of the Task Force on Government Funding - Richard P. Thornell, Chairman, International Division, National Board of YMCAs of the U.S.A., March 13, 1978;
9. Films include a feature on development work in Asia, Latin America and Costa Rica, and a filmstrip on development education plans among U.S. YMCAs;
10. Staff Conference in Israel - 1977 report of a development planning and evaluation meeting;
11. The Next Six Years: Steps Toward Harmonious Interdependence - by Frank C. Kiehne - sets the stage for the future work of the International Division.

- There have been some third party reports, which include:

1. Dr. Joseph Stepanek - on work in Ghana, Thailand, Nairobi;
2. Private consulting firm evaluating the development project in Sri Lanka;
3. A current study by CIDA (Canada) of the development education program in Latin America;
4. A private consultant study of the childcare program for hardship children in Chile;

5. Rural Development Network Bulletin - published by the American Council of Education - a special issue on women in rural development features an article on the YMCA in Fiji.

- Periodic program and financial reports comprise the last source of information for evaluation.

Original Statements of Goal, Purpose, Outputs

The following are the original statements of the goal, purpose and outputs as noted in the Noncapital Project Paper (PROPP) which forms the basis for the programmatic considerations of the YMCA DPG.

Goal

To improve the quality of life of poor people in less developed countries by increasing the capacity of YMCAs in LDC's to plan, design, implement, manage and evaluate development activities.

Purpose

To institutionalize the multi-year planning capability of the U.S. YMCA International Division within a multinational network of YMCAs.

Outputs

1. The support of multinational planning of world development activities of the World Alliance through seminars, training and educational sessions leading to development coordination among YMCAs worldwide.
2. The strengthening of the International Division world development capability through the addition of new resources leading to increased developmental activities.

3. The development and testing of self-help models in rural development, family management, health and nutrition, and vocational training/job creation opportunities.

4. The establishment of a development planning apparatus involving indigenous YMCAs, including the establishment of an evaluation system.

MAJOR PROGRAM COMPONENTS

A. Development Education and Training

Development education and training takes on different meanings depending upon the area of the world and the stage of awareness and activity of the local YMCA. In general, development education involves sensitizing the YMCA leadership to the issues and problems of development, creating an awareness of how institutional and other local resources can be brought together in support of the development priority, and personal commitments to the entire development process. It also involves some very specific and concrete kinds of planning activities, including the examination of national development plans for development, involving local indigenous peoples in the planning process, and seeking concrete ways in which the YMCA can meet the critical survival and quality of life needs of underdeveloped countries and poor peoples.

For those YMCAs well advanced into development planning, the training activities take on dominance, including the teaching of skills related to development administration and management by indigenous peoples. It must be kept in mind that in the YMCA development process, there is a complex of developed and underdeveloped countries as well as leadership coming from all classes. The highly decentralized YMCA structure encourages and demands planning participation and leadership from local villagers where projects are to be implemented as well as the cooperation of the national leadership that may be based in the major cities. The complexity of decision-making this represents requires all parties to be involved if development is to be self-help oriented and sustained by an indigenous infrastructure even after the withdrawal of outside funds. Development education

allows for the integration of decision-making at all levels in a planning and evaluation process in an atmosphere of learning and doing.

1. The World Alliance of YMCAs

Development education was one of the three priority areas established by the World YMCA Movement in 1973. The initial concentration was on regional seminars to begin to set the pattern for Area and national YMCAs to follow. The seminars organized by the World Alliance had the objective to make both lay and professional YMCA leadership alert to the interrelationship between developed and developing worlds as well as to the development currents in their respective countries or regions. The World Alliance conducted seminars in Nairobi, Kenya for East Africa; Freetown, Sierra Leone for Anglophone West Africa; and in Chiangmai, Thailand for Asia. These seminars are discussed below.

Evaluation

The World Alliance has given significant leadership in raising consciousness about development issues and the potential of the YMCA to relate to those issues. Through development education sponsored by the World Alliance, the YMCAs of Africa and Asia have been more significantly involved. Development, however, has not become a part of the training of every YMCA staff member and is still viewed in some countries as not being integral to the work of the ongoing YMCA program. The curriculum of the seminars has varied considerably with discussions around philosophy dominating in some instances. Greater

attention in the future is needed around planning and specific skill training. While one might well raise the criticism that these seminars tended to be too theoretical, it must be appreciated that such a basic communication was needed as a first step to more specific planning, especially among YMCAs that hardly knew each other and were engaging in a new priority area.

Future Projections

1. Organization of development education seminars is now needed on a country-by-country basis for greater penetration of the local YMCA situation and more specific attention to country development needs.
2. More emphasis on technical know-how, management and administrative skills.
3. Emphasis on establishing working relationships between YMCAs and relevant government ministries in development international non-governmental and governmental bodies, i.e. church organizations, U.N., etc.
4. Organization of seminars in developed countries; e.g. the French national YMCA in August, 1978; the U.S. YMCA in September, 1978 in New York City and in cooperation with the U.N.; Canada, ongoing; and Sweden in 1977.

2. The Latin American Confederation of YMCAs

The general agenda of the Confederation seminars included:

- study of the development situation in Latin America;
- development and the YMCA;
- development techniques to be applied by the local YMCA;
- study of local projects.

The seminars involved top YMCA leaders, members of boards of directors, development committees, youth leaders, professional staff, voting members, students of YMCA training centers. Direct participants numbered from 15-50 in any one seminar. The indirect beneficiaries numbered many more - in the 100's and 1,000's due to the leadership positions of these participants. A secondary benefit of the seminars were the contacts established with other agencies and institutions also involved in development: the United Nations, universities, churches, development organizations. During the 3-year period of the DPG, the following seminars have taken place:

Colombia

Location: Bogota
Participants: YMCA of Bogota
 YMCA of Medellin
Date: October 31-November 2, 1975
Funding: USID U\$S 600
 Local YMCA U\$S 750

Peru

Location: Lima
Participants: YMCA of Lima
Date: February 28-29, 1976
Funding: USID U\$S 600
 Local YMCA U\$S 690

Mexico

Location: Mexico City
Participants: YMCA of Mexico City
YMCA of Chihuahua
YMCA of Cuauhtemoc
YMCA of Tijuana
Mexican Federation of YMCAs
YMCA Training Institute
USID
Date: March 27-28, 1976
Funding: USID U\$S 600
Local YMCA U\$S 690

Chile

Location: Santiago
Participants: YMCA of Santiago
YMCA of Valparaiso
YMCA of Concepcion
Chilean Federation of YMCAs
YMCA Training Institute
Date: May 1-2, 1976
Funding: USID U\$S 600
Local YMCA U\$S 690

Argentina

Location: Buenos Aires
Participants: YMCA of Buenos Aires
YMCA of Rosario
Argentinian Federation of YMCAs
Date: June 26, 1976
Funding: USID U\$S 500
Local YMCA U\$S 665

Ecuador

Location: Quito
Participants: YMCA of Quito
Date: April 24-25, 1976
Funding: USID U\$S 600
Local YMCA U\$S 690

Brazil

Location: Campinas
Participants: YMCA of Campinas
YMCA of Rio de Janeiro
YMCA of Belo Horizonte
YMCA of Sao Paulo
YMCA of Porto Alegre
YMCA of Santos
YMCA of Bahia
YMCA of Sorocaba
Brazilian Federation of YMCAs

Date: December 4-5, 1976
Funding: USID U\$S 1,000
Local YMCA U\$S 1,500

Colombia

Location: medellin
Participants: YMCA of Medellin
YMCA of Bogota
Date: November 19-21, 1976
Funding: Expenses were all covered by the
Colombian YMCAs

Costa Rica

Location: San Jose
Participants: YMCA of Costa Rica
Date: December 10-11, 1976
Funding: USID U\$S 500
Local YMCA U\$S 1,300

Peru

Location: Lima
Participants: YMCA of Lima
Date: February 12-13, 1977
Funding: USID U\$S 500
Local YMCA U\$S 600

Venezuela

Location: Caracas
Participants: YMCA of Caracas
YMCA of Maracaibo
YMCA of Puerto Cabello
YMCA of Moron
YMCA of Valencia
YMCA of La Victoria
YMCA of Anaco
YMCA of Guarenas
Venezuelan Federation of YMCAs
Date: November 5-6, 1977
Funding: USID U\$S 500
Local YMCA U\$S 727

Mexico

Location: Chihuahua
Participants: YMCA of Chihuahua
YMCA of Valle de Mexico
YMCA of Tijuana
YMCA of Ciudad Juarez
YMCA of Torreon
YMCA of Cuauhtemoc
YMCA of Delicias
Venezuelan Federation of YMCAs
Date: October 22-23, 1977
Funding: Expenses were covered by the Mexican YMCAs

Evaluation

These seminars on development in Latin America have been the first attempt to have YMCAs on a national or local scale discuss development matters. Because the YMCAs in Latin America tend to be older and more established along more traditional program lines, the educational process has been slow and hard. The basic strategy of the Latin American Confederation has been to work with the established leadership as well as with less established leaders outside the traditional structure. In support of the Confederation strategy, the case could be made that in a volatile political atmosphere and in order to bring about peaceful change in an established institution, then the slower way seemed appropriate.

The initial seminars were more theoretically oriented; later seminars tended to become more practical and focused on development action. In the future, seminars will have to become even more practical with a greater focus on particular country needs, especially in the area of development management and skill training. Longer term training with more formalized curriculum should be considered and perhaps built into the ongoing curricula of the YMCA training institutes throughout Latin America.

Future Projections

The goal is to have in every YMCA Movement in Latin America at least one specialist in development project planning, implementation, fund-

ing and evaluation. Seminars in development administration would be organized with this aim in mind. Those YMCAs which do not yet have a development project would be assisted in specific planning toward that end.

Each of the Action Centers for Development (Northern, Pacific and Southern Cone Zones, and Brazil) have one part-time director who gives staff leadership to the sub-region. The Centers need to be strengthened with consultants from Latin America who can be employed as needed for project feasibility studies, planning and funding, project implementation and evaluation.

3. Africa Area

Because prior to the last quarter of 1977, there was no Africa Area YMCA structure, the World Alliance gave strong leadership to establishing regional seminars first in West Africa, Accra, Ghana in October, 1974 prior to the funding of the DPG. The follow-up seminars in East Africa and then again in West Africa were modeled after this initial session. Specific country level development education and training sessions have also taken place largely through the efforts of the U.S. Liaison Representatives in East and West Africa.

East Africa

Kenya

Location: Nairobi

Purpose: To assist national YMCAs of East Africa to become more competent in implementing development activities. The agenda centered on: 1) the role of the YMCA with national development plans; 2) how to prepare a development strategy; 3) technical training for writing YMCA development projects.

Agenda: Items included: The role of non-governmental organizations in the national economic processes and objectives; national planning and the motivation of non-governmental organizations; preparation of national YMCA development strategies; project writing; work groups and field experiences.

Participants: 26 persons

Date: May 15-18, 1975

Funding: Total U\$S 5,234; USID U\$S 3,308

Tanzania

Location: Pangani

Purpose: East Africa Association of Secretaries

Agenda: Project identification and proposal writing

Participants: 35 persons, laymen of Tanzania

Time: One day

Funding: E.Z.E. funded the AOS meeting. U.S. Liaison Representative travel and accommodations supported by AID: U\$S 500

Zambia

Location: Kitwe

Purpose: Development education and training for board of directors and staff

Agenda: Development philosophy, World Alliance development thrust, national development strategy

Participants: 8 persons

Time: One day

Funding: Local funding. Costs of U.S. Liaison Representative travel and accommodations supported by AID: U\$S 600

Ethiopia

Location: Dembi Dollo

Purpose: Development education and organization

Agenda: Discussions on development strategy in the area; development resources

Participants: 25 persons; government officers

Time: 2 days

Funding: AID funded: U\$S 400. Cost of U.S. Liaison Representative travel and accommodations along with Ethiopia YMCA staff AID funded

Kenya

Location: Nairobi
Purpose: Development training for staff
Agenda: Development philosophy, project identification, proposal development, basic study
Participan's: 15 persons
Time: One half day
Funding: Local funding. U.S. Liaison Representative travel and accommodations AID funded: U\$S 300

Busia

Location: Bukhwaku
Purpose: Development education and awareness
Agenda: Discussion - development of village possibilities
Participants: Village of Bukhwaku - 100 families
Time: 2 days
Funding: Local funding. Development Secretary and U.S. Liaison Representative travel and accommodations: U\$S 200

Uganda

Location: Kampala
Purpose: Development education and awareness
Agenda: National development, national development strategy, project identification
Participants: 15 persons - Development Committee and Central Executive
Time: One day
Funding: Local funding - individuals volunteered

Zambia

Location: Lusaka
Purpose: Development education and awareness
Agenda: Development thrust of YMCA, development philosophy, development strategy in Lusaka
Participants: 9 persons - staff and laymen
Time: 2 days
Funding: Local funding. U.S. Liaison Representative's costs part of trip to Zambia: U\$S 600

Kenya

Location: DoI DoI
Purpose: Awareness education
Agenda: Development thrust of YMCA, development of area, national district development plans
Participants: 35 persons - YMCA leaders, committee leaders, community leaders
Time: 2 days
Funding: Local funding. Development Secretary and U.S. Liaison Representative travel and accommodations supported by AID: U\$S 100

Evaluation

1. Awareness education with development committees and rural committees was very good. In each case, the committees developed effective programs for their communities or YMCA. However, there was need for more structuring of agenda. Of course, this was the initial program and much learning was gained for future awareness courses with other communities and committees to match resources needed with their problems.
2. Development training of staff and development committees was most effective especially for the laymen. Most of the laymen are currently functioning in areas of development for their country but have not been able to transfer their knowledge or experience to the YMCA development program. However, at the end of 3 years, the development committees are pushing more projects for the YMCA than the staff can handle. Other than the Development Secretary, the other staff members require additional development training in order to recognize the possibilities of development in the respective areas of work.
3. The results of the past 3 year's work in development education and awareness have produced a tremendous number of projects and programs in the YMCA in East Africa. YMCA projects have been recognized by the various governments and have been given support. In rural areas, development education of the people has launched rural projects which are managed by the rural people themselves and requests to the YMCA for assistance in additional projects.

The fish farm at Busia has created the desire for the village to work on nursery education, agricultural improvement and cooperative society management, and fisheries training.

Future Projections

1. In-depth development training for National YMCA staff;
2. Concentrated development education and national development strategy sessions with YMCA development committees;
3. Awareness education programs with rural communities;
4. Regional development training for development directors, National General Secretaries, development committee chairmen.

West Africa

Sierra Leone

Location: Freetown
Purpose: To provide technical information to YMCA representatives on the actual practice of development. It was designed to bring together the experiences in development work of the past 3 years of some of the West African YMCAs. Participants had the opportunity to discuss development concerns and issues with governmental representatives.
Agenda: Items included: identifying development projects; writing projects; budgeting; what is transfer of appropriate technology?; managing development; preparation of national development work plans.
Participants: 4 English-speaking YMCAs, totaling 20 people
Funding: Total U\$S 10,135; EZE (Germany) U\$S 6,380; World Alliance U\$S 1,935; Africa Area Committee U\$S 1,020; Sierra Leone YMCA U\$S 800.

In addition, smaller seminars have been conducted in: Ghana, Liberia, Cameroon, Togo, Nigeria, Senegal, The Gambia.

Evaluation

The seminars in West Africa have helped to establish links to government funding agencies, industry and business, and multinational corporations which should enhance development activity. The major restraint to not moving ahead more forcefully is inadequate trained staff and the ability to tap national financial resources. The seminars began to develop that staff leadership and tap local resources. The curriculum tended to be ad hoc and should be formalized. Perhaps a development training institute could be formed to focus on development management training. There are a number of countries in West Africa (Mauritania, Mali, Upper Volta, Niger, Chad) that have not received any YMCA development assistance. Other countries that could benefit from YMCA services include: Ivory Coast, the Gambia, Togo, Gabon. While the seminars have stimulated development planning and proposal writing, the funding of these projects has lagged behind. Raising expectations that have not been fulfilled is a problem. More attention is needed to mesh the seminars with actual funding of projects to avoid this problem.

Future Projections

1. A World Alliance sponsored seminar for Francophone West African countries;

2. Greater collaboration and joint planning with the newly formed Africa YMCA Area structure;
3. More technical training to increase development management skills.

4. Asia Area

Asia Area Population Workshop

Location: New Delhi, India, March 8-15, 1975

Purpose:

- to inform participants on population problems in Asia
- to report on the World Conference on Population of the United Nations
- to motivate YMCAs to include population control in development projects

Agenda:

- paper on family planning and health education in slums of Calcutta
- report on UN conference on population held in 1974
- reports from family planning and related projects going on in YMCAs of Sri Lanka, Philippines, India
- planning for future involvement
- demonstration of audio-visuals on birth control

Participants: 35 persons (Bangladesh, India, Sri Lanka, Thailand, Hong Kong, Indonesia YMCAs represented)

Funding: World Alliance - U\$S 4,000 (from U.N. sources); YMCAs of India - U\$S 2,000 = U\$S 6,000

Results and Evaluation:

- several new projects were planned by YMCAs of Indonesia, Bangladesh, India and Sri Lanka on population education and family planning
- awareness education took place through well prepared lectures; visits to clinics in New Delhi

Consultation on Training in Asia Area

Location: Singapore, June 19-21, 1975

Purpose:

- to discuss and improve skills on new methods of training staff and volunteer leaders of Asia YMCAs
- to plan the role of the Asia Area YMCA in training, especially around development work

- Agenda:
- reports on training programs from sub-regions of Asia (Southeast Asia, East Asia, South Asia and South Pacific)
 - training for development work; a paper and discussion group
 - lecture and exercises on new methods of training
- Participants: 46 persons from 12 Asian countries
- Funding: World Alliance - U\$S 2,000 (from multinational training fund); Asia Area YMCA U\$S 1,000; Singapore YMCA U\$S 800 = U\$S 3,800
- Results and Evaluation:
- delegates adopted a set of recommendations of which six dealt with training for development work, and these recommendations went to the Asia Area Committee. Report of consultation distributed to all Asian YMCAs

Asia YMCA Planning Seminar for Rural Development

- Location: Chiangmai, Thailand, November 23 - December 2, 1976
- Purpose:
- to analyze and review the current status of YMCA development work in Asian countries
 - to train key leaders
 - to set priorities, guidelines and to draw proposals for development work
- Agenda:
- national reports
 - analysis of development work as reflected in reports
 - current ecumenical thinking on development
 - conscientization of people
 - community organization for development
 - training designs for employment
 - integrated rural development
 - development planning and management
 - priorities and guidelines for Asian YMCAs
- Participants: 41 persons. Other beneficiaries: all YMCA development-related staff and committee members in Asia
- Funding: World Alliance - U\$S 21,980 (including U\$S 6,500 AID money from USID DPG); Asian YMCAs - U\$S 2,974 = U\$S 24,954
- Results and Evaluation:
- noticeable concern after seminar for projects directed toward the poorest of the poor and grass roots planning of projects
 - led to holding seminar for urban development work in 1977
 - sixteen countries represented by national leaders for ten days concentration on development work - has had strong influence in concerns for changing to a new type YMCA that can effectively work as partners with the poor of rural areas. (Meyer and Ortmeyer attended as participants; Stepanek presented a paper)

Asia YMCA Urban Development Workshop

Location: Suweon, Korea, November 1-10, 1977

Purpose:

- to review development work of Asian YMCAs in cities and urban areas and conceptually integrate urban and rural work
- to motivate key Asian YMCA leaders to development work
- to deepen understanding of the principles of development work

Agenda:

- paper on the problems and failures of much of past development projects
- paper on Asian economic, social and political systems and Asia development strategies
- national reports from delegates
- paper on development education in an urban setting
- work groups on planning "back home" development programs and a workshop report

Participants: 35 persons. Other beneficiaries: indirectly the benefactors include those who take part in projects planned by delegates after the workshop

Funding: CIDA (through Asia Area Development Fund - U\$S 4,000; YMCA of Japan - U\$S 3,000; Asia YMCA Development Fund - U\$S 4,000; YMCAs of Korea - U\$S 2,000; registration fees - U\$S 1,000 = U\$S 14,000

Results and Evaluation:

- led to Asia Area plan for 1978 of holding national workshops on development around project planning and management
- further strengthened work with poorest of the poor based on partnership, self-determination and their involvement in planning
- this seemed to demonstrate that some needs for motivating and education around development work were met and in 1978 development training needed to emphasize project planning, management and evaluation.

Asia Area YMCA Sub-Committee on Development Workshop Session

Location: Manila, Philippines, January 26, 1977

Purpose:

- informal discussion of meaning of development work for Asian YMCAs and in Asian societies

Agenda:

- "brainstorming" session on Area's role in development work
- setting qualifications of Associate Secretary of Development for Asia YMCA staff

Participants: 23 persons

Funding: No expenses as it was held at time of Asia YMCA Executive Committee meeting to which expenses were charged

Results:

- helped develop qualifications and job description for Associate Secretary for Development of Asia YMCA staff.

National Rural Development Workshop

- Location: Baguio, Philippines, April 21-26, 1976
- Purpose:
- to inform staff and volunteer leaders on social and economic needs of the rural people of the Philippines
 - to train in project development and management
 - to plan actual steps for starting rural development work in the delegates' local YMCAs after the workshop ended
- Agenda:
- keynote address on "What Is Development"
 - experiences of Sri Lanka YMCA in rural development
 - lecture on food production and conservation
 - lecture on hunger and malnutrition in Philippines
 - lecture on population control and family planning
 - case studies on community development
 - presentation on techniques of project planning (AID Philippines staff)
 - work groups by local YMCAs on project planning
 - developing a master plan for rural development
- Participants: 50 persons. Other beneficiaries: 16 YMCAs started rural development projects after the workshop and it is estimated that 1,500 rural persons benefited in some way
- Funding: AID - U\$S 8,576 (from USID DPG); YMCA of Philippines - U\$S 2,000 = U\$S 10,576
- Results: Local Associations (16) started small-scale rural projects after workshop. Four of these have grown into larger projects and four others became part of cluster groups of rural barrios of the National YMCA Tulungan sa Kaunlaren project, an OPG funded by AID
- Evaluation: Generally very good because it moved from general problems to the specific planning of projects. Some of the projects never left the planning stage but about 60% were carried out. One drawback was in planning projects at a workshop where the people who will benefit are not present.

Rural Development Project Management Workshop

- Location: Laguna, Philippines, August 23-28, 1977
- Purpose:
- to report on local Association projects started after 1976 workshop
 - to update YMCA leaders on national socio-economic problems of rural areas
 - to coordinate the National YMCA Tulungan sa Kaunlaren project with local YMCA projects and to plan local YMCA involvement in the national project

- Agenda:
- a second look at crucial problems in family planning, nutrition, food production, entrepreneurship, manpower development and small-scale businesses in rural areas
 - local YMCA reports on implementation of projects
 - applying management by objectives to development projects
 - the National Tulungan project and local YMCAS
- Participants: 38 persons. Other beneficiaries: benefactors of local YMCA projects
- Funding: Asia YMCA Development Fund - U\$S 2,000; Kapitan Kaunlaren Foundation - U\$S 2,000; YMCA of Philippines - U\$S 2,290 = U\$S 6,290
- Results:
- a clarification resulted in how local YMCAs could tie in better to the national YMCA project and differences were resolved
 - four of the local YMCA projects (two in vocational training, one in fisheries, one in gardening) became larger, more extended projects
 - four local YMCA projects merged into the clusters of barrios which are sites of the national YMCA project
- Evaluation:
- not quite so productive as the 1976 workshop, but very worthwhile nevertheless. Lectures on development issues from a national viewpoint are not too useful in a workshop like this
 - two Area staff attended for part of the workshop and it was useful for their education.

Regional Planning Workshop for Development Work in South India

- Location: Alwaye, India, March 3-6, 1977
- Purpose: To train staff and volunteer leaders in determining needs for rural development work and the project method of planning
- Participants: 65 persons
- Funding: AID - U\$S 1,000 (from USID DPG); India YMCA - U\$S 500 = U\$S 1,500
- Results and Evaluation: It was reported by Joe Varkey, Asia Area staff who attended that the small village YMCAs of which there are many in South India have much increased their rural programs after this workshop

All-Island Rural Development Workshop

- Location: welimada, Sri Lanka, March 11-14, 1977
- Purpose: To bring together all YMCA executives and board presidents to discuss all aspects of local YMCA involvement in rural development work and to train in project planning
- Participants: 50 persons

Funding: AID = U\$S 1,000 (from USID DPG); Sri Lanka -
U\$S 500 = U\$S 1,500

Results and
Evaluation: As a forerunner of seminars now held on a regional
basis in Sri Lanka as part of the AID-funded
national YMCA project, this workshop was very
effective in training and motivating for rural
work.

National YMCA Rural Leadership Training Project

Location: Seoul, Korea, September 7-10, 1977

Purpose: To bring together the officers of the YMCA's rural
credit unions and cooperatives for training in
credit unions, coops, new farming techniques and
in running farmers' organizations

Agenda: - reports from each credit union and coop
- training sessions in democratic procedures of
conducting meetings and conducting other aspects
of the work of farmer's organizations
- introduction of new project of training in beef
cattle raising and forming coops for raising and
marketing beef cattle

Participants: 50 persons, all farmers

Funding: All costs paid by YMCA of Korea and the delegates;
exact costs are not known

Results and
Evaluation: Excellent in that it was training of farmers them-
selves to gain confidence and expertise in running
their organizations. This same kind of conference
was held in 1976 and 1975 and is an annual event.

B. Program Development

As stated in the PROP², and the Grant Agreement³, this component provides trained staff from the U.S. International Division to work with individual YMCAs in less developed countries on development activities. The assistance was designed to be provided through a program developer based in headquarters in New York; liaison representatives based in Latin America, Africa, Asia, Southern Europe and the Middle East; and the retraining of U.S. staff in AID management workshops.

1. Program Developer

As defined in the Handbook for Development Management and Administration, the position of program developer was designed to provide operations support for country-specific development activities, specifically:

- furnish technical support on request of liaison representatives;
- provide administrative resources on request;
- source funding relationships;
- field consultations;
- field evaluation studies;
- training/educational support;
- communication with liaison representatives.

To give greater flexibility in the use of staff skills, two program developers were assigned to World Development for 50% each of their portfolios.

² Noncapital Project Paper, 932-13-950-061, page 4 of Work Plan, March 10, 1975

³ Grant Agreement, AID/pha G-1103, page 4 of Program Description

The other 50% (YMCA funded) was spent in the areas of development education in the U.S. and refugee rehabilitation. During the second year of the DPG, it was decided to shift to one program developer full-time with a corresponding shift of roles with less focus on in-country consulting to greater emphasis on backstopping in the U.S. This shift in roles was made possible by the increasing operational capacity of the U.S. YMCA liaison representatives in their respective regions.

Supportive program development activities have included certain activities conducted by the YMCA Center for International Management Studies (CIMS), which have included:

- Consultation on development and World Management, Caracas, Venezuela, 1975;
- Environmental program "Case Study," Cairo, Egypt, 1976, to discuss environmental impact and development;
- Sharing CIMS environmental reports with AID's Office of Science and Technology;
- Initial consultation and planning of consultation on Development and the Role of Multinational Corporations, Dakar, Senegal, 1977;
- Participation in the Mohonk Trust Conference on development and the environment.

2. Liaison Representatives

During the first two years, liaison representatives were in Latin America (1), Africa, West and East (2), Asia, East and South (2), the Mediterranean

(1); Middle East, Arab (1); Middle East, Israel (1). The one liaison representative in Latin America was supplemented by a consultant stationed in the Southern Cone of the continent. 50% of six of the liaison representatives were covered out of the DPG funds. The other 50% was covered by voluntary funds for purposes of coordinating other International Divisions responsibilities. The development duties of the representatives originally included the following:

- identify training needs of the YMCAs;
- assist in the formation of development committees;
- assist in contact with government and planning officials;
- coordinate involvement of program developers at country-level;
- assist in the identification of development needs as they related to country priorities;
- assist in formation of development proposals;
- assist in proposal follow-up.

As experience was gained, several changes took place with respect to the roles of liaison representatives. They became more involved with feasibility, fact finding, information gathering and field surveys. They provided operational support to project managers, including providing advice on evaluation and replanning activities. The representatives also worked closely with the YMCA Area structures and frequently served to facilitate communication. Fiscal reporting, training and advice on funding became increasingly important during the second and third years of the DPG. With more OPG's, liaison representatives became increasingly occupied with the training of national leaders and the monitoring of projects.

With the growing ability of the Area structures, the Latin American Confederation took on full responsibility for development activities without the

use of a liaison representative or a U.S. consultant in the second and third years. During the third year, the number of liaison representatives was reduced from two to one in the Asia Area. These trends reflect the increasing capacity of the regional structures to carry on their responsibilities in development without outside assistance from the U.S.

3. Retraining U.S. Staff

Retraining of U.S. staff was accomplished within the first two years of the grant by sending staff to the AID PDM I and II Training Courses. During the first year, six liaison representatives and two headquarters staff completed their training. This training enabled the principal YMCA staff working in development to become more effective in dealing with AID staff both in Washington and at the Mission level.

Evaluation

Program development was critical in helping to initiate development activities at the country-level. The fact that the YMCA emphasizes strengthening local indigenous staff capability to perform these development functions led us to a system of working through regional liaison representatives in cooperation with the Area structure, especially in Latin America and Asia. It was only in the third year of the grant proposal that an African Area structure was formed. It remains to be determined what the future role of liaison representatives will be as the Africa Area structure becomes better organized and more operational. The portfolio of program developer shifted in emphasis from country-specific proposal development to back-up support in

headquarters as the liaison representatives and Area structures became more operational. The first year saw training and definition of U.S. roles in development as very important start-up activities. The basic institutional strength of the International YMCA allowed for this to be accomplished without the hiring of new additional staff, but rather through the redefinition of roles and retraining activities. This had the advantage of keeping the total international YMCA program well integrated with other supportive activities and allowed for implementation to occur without the undue loss of time for hiring and orientation purposes.

Future Projections

There will be increasing emphasis on the development of human resource potential within the LDC's and within the regions of indigenous peoples. There will be a decrease in direct outside U.S. assistance except in a training capacity and as a backstop for relating U.S. funding and other resources that may be needed in a supplemental way. The whole function of program development will therefore be increasingly shifted to the country and Area structure levels. Greater reliance will also be placed on developing indigenous expert resources which could be used on a consulting basis for specified short-term periods, especially for feasibility studies, surveys, planning and evaluation activities. The involvement of the U.S. YMCA will see a greater integration of the various institutional levels within the U.S. system at the field and headquarters levels. At the headquarters level, there will be a greater integration of the World Development Unit with the other units of the International Division and the Division with the corporate YMCA.

C. Planning and Evaluation

The planning and evaluation component was designed to give support for those activities both in New York, Geneva and at the country level to ensure systems and procedures for an orderly flow of development activities and projects to donor agencies and governments, assuring sound planning and proper accountability for funds and activities, as well as the evaluation and spreading of results and expansion. Planning activities were centered around the DPG itself, the total world YMCA network and the involvement of the U.S. YMCA in specific country programs. The sub-components of this program component included a director of planning and evaluation at headquarters in New York; the use of the Department of Research and Development of the U.S. YMCA; the creation of a Library/Development Information Center based in Geneva; and planning and evaluation activities at the national YMCAs in less developed countries.

1. Director of Planning and Evaluation

A director of planning and evaluation was hired full-time as part of the World Development Unit of the International Division. The duties of this portfolio as defined in the Handbook for Development Management and Administration include:

- define and review program objectives and indicators;
- develop and coordinate work plan for Development Program Grant procedures, pre-implementation, development education and training, program development, liaison representatives, evaluation and development of an information system;

- consultation and assistance in evaluation method and technique;
- assist in development of work schedules and job segments;
- maintain program relationships with AID/Washington;
- responsible for AID project appraisal reports.

During the second and third years of the DPG, emphasis on planning and evaluation shifted to providing back-up support at headquarters with follow-up activities in Washington, D.C. close collaboration with the World Alliance, Area structures and national movements in providing planning assistance for social and economic development projects. Development Planning Design Forms and Guidelines were written and tested. Planning and evaluation visitations were conducted in: the Dominican Republic, Uruguay, Peru, Chile, Ecuador, Panama, Costa Rica, Senegal, Liberia, Ghana, Ethiopia, Kenya, Hong Kong, the Philippines, Thailand, Sri Lanka, Portugal. Research was begun on the effects of government funding on the professionalization of YMCA development related staff.

2. Department of Research Development

During the first full year of the DPG, three sessions were held with the Research and Development Committee of the National Board of YMCAs. The sessions focused on planning and evaluation schemes for Ethiopia, Senegal and the Library/Development Information Center. The librarian of the World Alliance also met with this group and had two complete sessions with them. Once some of the basic designing was accomplished, no further work was continued during the second and third years of the DPG. The Director of Planning and Evaluation still maintains contact through membership on the committee.

3. Library/Development Information Service

The existing World Alliance library, under the grant, was expanded in order to provide specialized services for development information. The highly decentralized YMCA development activities make the need for an information service even more critical. It was designed to serve as a central communication and resource link for the Hong Kong Training Institute in Asia, the Latin American Confederation Action Centers for Development Education, and the development education activities in Africa.

Acquisitions

During the three year period, approximately 120 journals and periodicals dealing with development or related issues have been added to the Library/Development Information Service. These have formed the basis of a development index whereby journals are scanned for relevant articles and a subject card file is maintained so that these articles will be available for later reference.

A slide projector was purchased and approximately 400 slides were catalogued. Efforts are being made to encourage national movements to document their development activities with slides so that eventually a more complete collection can be established.

Approximately 350 titles (including books, pamphlets and other documentation) have been added to the Library/Development Information Service.

Publications

Substantial contributions were made to each issue of the bi-monthly Development Tribune.

Irregular acquisitions lists and lists of periodicals were provided. Bibliographies were supplied to meet individual requests.

Network of Users

The network of users of the Library/Development Information Service consists of about 65 persons in Asia, Latin America, Africa, North America and Europe.

There have been 150 requests for material and other services. Approximately 220 unsolicited mailings of materials have been sent out. This mainly includes material which would concern a specific project or another need which was thought to exist by the Library/Development Information Service.

Utilization

Following are some examples of utilization of the Library/Development Information Service:

- resource material was provided for a development education seminar in Sierra Leone in 1977;
- resource material on women in urban settings was provided for a seminar on urbanization in Hong Kong (Asia Area Committee), 1977;

- resource material was provided for a seminar on population in Togo in 1976;
- material on general development issues was provided to the Chiang Mai, Thailand YMCA in 1977;
- resource material on project formulation, planning, evaluation and administration will be provided to the Action Centers in Latin America in 1978;
- material on recreational and other facilities for industrial workers was provided to the Valparaiso, Chile YMCA in 1977;
- a bibliography on project management for a seminar in Hong Kong (Asia Area Committee) was provided in 1977;
- material on establishment of small businesses, fabric decoration and establishment of credit unions was provided to the YMCA services in Senegal in 1977;
- material on raising rabbits was provided to the YMCA of Colombia in 1976 and 1977;
- material on nutrition and raising rabbits was provided to the YMCA of Guatemala;
- material on raising rabbits was provided to the YMCA of Gaza in 1977.

Relationship with Other Agencies or Information Centers

Relationships have been maintained with a number of information centers in Geneva and elsewhere. These include the libraries of the United Nations, the International Labor Office, the Center for Economic and Social Information and the Centre d'Etudes Industrielles in Geneva. A particularly fruitful arrangement has been established with the Boy Scouts World Bureau in Geneva. The Library/Development Information Service has collaborated with them on several projects such as the publication of a brochure for the documentation center, preparation of manuals dealing with chicken raising, rabbit raising, auto mechanics, and electricity for young people, and on the use of windmills to generate electrical power.

Relationships have been established with VITA (Volunteers in Technical Assistance), ACTION, TAICH (Technical Assistance Information Clearing House), TRANET (Transnational Network for Appropriate Alternative Technologies) in the United States, and the Tropical Products Institute, the Overseas Development Institute and the Institute for Development Studies in England, and the OECD Development Center in Paris.

4. Planning and Coordination Meetings

The Development Program Grant allowed for major planning and coordination meetings to be held during the year when headquarters staff could meet with the liaison representatives together with selected World Alliance and Area representatives for purposes of planning, coordination and evaluation. The first such session under the DPG was held in Houston, Texas in September 1975.

In addition to headquarters staff and liaison representatives, there were representatives from the World Alliance and the YMCA Area structures of Latin America, Asia and Europe, with two AID representatives and an international consultant. This meeting was integrated into the International Division Assembly, where more than 300 YMCA members heard Mr. Daniel Parker keynote the Assembly theme, "World Development." The second World Development Planning and Evaluation meeting was held at Camp Letts, Washington, D.C. in September 1976. Participants included AID representatives from the Africa and Asia Desks as well as the PVO Section. World Alliance, YMCA of India, Costa Rica and Senegal were also represented. The theme of the following International Division Assembly was from "Independence to Interdependence" with Dr. Aurelio Peccei, founder of the Club of Rome, as a keynote speaker.

A special planning and coordination meeting was held at the end of March 1977 to focus our attention on a thorough review of post-DPG activities and to begin planning for the future when the DPG would terminate. The objectives of this meeting included:

- to review the effectiveness of the liaison representative network and to recommend necessary adjustments for the future;
- to conceptualize a long-term partnership with the United States Agency for International Development commencing with the conclusion of our present Development Program Grant on February 28, 1978.

Much of the material reflected in the Conclusions at the end of this evaluation is a result of those meetings.

During 1977, the Planning and Evaluation meeting was held in California. Representatives from Japan, Canada, Senegal, Latin American Confederation and AID joined the U.S. YMCA staff for these sessions. The theme focus of the follow-up Assembly was "The YMCA Around the Corner and the World," emphasizing the need for development education at home in support of the world development activities abroad. Nearly 400 participants from around the nation participated in the event.

Evaluation

If the program development component of the DPG can be said to have fostered the expansion of development activities, the planning and evaluation component has allowed for the qualitative control of that

expansion. The Director of Planning and Evaluation was on board from the beginning of the DPG. In fact, his involvement with pre-DPG planning activities allowed for an important continuity in the effort. Likewise, the early involvement of the World Alliance Library in pre-DPG planning also meant no loss of time in start-up activities. Because of the limitations in staff time and resources, the involvement of the Department of Research and Development was more limited (to one year) than originally planned. The Library/Development Information Service with its early start will need to be strengthened to continue its work on an information network that will share results of successful and unsuccessful YMCA development activities. There is little question of the crucial nature of the yearly planning and evaluation meetings for bringing about coordinated action and important replanning activities.

Future Projections

Planning and evaluation functions will increasingly shift to country and regional levels. The World Alliance has already moved to further integrate the Area structures into the world planning cycle. The World Alliance itself has taken an active planning stance which should prove to be beneficial for the planning and evaluation functions that are needed. U.S. development planning and evaluation sessions will still be needed with greater attention being paid to integrating these activities with the World Alliance. The Development Planning and Coordination Meetings will continue to be important events for basic communication and planning activities. The focus is likely to shift from more general considerations to the consideration of specific technical problems. Development management and administration and the strengthening of

human resource potential are areas that will occupy our attention in the future. Another important area is development education in the United States and the need to relate U.S. communities and resources to the less developed world. In this respect, we would see greater collaboration with the NGO sections of the United Nations as well as with the International Education and Development Unit of the U.S. YMCA in building a more integrated approach to development.

D. Development Coordination

For an organization such as the YMCA, which is highly decentralized and locally autonomous, development coordination takes on added significance. The DPG allowed for this coordination in a way that was not previously possible. The approach to this coordination for each area of the world was somewhat different and will be reviewed by each section.

1. World Alliance of YMCAs

One of the major functions of the World Alliance is to coordinate the various aspects of YMCA work. During the period under review, the main area of coordination in development related to the projects which national YMCAs created and submitted to funding agencies. There has been a marked increase in the number of development projects that required the involvement of the World Alliance in various ways vis-a-vis the funding agencies in Europe and Canada. During the last 12 months of the reporting period, increased funds have been channeled through the World Alliance for projects.

Technical And Organizational Meeting of YMCA Donor Movements⁴

Location: Geneva, Switzerland, February 16-18, 1977
Purpose: A coordination event initiated during the reporting period was a meeting of YMCA representatives from the Donor Movements with participation from Area Committees. Imaginative approaches to their work were adopted including the first concrete steps towards bringing together the separate units of the World Alliance - intermovement cooperation, extension,

⁴ The full report: Report of the Technical and Orientation Meeting of YMCA Donor Movements, World Alliance of YMCAs, Geneva, Switzerland, 1977

- development, leadership development, refugee and rehabilitation - to operate together towards definable and mutually agreed objectives.
- Agenda: 1. To examine (a) current bilateral and multilateral relationships between and among YMCA Movements and (b) all possible funding sources in Donor YMCA countries and the types of projects and programs which they will support.
2. To determine what the appropriate functions of the World Alliance should be in coordinating the multilateral aspects of these relationships.
3. To initiate cooperative efforts among YMCA movements to improve and strengthen YMCA assistance to less privileged groups of people and to YMCAs in need of assistance.
- Participants: 31 from England, U.S., Sweden, Latin American Confederation, Germany, Ghana, Netherlands, France, Japan, Canada, Switzerland, Asia Area, European Area

Consultation on the Expansion of the World Alliance Development Fund

- Location: Geneva, Switzerland, October 22, 1976
- Purpose: Another coordinating meeting took place bringing together representatives of governmental funding agencies to discuss the possibility of expanding the World Alliance Fund for Development. Discussions are continuing with funding agencies on an individual basis on the ways in which the various governmental agencies could support World Alliance development efforts.
- Participants: 24 from YMCA of Sweden, ICCO (Netherlands), YMCA of New York, YMCA of Netherlands, World Alliance of YMCAs, YMCA of France, SIDA (Sweden), YMCA of England, NORAD (Norway), YMCA of the U.S.A., World Council of Churches, AID

Assistant Secretary for Development, World Alliance

This position has made it possible for the World Alliance to become involved in other aspects of development work such as population questions and in the field of trade as it affects the Vocational Training Institutes of the YMCA. It has also made it possible for the Executive for Development to make more frequent field visits and to give his major attention to development education and to help national movements to establish priorities in development activities.

Evaluation

The meetings of Donor YMCAs have brought a badly needed coordinated approach to giving in the YMCA. This first step in sharing information needs to be followed by greater collaboration in the funding of projects using multinational sources. The employment of an additional staff person, the Assistant Secretary for Development, was needed in order to expand the office and provide some coordination services to member YMCAs on development.

Future Projections

Efforts toward greater coordination among the various units of the World Alliance will be implemented within the next few months through the appointment of a staff person who, in addition to another responsibility, will act as coordinator for these units. This should assure greater attention to very specific development concerns of national movements, but at the same time assure that the maximum use is made of human and financial resources available within the worldwide movement.

More emphasis will be placed on education for development, particularly in developed countries. This will be one of the main functions of the Associate for Development in the future.

The discussions with funding agencies, including governmental agencies, regarding the enlargement of the World Alliance Development Fund will continue with a view to developing a new plan of cooperation.

The recommendation of the meeting of Donor Movements, held in February 1977, to have greater coordination among the various components of the World Alliance work, is being implemented by the recent establishment of a World Alliance office responsible for the coordination of all project and program funding.

2. Latin America

Action Centers of Education for Development

The project "Action Centers of Education for Development" was created by the Latin American Confederation of YMCAs in order to implement the decision taken at world and Latin America YMCA levels: Development is a priority. The Centers provide the major means of coordinating these programs.

These Action Centers are located in Chile, in Colombia, in Peru and in Brazil. General coordination is conducted by the central offices of the Confederation in Montevideo. Four areas are established as follows:

<u>Southern Cone Zone:</u>	Argentina, Chile, Paraguay and Uruguay
<u>Northern Zone:</u>	Colombia, Costa Rica, Guatemala, Mexico, Venezuela
<u>Pacific Zone:</u>	Bolivia, Ecuador, Peru
<u>Brazil</u>	

Purpose: To motivate and promote personal commitment in matters pertaining to development, according to priorities of the World Alliance and the Latin American Confederation of YMCAs.

To train volunteers and encourage participation in development projects.

To extend orientation in social research processes to detect the most suitable action of the YMCA in their respective countries.

To guide processes of implementation, presentation and project design.

To cooperate in channeling projects before pertinent national and regional organizations.

To cooperate in obtaining resources and ultimate implementation of the projects.

Area Committee Meetings of the Latin American Confederation

These committees are formed of two representatives from each national movement, preferably one layman and one professional. They were created within the frame of the project in order to:

- encourage local action and interest in development matters in the YMCAs;
- act as a link with the executive of the Center.

These committees meet at least once a year and are mainly to exchange experiences, detect potential opportunities of work to be performed in this field and to take into account limitations. It is an opportunity to reflect at area levels on the responsibilities of the YMCAs as regards opportunities in Latin America.

Latin American Coordination Meetings

In order to carry the development activities, each Action Center is led by a carefully chosen executive directly connected with the Confederation.

The executives of the different zones (4) together with the General Secretary, the Executive for Development and the Administrator of the Latin American Confederation of YMCAs have met as follows:

- October 1974, Montevideo;
- March 1975, Caracas;
- December 1975, Montevideo;
- March 1976, Bogota;
- May 1976, Montevideo;
- December 1976, Montevideo;
- December 1977, Piriapolis.

The objective of these meetings is to revise and evaluate the work done and to plan together for the future. The organization and timing of the Area Committee meetings as well as the seminars, publications, study of the recommendations of area committees, etc. are thoroughly discussed in these meetings. The four Centers have tried during these years to have common goals and to move in a coordinated and coherent way.

Other Confederation Meetings

Other meetings where development has been the main subject include:

Encounter of Youth of the Southern Cone

In October 1976, an encounter of the YMCA youth of the Southern Cone was organized by the Buenos Aires YMCA and sponsored by the Latin American Confederation. More than 80 young people from Argentina, Chile, Paraguay and Uruguay met in Buenos Aires to discuss an agenda which was mainly dedicated to development matters:

- the Latin American youth in the development thrust;
- the role of the YMCA in the process of Latin American integration;
- the role of young people in the YMCA.

Standing Committee on Development

The first meeting of this committee took place in January 1977. This committee is integrated by seven members of the Governing Board of the Latin American Confederation of YMCAs.

The specific functions of this Standing Committee on Development are:

- to establish the mechanism needed in order to attain the development goals, according to the guidelines provided by the World Alliance and the Latin American Confederation;
- to stimulate the involvement of the YMCAs in development work,
- to plan the strategy of Latin American YMCAs in the development field;
- to evaluate the work of the Confederation in development.

Confederation Publications

During this period, the Latin American Confederation issued the following publications on development:

"Educacion para el Desarrollo"

Seven issues have appeared of this magazine which is entirely dedicated to development matters. The articles deal mainly with:

- YMCA and development;
- intermovement cooperation for development;
- United Nations development program;
- development in other YMCA movements (Africa, Asia, U.S.A., Canada);
- the situation of women in economic, social and political development;
- project design;
- development projects of Latin American YMCAs.

"Education for Development"

Three issues have appeared of this magazine edited in English. This publication is based on selected articles which appear in "Educacion para le Desarrollo" and was thought as a way to help people outside Latin America understand our thinking and work on development.

"Guide on Investigation Techniques"

Following a recommendation of the 1975 meeting of the Pacific Zone (Bolivia, Ecuador, Peru), a guide on investigation techniques to be used in development work was written.

This guide responds to a very specific need of the YMCAs, but it could be used by other institutions as well. It provides adequate and practical orientations to those who are directly involved in development work. It deals with concepts on development; the role of investigation; how to investigate in order to better elaborate development projects; methods, techniques, interpretation of the data.

Director of Development

Funds for the portfolio of the Confederation Director of Development is provided through the DPG. She has been employed and operational throughout the three-year period. It is under her leadership that the above noted programs have been initiated.

Evaluation

The fact that the Confederation has been asked by the YMCAs in Latin America to extend Action Centers of Education for Development illustrates the impact that this work is having.

In the new stage, the YMCAs will take more financial responsibility which is a sign of interest and support. This first stage has shown the need for a better and coordinated training on technical skills. It is hoped that this will be able to be done within the next stage.

Future Projections

The project "Action Centers of Education for Development" has been in the past few years the very "king pin" of all the Confederation development action. It is anticipated that these Centers will continue and become more operational in directly assisting local national YMCAs to plan, implement and evaluate development projects.

The Confederation has decided to extend the project for one more year. During this period, a thorough evaluation (performed by an independent con-

sultant firm) will take place. There is always the possibility that, after having examined the results of this evaluation and after confronting it to the present needs of our YMCAs, the project will have to adapt to new priorities and to draw a new set of short-term objectives.

There are already now some facts that will have to be taken into consideration for the future:

- the need for a coordinated training on technical skills for development action;
- the utilization of the skills of the executives of the Action Centers in a more rational way in order to fulfill the present and future requirements of the YMCAs.

3. Africa Area Alliance

In 1977, an Africa Area Alliance was formed to provide a communication link and a basis for coordinated action for the YMCAs of Africa. As the newest of the Area organizations, the Africa Area Alliance has found itself primarily in the early stages of organization and establishing its headquarters in Nairobi, Kenya. The U.S. Liaison Representatives for East and West Africa work in collaboration with the Africa Area executive in providing Area-wide planning assistance and consultative help. Planning has begun to consider ways of strengthening existing YMCAs, the extension of YMCA services to other African countries, strengthening and supporting development priorities. An Africa Area development fund is now being implemented.

National Directors of Development

In order to strengthen the development priority in specified African countries, directors of development were funded. These directors of development have become directly involved with their country priorities and ways of relating their national YMCAs to these priorities. These national directors are now in place in:

- Ghana, began in 1976;
- Liberia, began in 1975;
- Kenya, began in 1975 and was removed because of a lack of effectiveness. A new person was hired in October 1976.
- Uganda, began in January 1977;
- Zambia, began in February 1977.

The Liaison Representatives have worked with these directors in making surveys, conducting feasibility studies, proposal writing, monitoring and evaluation.

Evaluation

The support of indigenous development directors is critical for the success of development planning and implementation in the YMCAs of Africa. The appointment of these development directors strikes at the heart of one of the key problems of a permanent development thrust in Africa -- the absence of trained manpower. The on-the-job training is critical for these directors and it should be improved in the future. While Liaison Representatives supplemented training that might have been available locally, more organized training is required. This training could also benefit lay committee persons, other staff directly and indirectly related to development activities. Only in this way can a corps of trained people be built up.

Future Projections

1. Extension of development directors to other countries in Africa: Sierra Leone, Togo, Gambia, Tanzania, Sudan are possibilities.
2. Formalized development training for directors of development, especially in management and administration.
3. The establishment of an Africa Area development fund.
4. Appointment of an Africa Area Director of Development.

4. Asia Area Sub-Committee on Development

The committee was formed in January 1976. Meetings have taken place as follows:

- January 19-20, 1976, Hong Kong;
- January 26, 1977, Manila;
- April 7-9, 1977, Bangkok;
- July 6, 1977, Buenos Aires.

Activities include:

- a. Developing a long-range plan for development training, education and implementation to support the national YMCAs in their thrust;
- b. Sponsoring Asia-wide development education workshops on rural and urban programs and financing participation of delegates;

- c. Employing an Asian Associate Secretary for Development on the Area staff;
- d. Initiating the Asia Area Development Fund..

Evaluation

A high interest in development work has been stimulated among Asian YMCAs, but too much attention has been diverted to controversies around project planning and funding. Considerable education on development work has taken place involving leaders of the YMCA of all the less developed countries in Asia.

Future Projections

In 1978, the committee and Area staff will focus on training in countries for project planning and management.

Asia Area Development Planning Conference for the South Pacific

Location: Suva, Fiji, June 21-29, 1976
Purpose: - to consider YMCA strengths and weaknesses in the South Pacific
- to report on rural development work and consider extension to new countries
Agenda: - papers from individual countries
- paper on development work planning from regional ILO officer
- work groups on coordination of development work between countries and extending to new places
Participants: 20 persons from Fiji, New Zealand, Papua New Guinea, Australia, Asia Area, U.S.A.
Funding: World Alliance - U\$S 2,000; Asia YMCA Development Fund - U\$S 2,000; YMCAs of Japan - U\$S 1,996; Fiji YMCA - U\$S 200 = U\$S 6,196
Results and Evaluation: - resulted in New Zealand YMCA taking leadership in establishing a new YMCA in Western Samoa to do rural development work
- a new spirit of cooperation was established between these countries and the Asia Area YMCA

Development Work Directors in Asia Area (Asia Area YMCA)

1. Development Work Training Coordinator
 - a. Employed half-time from November 1, 1976 to February 28, 1977
 - b. Funding: AID U\$S 2,678 (from USID DPG, Phase III)
 - c. Job Description: To complete planning and coordinate the Asia Area YMCA Rural Development Workshop held in Chiangmai; to act as resource person to workshops in India and Sri Lanka
 - d. Future: This position was held for 4 months pending employment of Associate Secretary for Development

2. Asia Area YMCA Associate Secretary for Development
 - a. Employed full-time from April 1, 1977
 - b. Funding: AID - U\$S 16,910 (from USID DPG, Phase IV); YMCA of Japan - U\$S 6,194; Asia YMCA Development Fund - U\$S 4,129 = U\$S 24,233
 - c. Job Description: To work with and assist the member national YMCAs in the field of development. The job will include administrative work, documentation and information on development, development training on national sub-regional and Area levels, assistance to national YMCAs in planning development activities and projects, coordination with the national movements on development and such other functions as he or she may be asked to perform by the Area Executive Secretary
 - d. Results and Future: In 1977, the incumbent spent several weeks in orientation to Asia YMCA documents and study of development material from many sources. He planned and gave staff supervision to the Urban Development Workshop in Korea, was resource person to the Development Workshop in Suwon, Korea and visited development work in Korea, Japan, Taiwan and the Philippines. He wrote and published two issues of the Asia YMCA Bulletin, most of which was devoted to development work.

In 1978 the work of this position will move from development education to development program and project planning, management and evaluation. Training in these skills will be conducted in at least 3 countries and at least one sub-regional workshop of this type is planned. In addition, he will assist in project development in various countries

Development Work Directors in Asia (National)

1. Development Work Director of the National YMCA of the Philippines
 - a. Employed full-time from May 1, 1976 to present
 - b. Funding: (1976) AID - U\$S 3,000 (from USID DPG); from 1977 for 3 years his salary and expenses are funded from the OPG NO. 492-1297 of AID
 - c. Job Description: - to direct the National Tulungan sa Kaunlaren project of the YMCA of the Philippines
- to coordinate development projects of local YMCAs
- to represent the YMCA of the Philippines to other PVO's and government departments in development-related matters
 - d. Results and Future: An effective job is being done of creating new interests in rural work, in relating the YMCA much more to government and other PVO's and in administering the national rural work project

2. Development Work Director of National Council of YMCAs of Sri Lanka
 - a. Employed full-time from 1975 to present
 - b. Funding: Since September 1977, his salary and expenses have been funded from the OPG which was granted the National YMCA of Sri Lanka by AID
 - c. Job Description: To coordinate all development projects of the Sri Lanka YMCA and to work with other staff in training and administering their AID-related national project

3. Development Work Directors of National Council of YMCAs of Korea
 - a. Date of start of employment not known but it was early as 1975
 - b. Funding: Budget of the National Council of YMCAs of Korea
 - c. Job Description: To train, coordinate and give guidance to local Association leaders in development work around credit unions and rice cooperatives

4. Development Work Director of National Council of YMCAs of India
 - a. Employment started around 1974
 - b. Funding: Budget of the National Council of YMCAs of India
 - c. Job Description: To plan, manage and fund national rural development project of starting technical training centers in agriculture and rural life

5. Rural Work Director of Fiji YMCA
 - a. Employment started around 1974
 - b. Funding: Mostly by money from Canada (CIDA) and the Canadian YMCAs and the New Zealand YMCA
 - c. Job Description: To coordinate rural work in over 100 villages in Fiji

Informal Meeting on Extension of Development Work in the South Pacific

Location: Chiangmai, Thailand, November 24, 1976
Participants: 8 persons representing Fiji, New Zealand, the World Alliance Development Office, Asia Area YMCA and the U.S. International Division
Funding: No funding was needed as it was held at the time of the Chiangmai workshop
Results: Informal plans made to support New Zealand's move to start a YMCA and development work in Western Samoa. Financing of first year's work to come from Asia YMCA Development Fund, U.S. International Division and New Zealand. Financing of feasibility studies to come from World Alliance and Asia YMCA Development Fund

Informal Meeting on Support of Development Work in the South Pacific

Location: Suva, Fiji, May 9, 1977
Participants: 6 persons representing YMCAs of Canada, New Zealand, Fiji and the U.S.
Funding: No funding needed as it was held at time of independence celebration of the Fiji YMCA
Results and Future: Informal agreement that Canada would support YMCA development work primarily in Papua New Guinea and Fiji as needed and U.S.A. would focus on the new work in Western Samoa which is being started under direction of the New Zealand YMCA. Larger AID-related project proposal to be developed for Western Samoa in 1978 after the work there is established

PROJECT: A.I.D. Grant to National Board of Young Men's Christian Associations (YMCA)
Grant No.: A.I.D./pha-G-1103
Project: 3/1/75-2/28/78

A.I.D. Enabling Grant Budget Analysis

<u>Category</u>	<u>In the Grant</u>	<u>In YMCA Budget System</u>	<u>Actual Expenditure For Period 3/1/75-2/28/78</u>
Personnel	\$ 693,089.00	\$ 722,635.00	\$ 676,611.00
Administrative Expenses	240,952.00	212,161.00	207,281.00
I.D. Planning & Coordination Meeting	67,435.00	67,435.00	72,386.00
Retraining	2,920.00	2,920.00	1,376.00
Travel (Staff)	102,219.00	102,219.00	128,950.00
Development Education	55,844.00	43,230.00	63,038.00
Consultants	20,000.00	48,400.00	40,298.00
Specialized Training Travel	11,041.00	- 0 -	- 0 -
Communications Consultation	6,500.00	1,000.00	- 0 -
T O T A L	\$1,200,000.00	\$1,200,000.00	\$1,189,940.00

Total Advance Received from AID to 2/28/78: \$1,200,000.00

Total Expenditure: 1,189,940.00

Balance on Hand: \$ 10,060.00

The undersigned hereby certifies: (1) that payment to the sum claimed under the voucher is proper and due under the terms of the Grant; and (2) that the information on the fiscal report is correct and such detailed supporting information as AID may require will be furnished by the Grantee promptly to AID upon request.

National Board of Young Men's Christian Associations:

By: Richard E. Hill
Richard E. Hill

Title: Controller & Assistant Treasurer

Date: July 19, 1978

Total Estimated Expenditures for March, April, May 1978: \$100,000

CONCLUSIONS

The DPG, originally funded March 1, 1975 - February 28, 1978, was designed to provide supplemental funds to strengthen the U.S. YMCA's capability to generate and support social and economic development activities for low income people in less developed countries. It started a long-term development effort in many of the 88 indigenous YMCAs throughout the world and, as a result, raised considerable expectations, not only on the part of those who were recipients of DPG support, but also among many other elements of the YMCA wanting to be part of this overall development process. The conclusions are based upon the past three years' experience with considerable feedback from local villages, national YMCAs, area structures, the World Alliance and our own U.S. YMCA staff and volunteers.

1. While fully conscious of the need to retain its independence, the YMCA has welcomed cooperative relations with AID in meeting human needs through both bilateral and multilateral avenues of assistance for a number of years. Meeting the needs of the billion people who are the poorest of the poor in the next crucial decade will require of the YMCA an even greater development role in the Third World in order to insure advances in human development. To achieve this, the YMCA is seeking a new broader partnership with AID involving long-term grant support of development activities appropriate to this partnership. In this new partnership, the YMCA will continue to further involve its constituencies in the support of world development, thereby increasing the amount of its own resources contributed to development assistance. This would

enable an AID/YMCA partnership to be effected on a balanced basis through mixed funding from both the public and private sectors.

2. The YMCA as an indigenous voluntary organization has the unique opportunity of promoting the basic value of voluntarism. This value is enhanced when an increasing proportion of the development work in Third World countries is carried out largely through private channels such as the YMCA. The efforts of the YMCA in the development process, stimulated by local initiative, can only help create an atmosphere more favorable to human rights and individual responsibility. These values are in harmony with the principles of YMCAs around the world.

3. In a new AID/YMCA partnership, the YMCA will continue to do what it knows best, namely helping people improve their quality of life. With this in mind, the United States YMCA is working in the area of human resource development with specific emphasis on the overall integration of rural and urban development activities.

4. In countries where there is a national YMCA, the parameters for U.S. involvement would continue to be:

- a. To support activities which relate to the development program of that particular Association being sensitive to the national plan for economic and social development of that country, and the plans and policies of the respective YMCA area organization.
- b. To assist their undertaking rural development activities through urban YMCAs as a practical means of enabling local

Associations to express their Christian concern and strengthen their voluntary structure; also to capitalize on the economic development potential existing in such an integrated rural/urban relationship (farm to market);

- c. To help strengthen a YMCA infra-structure that can support an ongoing development program;
- d. To emphasize the YMCA's larger goal of joining with people from other countries in building international understanding and world peace.

5. In countries where there is no YMCA existing, it is anticipated that YMCA services in the development field would originate through the World Alliance in urban areas, wherever possible, and then be subsequently extended into the rural or non-metropolitan areas with the long-range objectives of establishing a YMCA to provide for continuation of the development effort.

6. The YMCA's development concept will continue to embrace:

- a. An emphasis in human development combining economic and social development;
- b. The interdependence of nations as well as national YMCAs and the need of linkages for communication and support;
- c. Emphasizing women as an integral part in the total development process;

- d. Consideration of the secondary environmental impacts of development programs to ensure development without destruction;
 - e. Continuing development assistance programs in countries which change their form of government, but where YMCA organizations and programs continue to function according to YMCA purposes. (Where there are no YMCAs, this decision will have to be made on a country to country basis in cooperation with its World Alliance and related area organizations.
 - f. Supporting programs and projects which have a multiplication factor built in, particularly the training of community leaders to manage and operate a project from within;
 - g. Seeking mixed funding and technical support through "joint ventures" involving churches, other voluntary funding organizations, multinational corporations, the YMCA and AID (or other governments);
 - h. An emphasis on influencing development policy at the U.S. government level.
7. A new partnership with AID will require further growth and change on the part of the YMCA at all levels -- the World Alliance, Area organizations and national Movements, including, of course, the U.S. As stated earlier, this should include a broader overseas role in technical and programmatic assistance, not only on the part of the United States YMCA, but also the YMCAs of Europe, Canada and Japan, including expression

in policy support as well as in financial contributions, both on a bilateral and multilateral basis. Strong direction and coordination of development activities is required from the World Alliance through its Area organizations in Asia, Africa, Europe and Latin America to insure a higher degree of cooperation in this field.

8. The United States YMCA is seeking to develop an energetic and responsive constituency support base, both on the domestic front and globally, to supplement public (government) funding and to work towards a balanced funding of development activities from a mixture of sources. Marshalling the support and resources of the YMCA's constituencies for development as well as support from church agencies, multinational companies and foundations will help strengthen the bond between the American people and their counterparts in the developing world. Direct voluntary giving to development by U.S. YMCA members is a must if we are to accomplish our goal of development education. A major plan has been developed which provides a new model for local YMCAs to relate to this need entitled, "Every 'Y' a World 'Y' - Around the Corner, Around the World."

9. Flowing from the above considerations, national YMCAs in developing countries urgently need increased staff capabilities and training provisions, particularly in the area of development administration, in order for indigenous YMCA staff to more effectively administer and evaluate development operations. Increasing the capability of indigenous participants also includes the need for training in financial development as well as planning and program design in order to upgrade both the Association's funding level as well as its ability to stimulate innovation and experimentation within the developing country itself. In this regard, training must be on a global, systematic basis and financed on a

larger scale to permit follow-up activities, not only for those who have been trained but also for their constituencies.

10. The need for continued partnership between government and voluntary organizations is inevitable. Consequently, it is essential that any new relationship between AID and the YMCA be considered not only for the short-term, but also the long-range. In addition, to sustain the increased institutional capability achieved through the DPG and to expand the YMCA development activities, with both penetrating and permanent results, a substantially increased level of resources will be required in the future.

11. Development involving both so-called "donor" and recipient is a long, difficult and experimental process which requires imagination and innovation. But even more important, it involves a shift in basic values away from the transfer of western technologies and approaches to working within existing cultural traditions. However, indigenous voluntary agency activity cannot be accomplished overnight (3 years) and requires sustained support over a number of years. The present partnership with AID is predicated on the understanding that long-term support from AID would be needed if, indeed, the YMCA was to continue to play a major role in the struggle for human survival as well as keep faith with the expectations already generated in the Third World.

12. The YMCA needs AID financing of administrative expenses on a sustaining basis as an important support element since many private donors prefer to contribute to a particular, tangible activity. Such

grants do not often produce enough income to cover the program development functions, particularly feasibility, planning and program design, which are essential in any serious development effort. Also, higher levels of AID funding are an urgent YMCA priority for major assistance in institution building elements as well as actual project implementation. Furthermore, multi-year funding is needed for planning and evaluation purposes in order to preserve continuity to the overall YMCA development program.

PD- AAS-285

STRENGTHENING DEVELOPMENT CAPACITY:
AN EVALUATION OF THE YMCA DEVELOPMENT PROGRAM

VOLUME II

GRANT: AID/PHA G-1103
March 1, 1975 - February 28, 1978
Department of State
Agency for International Development
Bureau of Population and Humanitarian Assistance
Office of Private Overseas Cooperation

National Board of YMCAs of the U.S.A.
International Division
291 Broadway
New York, New York 10007
May 31, 1978

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YMCA DEVELOPMENT PROJECTS

The following contains summary descriptions, funding amounts, sources of funding, the date commitments, and the status of known development projects in Africa, Asia, Latin America, the Middle East and Southern Europe. Reflected in these figures are the fundings from voluntary private sources as well as government sources. While direct AID (OPG) funding is only involved in some projects, the indirect effects of the AID (DPG) in generating additional funding beside U.S. government monies was considerable.

For example, U.S. Liaison Representatives funded in part through the DPG would be involved in program development from other government sources as well as private sources in their periodic contacts. The entire YMCA network world-wide was also strengthened because of the DPG.

Naturally, the credit for non-U.S. grants is due to the programs and organizations of the respective National movement, Area organizations, and the World Alliance. However, again we must stress the importance that the DPG played in stimulating many of these activities; in some cases through seed money grants, and in other cases by providing a tangible example of US-YMCA commitment to the World Alliance of YMCA's Development priorities.

The funding periods among the different agencies and even between projects within an agency differ. Therefore, the time period generally corresponding to the time period of the DPG, 1975-1978, was used as a frame of reference in identifying funding amounts.

The YMCA Development Projects in a real sense are the heart of the development program. This is the part that most directly affects the lives of the poorest majority in the poorest countries. Together, these projects provide perhaps the best indicators of the achievement of the total goal:

To improve the quality of life of poor people in less developed countries . . .

The following is a summary of the dollar amounts funded between 1975-1978 for development projects. While some budgets do account for local input in their calculations, the majority never fully take into account the full value of the voluntary labor that is the hallmark of most of these development projects. These figures, therefore, tend to be on the conservative side. Also, because of the complexity of developing a world-wide information system, the cash figures do not reflect the total effort.

Region	Planned but Not Funded	AID Funded, 1975 - 1978	Funded Totals (Inclusive of AID) 1975 - 1978
Africa	\$ 2,750,656	\$ 702,993	\$ 4,277,342
Asia	117,143	766,509	3,109,805
Latin America	459,970	236,200	3,037,632
Middle East & Southern Europe	786,000	500,000	1,037,370
Totals	4,113,769	2,205,702	11,462,149

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YMCA DEVELOPMENT PROJECTS

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
<u>AFRICA</u>						
Africa Area Committee	YMCA Institutional Support	To strengthen new YMCA Africa Area Structure	\$ 60,000	AID = \$25,000, CID, European, African YMCAs, & World Alliance = \$35,000	1978	Funded
Ethiopia	YMCA Institutional Support	To strengthen National Council of YMCAs of Ethiopia	40,000	World Service	1975-1977	Funded
	Drought relief	For drought relief	47,000	" "	1975-1977	Funded
	Agricultural/ Community Develop- ment	To improve the quality of life of the rural community through agricultural demonstration, informal health, nutrition literacy and sanitation; plots utilize improved seeds and fertilizer	40,000	AID = \$25,600 Local YMCA = \$14,400	1974-1977	Funded
		Survey for Extension activities	34,740	AID	1977-1978	Funded but not operational
Ghana	YMCA Institutional Support	For National Council of YMCAs of Ghana	14,600	U.S. YMCA World Service	1975-1978	Funded
	Rural Enterprise Guidance Associa- tion Project (REGA)	To offer training, support and guidance in the processing of agricultural products	460,453	AID	1978-1981	Funded
	A second REGA project	Projected for Western Region	400,000	Expected to be Lutheran World Federation		Feasibility Planning
	Mobile Unit Commu- nity Development Program	For Accra region	50,000	Expected to be World Alliance		Feasibility Planning

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
Kenya	YMCA Institutional Support	World Service Worker Program	\$ 12,000	U.S. YMCA World Service	1975-1978	Funded
	Naivasha Squatters Project	50 acres of land will be utilized by 200 families growing vegetables, poultry, informal training courses in agricultural production, marketing, health, nutrition, sanitation and social and cultural activities; the organization of a squatters association and savings scheme	178,000	CIDA = \$60,000; NorAID = \$32,000 Local YMCA = \$20,000 (first year)	Five years	Funded
	Fish Farm	Establishment of a community farm at Bukhwaku, Busia District for protein food consumption and to develop community capability to manage project	31,000	World Neighbors = \$5,000; Local YMCA = \$3,000	Three years	Funded
Liberia	YMCA Institutional Support	For National Council of YMCAs of Liberia	16,000	U.S. YMCA World Service	1975-1978	Funded
	" "	Contribution of Fraternal Secretary House to Liberia YMCA for Rental Income Purposes	50,000 (approx. volun)	U.S. YMCA World Service	1975	Funded
	" "	Young Professional Abroad	18,500	" "	1975-1978	Funded
	" "	Building renovation, Monrovia YMCA	5,000	" "	1978	Funded
	Agricultural Training and Development	First phase socio-economic survey; second phase is being designed	105,700	AID = \$57,200 YMCA = \$30,200 Government of Liberia = \$18,300	1977-1978	Funded
Nigeria	YMCA Institutional Support	For National Council of YMCAs of Nigeria	22,000	U.S. YMCA World Service	1975, 1977-78	Funded
Rhodesia	" "	For YMCA of Salisbury	2,500	" "	1977	Funded

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
Senegal	YMCA Development Project	To establish new YMCA and for rural and urban development services	\$ 175,000	U.S. YMCA World Service with Church World Service (\$80,000)	1975-1980	Funded
		Rural Agricultural Community Development and Irrigation scheme	100,000	AID	1977-1978	Funded
			24,000	CIDA	1977-1978	Funded
			24,000	Swiss YMCA (Geneva)	1977-1978	Funded
			3,800	Embassy self help and Women's Club of Dakar	1977-1978	Funded
Urban Vocational Training Project	1,700,000	AID	1978-1983	Proposal Submitted		
Sierra Leone	YMCA Institutional Support	Young Professional Abroad	5,075	U.S. YMCA	1977	Funded
	Craft Center	YMCA craft center proposal is being designed for Cline Town		Expected from CIDA		Feasibility - Planning
Sudan	Feasibility Planning	To establish a new YMCA	5,000	U.S. YMCA World Service	1978	Funded
Uganda	YMCA Institutional Support	Support for National General Executive	30,000	" "	1975-1978	Funded
	YMCA Youth Farm Program	In Nasanaeri Mulira, a farm program for youth in agricultural/community development	100,000	Unidentified		Proposal Submitted
	Development Project	Commercial Education Center, Kampala	10,000	U.S. YMCA World Service	1977	Funded

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
Zambia	Community Development	To institutionalize a community structure for the identification of local needs and methods of self-help achievement	277,000	Expected from ICCG (Holland)		Proposal Submitted
	Kamatipa Community Project	To improve the quality of life in shanty towns	223,656		Three years	Proposal Submitted

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
<u>ASIA</u>						
Bangladesh	Planning Assistance	To plan for new YMCA services	\$ 5,000	U.S. YMCA World Service	1978	Funded
	YMCA Institutional Support	World Service Worker	5,400	" "	1977-1978	Funded
	Sonatala Community Development Project	Integrated community development in Sonatala - details not known	Not known	CODEL = \$5,000	1977-1978	Funded
	Chittagong YMCA Training for Low Income Persons	Training in making door mats from coconut products; training in jute production and adult literacy programs	31,241	CIDA = \$4,000; Local YMCA = \$6,447 per year	Started in 1976	Funded
	Birisini YMCA Night School & Farming Cultivation Projects	Expansion of night school for basic education to older youth of 30 villages where literacy rate is 70%; also farm cultivation through YMCA loaning out cows to poor farmers for use in cultivating	9,580	Asia Area Development Fund = \$4,270; Local YMCA = \$5,310	Three years	Funded
Burma	Planning Assistance	To strengthen YMCA of Burma management techniques	500	U.S. YMCA World Service	1977	Funded
Republic of China	Shinming Community Center of the Kaohsiung YMCA	Urban community development work in crowded low income neighborhood including vocational guidance and training, counseling, non-formal education classes and recreation. Purpose: to cut down youth delinquency and improve job prospects for youth recently arrived from rural villages	56,250	Asia Area Development Fund = \$4,000; World Council of Churches = \$10,000; YMCA of Kaohsiung = \$42,250	Three years	Funded

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING	Date	STATUS
				Sources	Commitments	
Fiji	Fishing Village	To increase number of boats	\$ 2,000	U.S. YMCA World Service	1978	Funded
	Rural Work Program of Fiji YMCA	Integrated approach to rural development in about 110 villages around organizing rural groups, increased food production, building community centers, instruction in village technology; establishing libraries and kindergartens, etc. Purpose: to cut down urban migration and increase income and food production	210,000	CIDA & Canadian YMCAs = 40%; Asia Area Devel- opment Fund = 2%; New Zealand YMCA = 15%; Government of Fiji = 20%; YMCA of Fiji = 23%	1975-1978	Funded
	Extension of Rural Work Program of Fiji YMCA	As above - extended program of same type to 130 villages	253,000	AID = \$33,184 Local = \$37,000; YMCA = \$182,755	1977-1980	Funded
Hong Kong	Hong Kong YMCA Training Institute	Institutional support for YMCA Training Institute	32,100	U.S. YMCA World Service	1975-1978	Funded
India	Revolving Fund for Uttar Pradesh YMCAs for Farmer Use	To help upgrade 6 villages by providing seed money for farmers to start beekeeping, goat and poultry raising, etc.	Not known	Asia Area Devel- opment Fund = \$4,000	1977-	Funded
Indonesia	YMCA Institutional Support	To strengthen YMCA management capability	22,263	U.S. YMCA World Service	1975-1978	Funded
	" "	World Service Worker Program	19,920	" "	1977-1978	Funded
	" "	Use of Former Fraternal Secretary's Home	50,000 (approx.)	" "	1975	Funded
	Model Village Project of National YMCA of Indonesia in North Sumatra	Relocating 50 young families and establishing a model village for wet and dry farming through agricultural training, CD, etc; seen as pilot project for wider participation in government's transmigration program	16,383	AID	1975	Completed

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
Indonesia (cont'd)	Jakarta Vocational Training Project	To expand the Jakarta YMCA school by constructing extra rooms which would be used for vocational training for unemployed young adults to prepare them for jobs	Not known	\$5,000 returned to AID due to inability to carry out construction	1975	Terminated
	Population Education Project of Surabaya YMCA	To develop an awareness of population problems and make plans for education in the YMCA of Surabaya - included birth control techniques	\$ 1,565	UNESCO = \$650; YMCA of Surabaya = \$915	1974-1975	Completed
	Yogyakarta YMCA Rural Youth Leader Development Project	To train young farmers to increase skills in rice production and introduce mixed farming methods; to introduce integrated community development approach in selected villages	8,000	Asia Area Development Fund = \$2,040; World Alliance Development Fund = \$2,000; Local YMCA = \$3,960	1975	Funded
	Cooperative Self-Help Project of Tarutung YMCA in North Sumatra	A collective pineapple production unit among low income farmers on donated land. Aim is to improve self-sufficiency of rural population	Not known	Local	1976	Partially Operational
Korea	YMCA Institutional Support	World Service Worker Program	6,125	U.S. YMCA World Service	1977-1978	Funded
	" "	Strengthening Local YMCA Development	Not Known	" "	1975-1978	"
	Rice Coops and Credit Unions Program of YMCAs of Korea	Ongoing program has resulted in 45 credit unions and 27 rice coops among farmers by end of 1977. Purpose: to train farmers in creating and running democratically their own organizations to improve economic and social status	Not known	World Council of Churches = \$60,000; rest from local YMCA	1972-	Funded

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
Korea (cont'd)	Model Rural Village in Hai Nam	To create a model rural village as a demonstration project for rural development work of Korean YMCAs. To improve economic and social status of farmers through leadership training	\$ 15,000	Asia Area Development Fund = \$4,000 (from CIDA); Local and National YMCAs = \$11,000	1977	Funded
Malaysia	YMCA Institutional Support	Young Professional Abroad Program	19,080	U.S. YMCA World Service	1975-1978	Funded
Micronesia	Youth Camping Project	To strengthen cultural activities for youth	9,900	" "	1978	Funded
Papau New Guinea	YMCA Institutional Support	Young Professional Abroad Program	7,000	" "	1978	Funded
	Farm Training Scheme	Resident farm training institute located near Port Moresby to train unemployed young adults in poultry, crocodile and vegetable production. Purpose: increase food production and cut down unemployment	120,000	CIDA = \$75,000	Delayed	Funded but not Operational
	Rural Mobile Training Team	Two person team conducting 30-day course on rural development for rural leaders. Purpose: help rural leaders move from subsistence economy to one based on cooperative action at village and regional levels based on trade and division of labor	150,000	CIDA, Canadian YMCAs, Asia Area Development Fund, Community Aid Abroad, Rotary Club, National YMCA of Australia (amounts not known)	1975-1976	Completed
Philippines	Disaster Assistance	Rebuild Moslem village of Mindanao	25,000	U.S. YMCA World Service	1977	Funded

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
Philippines (cont'd)	Tulungan Project, Phase I	18 local YMCA projects such as community nursery, fish raising, gardening, cottage industries and vocational training to give local YMCAs experience in rural development	\$ 32,615	AID = \$7,100; Local = \$22,515; Philippines YMCA = \$3,000	1976-	Funded
	Tulungan Project, Phase II	3 year program (1977-81) integrated approach using community development methods in 60 villages with staff of 9 rural and 3 urban CD workers to result in improved income, food production, gardening, nutrition, etc.	301,436	AID = \$175,000; YMCA = \$51,036; Local villages = \$75,400	1977-1981	Funded
	Community Development Project in Mindanao	Housing construction, rehabilitation and rural development at Bongo Island, Maguindanao and Salimbao as follow-up disaster assistance	37,600	USID World Service = \$5,000; Asia Area Develop- ment Fund = \$10,000; Local and Asian YMCAs = \$22,600	1977-	Funded
	YMCA Low Cost Voca- tional Training Centre at Lucena City	To establish a training center for unemployed rural youth to train in electrical work, motor mechanics, radio and TV and refrigeration to fill new jobs created by rural electrification	100,000	Donor agency = \$60,000; YMCA & local sources = \$40,000	Three years	Submitted to World Alliance
	Manila YMCA Vocational Training Centre in Low Income Neighbor- hoods	To train unemployed young adults from squatter areas of Manila in tailoring, sewing and electrical repair and maintenance work and to guide them to find employment after training	13,143	CODEL or World Alliance = \$6,879; Manila YMCA = \$6,264	1975-	Submitted to CODEL and World Alliance

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts	FUNDING	Date	STATUS
			Totals, 1975-78	Sources	Commitments	
Sri Lanka	SEPRA (Self Employment in the Rural Area)	In Mirigama, to provide technical assistance \$ for previously unemployed rural youth to become economically self-sufficient on family plots	9,000	AID	1974-1976	Completed
	YMCA Institutional Support	To strengthen National Council of YMCAs	16,000	U.S. YMCA World Service	1975-1977	Funded
	Nationwide Rural Development Program	National project to train, motivate local YMCA leaders and projects staff to start rural development projects throughout the country. Purpose: to enable YMCAs of Sri Lanka to implement a rural development thrust through 21 local YMCAs resulting in a higher standard of living and health	1,196,847	AID = \$383,164; YMCA and local = \$813,683	1977-1980	Funded
	Youth and Agricultural Training Center, Paranthan	Residential courses for young adults in agriculture, horticulture, animal husbandry and village technology; also extension programs offered	Not known	Bread for the World; Oxfam; YMCA & Gov. of Sri Lanka; CODEL	1973-	Funded
	Family Health Project, Batticaloa	To educate, motivate people in Batticaloa and surrounding villages to use birth control practices. Purpose: to cut down birth rate in this region, which has the highest in the country	Not known	World Neighbors; Batticaloa YMCA; Gov. of Sri Lanka	1974-	Funded
	SEPRA - Pilot Development Project on Mixed Farming	To train youth in agricultural production through extension work training on their own land and land provided by the government. Passion fruit, banana, pineapple produced and marketed	Not known	World Alliance Development Fund; ICCO	1974-	Funded
	Samagi Fund Society	Committee formed by YMCA and other PVOs to receive grant from CODEL to be used in country for small-scale rural development projects. Purpose: to encourage development projects involving people of different faiths	25,000	CODEL	1976	Funded

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
Thailand	Refugee Resettlement	To aid Vietnamese refugees in Thailand	\$ 28,000	U.S. YMCA World Service	1976	Funded
	Village Community Development and Development Training Project	To initiate community development in 2 selected Thai villages as pilot projects and set up rural work training center for northern Thailand and YMCA in Chiangmai. 2 villages will provide field work experi- ences for trainees	384,000	AID = \$142,678; YMCA and local = \$241,322	1975-1979	Funded
	Bangkok: YMCA Operation Return	To assist urban unemployed who previously came from villages to have training and return to villages. Project is being revised and will be submitted to AID	4,000	Asia Area Devel- opment Fund = \$2,000; YMCA = \$2,000	1975-	Feasibility/ Planning
Western Samoa	YMCA Institutional Support	To establish a new YMCA	4,000	U.S. YMCA World Service	1978	Funded

F. Diamond

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YMCA Evaluation Questions

1. What internal changes and changes of processes have occurred in the YMCA as a result of the DPG?
2. What problems of preservation of independence occurred as a result of the DPG?
3. What reallocation of YMCA resources to development have occurred as a result of the DPG? How were these dealt with?
4. Compare present status of development of the local and national YMCA's in Latin American and Africa with respect to ability to do good development projects.
5. What changes would you suggest which would have made the DPG a more effective instrument?

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
<u>LATIN AMERICA</u>						
Uruguay, Peru, Colombia, Brazil	Action Centers of Education for Development	To create interest and involvement in development matters through four "Action Centers" (North, Pacific, South and Brazil), coordinating development activities of the Latin American YMCAs	\$ 213,000	Evangelical Central Agency for Development Aid (EZE); U.S. YMCA World Service	1975-1978	Funded
Argentina	YMCA Institutional Support	Support for YMCA of Rosario	17,000	U.S. YMCA World Service	1975-1978	Funded
	Mobile Unit	Educational community extension in Buenos Aires (technical, education, literacy, sanitation, leadership training, family education)	182,510	Several		Submitted for Funding
	Vocational Training School, Sarandi	Politechnical school in the city of Avellaneda, part of Buenos Aires	282,330	EZE		Funded
Bolivia	YMCA Institutional Support	Support for the YMCA of Santa Cruz	9,125	U.S. YMCA World Service	1976-1978	Funded
	Montero, Santa Cruz	Medical care, education at lower levels, vocational training with the indigenous migrants	47,000	World Alliance		Funded
Brazil	YMCA Institutional Support	World Service Worker Program	7,600	U.S. YMCA World Service	1975-1976	Funded
	Amizade, Belo Horizonte	System of school/workshops in different parts of the city in order to prepare boys and girls in primary skills so that they can find employment. Courses are prepared by technicians; also recreation and swimming lessons	140,900	EZE		Funded

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts		FUNDING Sources	Date Commitments	STATUS
			Total	1975-78			
Chile	YMCA Institutional Support	Support for National Federation of Chilean YMCAs	\$ 28,500		U.S. YMCA World Service	1975-1979	Funded
	" "	World Service Worker Program	6,450		" "	1977-1978	Funded
	Day Care for Hardship Children, San Bernardo	Vocational training for children and adults, family counselling, nutrition training and day care	236,200		AID	1976-1978	Funded
	Community Centers for Continuing Education, Valparaiso	Preparation of leaders for low income communities; this training will lead toward detecting their own requirements and creating needed action to achieve them					Proposal Submitted
Colombia	YMCA Institutional Support	Support for General Secretary, National Council of YMCAs	9,400		U.S. YMCA World Service	1977-1978	Funded
	" "	World Service Worker and Young Professional Abroad Programs	16,800		" "	1975-1977	Funded
	" "	Operacion Gamin (see below)	2,400		" "	1975	Funded
	Operacion Gamin, Bogota	Reorientation of street boys conducted in Camp Bochica and in an outreach corner of the YMCA in downtown Bogota. Staff includes teachers and counsellors	Unknown		Bread for the World; ICCO	1970-	Funded
	Development of Southern Communities	Community center to improve social, educational and physical standards of the community. Programs include adults' literacy, remedial courses, vocational training	144,000		EZE (Germany)		Funded

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
Costa Rica	YMCA Institutional Support	To support the founding of new YMCA	\$ 47,500	U.S. YMCA World Service	1975-1978	Funded
"	"	Young Professional Abroad Program	10,700	" "	1976-1978	Funded
	DIDA (Development Project with Indigenous Population)	Integrated development activities with the indigenous population	117,688	Swiss YMCA; EZE (Germany)		Funded
Dominican Republic	YMCA Institutional Support	Institutional support of the YMCA	4,000	U.S. YMCA World Service	1977	Funded
Ecuador	"	Support for National General Executive	19,800	" "	1976-1978	Funded
	Vocational School	Politechnical school and cooperative shop	In process	EZE (Germany)		Partially Operational
	Cotacollao	Development activities in the Northern Zone of Quito	In process	In cooperation with CIDA		Proposal Submitted
Guatemala	Earthquake Disaster	To aid disaster victims and establish a new YMCA	20,000	U.S. YMCA World Service; World Alliance	1976-1978	Funded
Latin American Confederation	YMCA Institutional Support	U.S. YMCA Support for Confederation activities	121,600	U.S. YMCA World Service	1975-1978	Funded
Mexico	"	Support for Mexico Federation Training Institute	15,000	" "	1975-1977	Funded. 1978 Status under consideration
"	"	Support for Guadalajara YMCA	14,200	" "	1975-1976	Funded

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
Mexico (cont'd)	Iztacalco Community Development Center	Comprehensive center includes: workshops for mothers and youth, kindergarten, home gardening, medical clinic, food program, home economics, pre- and post-natal care, family education	\$ 104,000	EZE (Germany)		Partially Operational
Panama	YMCA Institutional Support	For planning activities to reactivate YMCA	5,000	U.S. YMCA World Service	1978	Funded
Paraguay	" "	YMCA Leadership Development Program	16,400	" "	1975-1978	Funded
	Literacy Program, Santa Rosa	Adult literacy, poultry cooperatives, vegetable production, dental clinic, family education	3,000	UNESCO; World Alliance		Funded
	San Lorenzo Center	Adult literacy, vocational training, family education, kindergarten, recreation and physical education activities	16,000	CIDA		Funded
	Child Welfare Center	Involving 5 low income communities, provides medical/dental care, psycho-pedagogical assistance, re-vocational workshops, cultural and social aspects, library, recreational educational pictures, camps to children of migrant families	12,000	World Alliance		Funded
Peru	YMCA Institutional Support	Support for National Federation of YMCAs	27,000	U.S. YMCA World Service	1976-1978	Funded
	Huancayo (Fariahuanca y Santo Domingo de Acobamba)	Rural training for leadership and farming; project based on work performed by the YMCA of Lima in rural areas	103,799	EZE (Germany)		Funded
			114,951	CIDA		Funded

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
Peru (cont'd)	Communal Education for Development	To train in 2 years 120 youth development leaders; to train 2 basic YMCA teams of specialized community development youth leaders; to conduct as part of the training in action process continuous research work; to identify, formulate and carry out projects with social or economic impact	\$ 114,951	CIDA		Funded
Uruguay	YMCA Institutional Support	Support for National Federation of YMCAs	8,250	U.S. YMCA World Service	1976-1978	Funded
	Capital Assistance	Piriapolis International Development Center	40,000	" "	1977	Funded
	" "	" " " "	500,000	EZE	1977	Funded
	Housing (with Housing Cooperatives)	Work in housing cooperatives to include day care, basic education, nutrition and health services	137,088	CIDA		Funded
	Mobile Unit	External community services for leadership training, education, recreation	182,510	SIDA		Proposal Submitted
	Paso Carrasco	Vocational training, development of job opportunities, educational services	20,000	Y's Men International		Partially Operational
Venezuela	YMCA Institutional Support	Support of National Federation of YMCAs	18,000	U.S. YMCA World Service	1975-1977	Funded
	YMCA Study Center	Training in administration and development techniques for social service institutions	266,000	EZE		Funded
	Outreach Program with Youth in Low Income Areas	Leadership training for low income youths	94,950	In process		Feasibility/Planning

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
<u>MIDDLE EAST AND SOUTHERN EUROPE</u>						
Egypt	YMCA Institutional Support	To strengthen the National Council of YMCAs	\$ 37,000	U.S. YMCA World Service	1975-1978	Funded
	" "	World Service Worker Program	5,450	" "	1976-1978	Funded
Gaza	Refugee Relief	Relief to refugees of Gaza through the YMCA of Gaza	25,000	" "	1976-1978	Funded
Jerusalem, East	YMCA Institutional Support	To strengthen the YMCA of East Jerusalem	45,000	" "	1975-1978	Funded
	" "	World Service Worker Program	28,470	" "	1975-1978	Funded
Jerusalem, West	" "	To strengthen Jerusalem International YMCA services	30,000	" "	1975-1978	Funded
Lebanon	" "	To strengthen YMCA services	24,000	" "	1975-1977	Funded
	" "	For refugee relief	15,000	" "	1975	Funded
	" "	World Service Worker Program	3,000	" "	1976	Funded
	Vocational Training Program	Vocational training for displaced persons and unemployed youth	786,000	AID	1977-1980	Proposal Submitted
Nazareth	YMCA Institutional Support	To strengthen YMCA services	20,000	U.S. YMCA World Service	1975-1978	Funded
	" "	Capital assistance	45,000	" "	1975-1978	Funded
	" "	Young Professional Abroad Program	20,100	" "	1975-1977	Funded
Greece	" "	World Service Worker Program	5,300	" "	1975-1976	Funded
Italy	Disaster relief	Earthquake relief	250	" "	1975-1976	Funded

COUNTRY	PROJECT	SUMMARY DESCRIPTION	Amounts Totals, 1975-78	FUNDING Sources	Date Commitments	STATUS
Portugal	YMCA Institutional Support	To strengthen National Council of YMCAs	\$ 59,800	U.S. YMCA World Service	1975-1976	Funded
	" "	To enable YMCA to expand after the encouragement provided by change in government	100,000	Loan from U.S. World Service Funds	1975	Funded
	Refugee a... Rehabilitation Project	Refugee and rehabilitation work among ritornados and new arrivals.	500,000	AID	1976-1978	Funded
Spain	YMCA Institutional Support	To strengthen YMCA of Spain	55,000	U.S. YMCA World Service	1975, 1977-1978	Funded
	" "	World Service Worker Program	4,700	" "	1975-1976	Funded
Turkey	" "	World Service Worker Program	8,750	" "	1975-1976, 1978	Funded

Selected Country Reports and Evaluations

The following are selected country reports and evaluations for:

Senegal

Liberia

Ethiopia

Kenya

Chiangmai, Thailand

Sri Lanka

Asia Area

They were selected to give a more in-depth view of the impact of development work in different YMCA situations. In Senegal, development services began before a YMCA was established. Through close cooperation with the Government of Senegal, development began on the basis of an integrated urban and rural approach. In Liberia, the development project not yet begun has been preceded by an extensive survey phase which has included total involvement with the villagers. The Ethiopia project, though small, has produced some important accomplishments in rural development in a resettlement program of previously landless farmers and also among other settled subsistence farmers. In Kenya, the YMCA has taken a national approach to development and has begun projects throughout the country. Under unstable conditions, the Chiangmai, Thailand, YMCA has demonstrated how community development can produce political stability in border villages. The very modest Sri Lanka YMCA program after three years has grown to a national program where each of the twenty-one branch YMCAs has become a development center. The final report on the

Asia Area reactions to U.S. government funding is instructive in terms of the organizational realities of which the YMCA is a part which in turn are part of larger political realities.

1977 Annual Report
YMCA Senegal Project:

Integrated Services for Youth Job Development.

Contents:

- 1977 Program Progress Report
- Future Program Perspectives
- Evaluation
- Financial Report

Submitted by: Mr. Cupidon Sy
Mr. Steve La Vake
Project Co-Directors.

Date: January 10, 1978.

Introduction:

On April 21, 1975 The Republic of Senegal signed a formal agreement with the U.S. International Division of Young Men's Christian Associations, (YMCA), to provide program services for Senegalese youth.

The YMCA is a private, non-profit, service organization which, in cooperation with the Secretary of State for "La Promotion Humaine", (LPH), is seeking to develop an extensive program of vocational training and job placement services.

I. 1977 Program Progress Report

The YMCA Project has been operational since 1976 with the first program activity beginning in January 1976. A complete staff of seventeen people is assigned to the program and administration of the project in the following positions:

- Mr. Cupidon Sy, (Co-Director / LPH).
- Mr. Steve La Vake, (Co-Director / YMCA).
- Ms. Lora Wucnenberg-La Vake, (Associate for Finance & Special Programs / YMCA).
- Mr. Moussa Sall, (Associate for Finance and Management / LPH).
- Mr. M'Baye Samb, (Counselor - Urban Program / LPH).
- Mr. Paul Guenette, (Counselor - Urban Program / Peace Corps Volunteer).
- Mrs. Nene Salomon N'Gnon, (Counselor - Urban Program / LPH).
- Mrs. Ramatoulaye Sy, (Instructrice - Cloth Printing & Dying / LPH).
- Mrs. Balbina Lopez, (Instructrice - Sewing & Textile Skills / LPH).
- Mrs. Ba Ouleye Diaw, (Instructrice - Rural Program / LPH).
- Mr. Moussa Lo, (Instructor - Rural Program / LPH).
- Mr. Andre Schulé, (Technical Assistant - Rural Program / YMCA).
- Mr. Fred Kuriger, (Counselor - Rural Program / Peace Corps Volunteer).
- Mrs. Michele Basse, (Secretary - LPH).
- Mr. Amadou N'Diaye, (Chauffeur - LPH).
- Mr. Amadou Sow, (Watchman & Custodian - LPH).
- Mr. Assane Gueye, (Instructor Trainee - Rural Program / LPH).

The project currently maintains five vehicles with offices and urban training center located in Point E, Rue 5, Dakar. Indigenous staff, expatriate housing, and training and office facilities are provided by the Government of Senegal, (GCS). The project concerns two zones, (ie) the urban zone in Dakar, and the rural zone located thirty miles from Dakar in the village of "Deni Malick Gueye".

A. Rural Program

The first productive activity of the rural program was poultry raising consisting of two hundred "broilers" per month. In 1977 production of "broilers" has been doubled to four hundred per month or two hundred every fifteen days. The Chickens are sold living or cleaned at 600 cfa/kilo, (\$2.50 per kilo. Normal market price is \$3.00 or more per kilo), in markets located both in Dakar and Thies. 1977 also witnessed the rebuilding of the chicken coops "en dure" or completely in cement. It should be noted that the poultry operation is now self-sustaining or independent of the project budget with each of forty six youth earning between \$30.00 and \$35.00 per month after deduction of 10% of gross for amortization of equipment and 10% reserved for an expansion fund. (Please note that the annual per capita income in Senegal is approximately \$240.00 per year, and that all youth in the project were previously unemployed.)

The second poultry activity consisting of five hundred "layers", producing between four hundred and four hundred twenty-five eggs per day, has continued throughout 1977. To increase profit margin an expansion from five hundred to two thousand "layers" is underway for which the youth have once again sought to construct new, longer lasting, facilities in cement.

In addition to regular technical classes held in conjunction with productive activities, three short term training seminars were given in bookkeeping, organization and management, and marketing and distribution. Partially as a result of these seminars, the youth association decided to form a legally recognized "Agricultural Cooperative" or enterprise concerned with both production and commercialization. The cooperative is called AIR - "Association d'Interet Rural".

Livestock activities which were added this year include both sheep and rabbit raising. A well constructed rabbit hutch has been completed with a capacity of seven hundred subjects. An initial "breeder stock" has filled the first row of cages. Although this stock currently consists of a local species in time it will be cross bred with an improved pure bred species. Time must be allowed for the youth to familiarize themselves with the operation. A market study is currently being conducted for the eventual sale of the rabbits.

Construction of a sheepfold is currently being completed. Sixty sheep have already been ordered to fill these facilities. Six months will be required to raise the sheep to maturity. The sale of this livestock is planned to correspond with "Tabasky", the principle Moslem holiday in Senegal when each family slaughters a sheep following from Abraham's sacrifice of a sheep.

The fruit and vegetable farming project began in October with preparation, (ie) clearing and plowing, of an initial parcel measuring about twenty-one acres. Approximately twelve hectares is currently under irrigated cultivation with a variety of crops including: peppers, onions, lettuce, melons, and tomatoes. A water reservoir with a holding capacity of seven hundred cubic meters has been constructed. This reservoir will be sufficient for the planned extension of the project to seventy-five acres. A fruit and vegetable storehouse is under construction and should be finished by the first harvest later this month. Handtools, irrigation equipment, and other materials will also be stored in this facility. The principle method of irrigation used is referred to as a "gravity", "ray", or "cannal", system which was chosen because the land is well suited for such a system, (with a pitch or fall of nine meters from high to low points); it is less expensive to purchase and install and has lower recurring costs; it is labor intensive; and it is simple to understand and relatively easy to repair and maintain. A small experiment is being conducted alongside with a drip irrigation system referred to as the "Chapin" system. The initial twelve acres will be used for testing crop varieties and irrigation techniques. The Swiss YMCA Movement has provided the project with an agricultural technical assistant who is primarily charged with development of the fruit and vegetable farming project.

The "Family Economic Center" continues to function as a classroom for technical courses, meeting hall, and center for supplementary courses in sewing, family hygiene, child care, and nutrition. The sewing and embroidery courses have recently become a revenue producing activity with the sale of articles manufactured in class. There also exists a village pharmacy for which the YMCA purchased the initial medicines. The pharmacy is now entirely run by the villagers and supported by the village youth association.

A child care center for sixty-five children between two and five years of age functions daily under the supervision of the rural instructrice. The center is financed and operated by the village mothers. The center liberates time for the women in the project to more fully participate in production activities and related classes. It also offers medical care and pre-school education for the children.

A variety of auxiliary activities have been initiated and guided by the Peace Corps Volunteer assigned to the project. Particularly concerned with the environment, a latrine building project including the construction of thirty-five latrines has been completed. A theater group and sports teams have also been organized, in addition to field trips and other leisure time activities.

B. Urban Program

The course in textile skills including: custom tailoring, industrial tailoring, fashion and design, embroidery and crochet, continues to function for thirty students. Technical assistance and part-time use of facilities has been offered by the "Institute of Sewing, Cutting, and Fashion", where the class meets once a week. The course is designed for three years at the end of which time it is planned to provide employment and self-employment opportunities. Small scale commercialization of the products manufactured in class has already begun.

A new program in cloth printing and dying was begun in July 1977 with seventeen students. In addition to teaching the course also teaches "batiking" which consists of painting designs and pictures on cloth with wax before dying. The course will be divided into six months of training for the two techniques, and six months of manufacture, sales, and enterprise management. Auxiliary courses have already begun in bookkeeping, management and organization, and marketing. Recent market studies indicate that this would be a profitable cooperative venture with tourism now the third largest industry in Senegal. Following completion of a products catalogue international markets will also be sought.

C. Auxiliary Activities

- The International Council Teacher Program (ICTP), has become increasingly popular and is serving to build an image or base of community understanding and support for the YWCA as an international organization. The YWCA Senegal project sent three Senegalese and one Gambian in 1977 as opposed to one Senegalese in 1976. Further program growth is anticipated in 1978.
- The Center for International Management Studies (CIMS), have co-sponsored with the government of Senegal, a "consultation" on the theme of "Multinational Enterprises and Development". This initial meeting was held in Dakar, 8 to 12 November 1977, and included representatives from twelve multinational companies and six African states. A full scale consultation is planned for June 1978.

II. Future Program Perspectives

The negotiations with U.S. AID mentioned in the 1976 Annual Report have in 1977 come to a fruitful conclusion. U.S. AID will make an "Operational Program Grant" to the YMCA in the amount of \$1.75 million for a five year project period. The grant will serve to significantly extend YMCA vocational training programs in the Dakar area. The new programs will include: general mechanics, electricity, and construction (plumbing and masonry), and will serve approximately two hundred students when in full operation.

The YMCA has also made contact and is currently pursuing a formal working agreement with the "Organization for Rehabilitation and Training - ORT" based in New York and Geneva. ORT will supply the technical expertise and instructors needed to work with Senegalese counterpart instructors.

The GOS will supply in addition to counterpart program and administrative staff, the offices and training facilities necessary, and housing for expatriate personnel. The training site which has been chosen is located in the industrial zone, 10 kilometers "Rue de Rufisque", and measures a total of four thousand square meters surface area.

Rural program activities in the village of "Deni Malick Gueye" have steadily advanced through 1977 and should near completion, in terms of initial investments previewed, in 1978. As a comprehensive "model" project, many of the lessons learned at "Deni Malick Gueye" will now be applied on a smaller scale in other villages. The GOS has indicated an interest in replicating the poultry operation in villages in the "Sine Saleour" region, (ground not basin). Such an extension of the project would be undertaken with internal GOS funds. The YMCA with supplementary assistance from CIDA will extend project activities to the nearby "Thies" region. Program activities will start-up in this second village by the second quarter of 1978.

As the YMCA Project increases in scope so too has the GOS recognized it's importance and future potential. The YMCA hopes to play an increasingly significant role in the field of non-conventional vocational education, increased productivity, and job creation. The YMCA Project has been retained as a "GOSPEC" program. "GOSPEC" is an interministerial working group formed to facilitate the execution of special programs of importance to the GOS. "GOSPEC" has proposed that the YMCA next start program services in "Kaolack", regional capital and second largest city in Senegal.

In addition to governmental support, leaders from the private sector will be called upon to serve on a voluntary ~~consultative~~ consultative committee or board. A "Friends of the Y Committee", recognized by the World Alliance and hopefully to be formed in 1978, will work with GOS assigned staff to increase direct community involvement in YMCA programming and serve as a base for ongoing indigenous YMCA support.

III. EVALUATION

The 1977 evaluation of the YMCA Senegal Project is presented in a form similar to that of the "Logical Framework" used by U.S. AID. The framework seeks to evaluate program progress or how well original objectives have been realized. For both rural, urban, and auxiliary project activities the framework is divided into four sections: (1) The originally stated objective; (2) the judged degree of success in the opinion of the project directors; (3) objectively identifiable indicators or means of verification, (ie) how do we know that the objective has been met?; (4) important assumptions on which the objective was based, and related comments and explanation.

Although section two concerning "Judged Success" is a subjective evaluation, we believe that the experience of project directors is a valid tool which can prove particularly useful in cases where a simple numerical or soley objective evaluation fails to measure the human benefits or success of the program activity. To facilitate reference this section has been arbitrarily divided into the following categories or degrees:

- (1) Accomplished.
- (2) Accomplished, but with need for improvement in the process.
- (3) In the process of being realized.
- (4) Satisfactorily begun.
- (5) Begun, but with need for improvement in the process.
- (6) Not yet begun.

Stated Objective:	Judged Success:	Means of Verification:	Important Assumptions and Comments:
(A) Initiate AID/AIP grant for \$100,000 approved in September 1976.	(Accomplished with need for improvement in process.)	Agreement signed by AID August 31, 1976. Project no. 685-AIA-1. Bank account established February with initial disbursement in March 1977.	Nature of grant required that it be made technically to GOS with YACA as co-implementing agent. Therefore funds required to pass through Ministry of Finance which is accountable to AID. Disbursement procedures were time consuming and cumbersome with delays of 3 to 6 weeks for single item checks.
(B) Implement AID grant according to schedule and agreement.	(Accomplished.)	Expenditures and copy of receipts. Quarterly Progress and Expense reports to AID Senegal.	Despite cumbersome procedures, grant implementation is ahead of schedule. To date \$54,000 spent in 9 months for a 2 year/ \$100,000 grant.
(C) Obtain and spend supplementary funds for extension of live-stock activities.	(Accomplished with need for improvement in process.)	Expenditures and receipts. Progress and Expense reports to World Alliance.	\$25,000/ 1 year grant secured from Canton of Geneva. Insufficient administrative or overhead support costs previewed (ie) entire grant for "program services". Also funds not yet entirely spent. To date \$20,000 expended.
(D) Obtain supplementary funds for project extension and for agricultural technical assistant. Placement of Agricultural Specialist.	(Accomplished with need for improvement in process.)	CIDA funds approved March 4, 1977. Ref. no. 337-60/WII-9. (\$30,000 first year; \$30,000 each of two additional years possible. Mr. Andre Schulé contracted to project as Agricultural Specialist, and living in "Rufisque".	Funds administered through the World Alliance. Insufficient administrative costs previewed in grant. Settling-in procedures for Schulé could be improved.
(E) Planning completed for fruit and vegetable farming project - selection of appropriate irrigation system.	(Accomplished)	System installed is "ray" or "gravity" system. Detailed AIP proposal submitted to AID. Staff meeting reports.	Pitch or fall of land appropriate for "gravity" system of irrigation which is comparably less expensive, simple to understand and maintain, and labor intensive.

Stated Objective:	Judged Success:	Means of Verification:	Important Assumptions and Comments:
(F) Purchase of initial materials for farming projects: hand tools, motor-pump, piping, etc., as well as seeds, fertilizers and pesticides. Clearing and preparation of the land.	(Accomplished with need for improvement in process.)	Copy of receipts and Expense reports to ATU. All initial materials purchased and on site. On site observation.	Improvement in the process is needed for preparation of the land (ie) tractor rental. Project depended on cost-free use of tractor promised by nearby agri-business which was slow in delivery of service causing delay in program implementation.
(G) Testing of "gravity" system, and "Chapin" drip system of irrigation. Selection, planting, and testing of crop varieties.	(In process)	"Gravity" system installed on 12 acres, and 2,000 ft. of "Chapin" system installed. Effects being measured: staff program and technical reports. On site observation.	An important assumption is that we will be able to pump water from reservoir over to second parcel for extension of irrigation scheme. Tests to date on crops chosen are showing good results.
(H) Construction of a water reservoir and storehouse.	(In process.)	Construction contract signed and initial payment made to local entrepreneur. Reservoir complete with storehouse nearly complete.	The reservoir has a holding capacity of 700 cubic meters sufficient for entire 75 acres. The storehouse currently under construction should be complete by first harvest.
(I) Increase in villagers income.	(Satisfactorily begun.)	Financial records of Village Youth Association re: income distribution. Bank account (10% expansion fund & 10% amortization deducted from net income). Program reports.	Current income about \$35 to \$40 per month for each of 46 participating youth. However, entire village benefits from spread effect of increased family income. Revenue will further increase with first harvest and addition of sheep and rabbit raising.
(J) Increase in youth association members or direct project beneficiaries.	(Not yet begun.)	Financial records of youth association income distribution. Association meetings and staff reports.	Increase in membership dependent upon increased income, workload, and full scale implementation of remaining activities.
(K) Implementation of sheep production and rabbit raising activities.	(In process.)	Receipts and expense reports for construction materials. Staff reports. On site observation.	Construction well underway and nearly completed for rabbit hutch. Breeder stock in place for rabbits. Sheep-fold construction delayed pending other construction priorities.

Stated Objective:	Judged Success:	Means of Verification:	Important Assumptions & Comments:
(L) Expansion of poultry production activities.	(Accomplished with need for improvement in process.)	Youth Association records. Program progress reports. On site observation.	Production of "broilers" has expanded from 200 to 400 per month and is financially independent of project budget. "Layers" are in the process of being expanded to 2,000 from 500 for increased profit on volume. Need for improvement in marketing and distribution.
(M) Detail planning and conduct surveys for project extension to second village.	(Accomplished.)	"GCOPE" Interministerial meeting minutes supporting project extension by GOS. CIDA grant. Staff surveys and program reports.	GOS has retained YMCA project with special status under "GCOPE". GOS intends replication of project with internal funds. CIDA grant administered by project for second village in "Thies" area.
(N) Continuation of in-class training corresponding to production activities.	(Accomplished with need for improvement in process.)	Program progress reports. On site observation.	Regular classes are held in the "Family Economic Center" rotating groups with production work. Auxiliary courses also given in hygiene, child care, nutrition, etc., need for new and better quality pedagogic materials and implementation of additional productive activities.
(O) Continuation and expansion of auxiliary or supplementary activities.	(Accomplished.)	Program reports. On site observation. Supplementary grants (ie) Embassy "SELF HELP" fund (\$4,000) for renovation of child care center in the village.	Supplementary activities are numerous: sports teams, leisure time activities, village pharmacy, latrine project, field trips, child care center, etc. Most activities made possible by increased income.
(P) Formation of legally recognized "Agricultural Cooperative" by the village youth association; and opening of bank account.	(Accomplished.)	Bank account at B.I.A.C. bank, Dakar. Papers of authorization and charter granted for Agricultural Enterprise.	A GOS evaluator or auditor in his report to the Prime Minister cited the "exceptional management and organization of their own affairs" as a strength of the YMCA project. The assumption is that a formal structure is needed for program continuity after departure of project staff.

Stated Objective:	Achieved Success:	Means of Verification:	Important Assumptions & Comments:
(A) Project feasibility and design for expanded urban vocational training program; research and planning; collection of base line data; surveys questionnaires; interviews; etc..	(Accomplished.)	Feasibility study notes. Pre-program progress reports. Tabulation of survey results for Dakar area workshops and training centers. Completed candidate questionnaires; community resource contacts - forms.	Much of the preliminary field work which was needed preceded in stages corresponding to an increasingly detailed and more fundable series of program proposals.
(B) Drafting of the final project proposal for approval by U.S. AID for 1.75 million dollars over five year period.	(Accomplished.)	Proposal approved by AID Senegal in June 1977 and presented to AID Washington for final approval and grant signature.	Proposal as submitted to AID Senegal numbered 89 pages. Annexes added after AID Washington review and further YMCA/GRT studies include: Response to AID-Africa review committee questions; listing of commodities; procedural guidelines; and Environmental Impact Statement.
(C) Secure technical assistance or instructors for the training program.	(Accomplished with need for improvement in process.)	Survey results of contacts with several U.S., Canadian, and European, YMCA and non-YMCA potential sources for recruitment of technical instructors. Agreement in principle reached with CRT -- correspondence between CRT & YMCA.	There continues to exist a significant need for the YMCA to establish ready access to a technical assistance delivery system.
(D) Formal Agreement and/or establishing working relationship with CRT.	(In process.)	Correspondence and meetings with American CRT Federation and World CRT Union in Geneva. Proposal annex no. 10, "YMCA/CRT Working Relationship".	Sub-contractual agreement with CRT forthcoming. Verbal agreement to work in cooperative spirit with CRT has been made, and certain CRT field staff identified.
(E) Maintain current classes in sewing and tailoring skills for 30 students, and add new course for 15 students in cloth printing and dying.	(Accomplished.)	Program reports. Receipts for initial materials and expense reports. On site observation. Cloth printing and dying (batiking) class begun in July 1977.	Market studies underway which will result in products catalogue. International markets also sought. 1978 goal is to make these activities income producing with view toward post training employment.

EVALUATION - Urban Program 1977.

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<u>Stated Objectives:</u>	<u>Judged Success:</u>	<u>Means of Verification:</u>	<u>Important Assumptions & Comments:</u>
(F) Secure training site for expanded vocational training program which meets OIT specifications of minimum 1,700 square meters surface.	(Accomplished)	Copy of letter of "intent" to purchase from GOS to AID. Site is located at 10 kilometers "Fais de Rufisque" within the industrial zone. Site measures 4,000 square meters. Line item for \$250,000 in GOS budget for purchase of the site.	Current site will require construction of some additional facilities to meet program plans for full scale operation. Adequate facilities exist for start-up with renovation needed. Site easily accessible by public transport.

EVALUATION - Auxiliary Activities 1977.

(A) To hold preparatory meetings and a "pre-consultation" in Dakar sponsored by the GOS and CEMS, and leading to a full scale consultation in 1978 on the theme of "Multi-national Enterprises and Development.	(Accomplished with need for improvement in process.)	Program and Expense reports for "CEMS/GOS Pre-consultation" held November 8 to 12 in Dakar. Meeting minutes from working sessions and "Senegalese Organizing Committee". On site observation.	Need for improvement in logistical and organizational working relationship with GOS, (ie) role clarification, administrative procedures, etc. Also need for increased participation by English speaking African countries.
(B) To maintain and extend I.C.C.P. program services.	(Accomplished.)	Program reports. I.C.C.P. records.	Four counselors were sent in 1977, including one from The Gambia, as opposed to one in 1976.
(C) To develop a "Friends of the YMCA" Committee and detail plans for creation of an indigenous YMCA.	(Begun with need for improvement.)	Community contacts and/or personal and staff meetings.	More effort will be called for in 1978 to solidify a "Friends of the Y Committee" recognized by the GOS and the World Alliance. More publicity and promotion will be needed, plus more short term - high visibility programs.
(D) Initiate YMCA development activities in The Gambia.	(Begun with need for improvement.)	Mr. Mamadou Sarr identified as "YMCA Contact". Committee established. Letter of Intent from W.A. to Government of The Gambia.	Although feasibility study for development project(s) has been completed, start-up dependent upon W.A. securing appropriate personnel and initial operating budget.
(E) To attend U.S. ID Assembly Meeting and tour local Y's with Senegalese counterpart, Mr. Cupidon Sy.	(Accomplished)	Travel Expense and Program reports. Departed Senegal Sept. 16 to return Oct. 26, 1977.	The trip was very successful and an invaluable experience for Mr. Sy.

YACA SENEGAL PROJECT: Expense Report Detail for 1977 - All Donors.

ITEM/ AGENCY

Personnel:	YACA-UNID	YACA-Geneva Swiss Movement	CIDA World Alliance	AID/ Rural AIP O 240	American Women's Club	TOTAL:
(1) American Director, (not including ex- penses administered by New York.)	17,104					17,104
(2) Senegalese Director	288,555					288,555
(3) Training Counselor	120,000					120,000
(4) Program Counselor	70,000					70,000
(5) Senegalese Mkt./ Bookkeeper	110,000					110,000
(6) Urban Instructrice - Sewing	120,000					120,000
(7) " " - Cloth Dying	100,000					100,000
(8) Rural Instructor	120,000					120,000
(9) Rural Instructrice	90,000					90,000
(10) Secretary	120,000					120,000
(11) Watchman/ Custodian	39,000					39,000
(12) Chauffeur	79,000					79,000
(13) Specialist's Fees	148,500					148,500
Total Personnel: (S Equivalent)	1,422,239 (5,913.92)					1,422,239 (5,913.92)
<u>Vehicles:</u>						
(14) Vehicle purchase			874,210	1,104,895		1,979,105
(15) Maintenance 2CV-6	429,444					429,444
(16) " " W. Van	134,058					134,058
(17) " Budget pick-up 404-I	494,907					494,907
(18) " " " " 404-II	74,608					74,608
(19) " Renault-D			23,761			23,761
(20) Insurance " "			62,343			62,343
(21) " Budget pick-up 404-II				117,689		117,689
(22) Gasoline	1,020,343					1,020,343
(23) Miscellaneous Transport, (taxi, etc.)	70,270					70,270
Total Vehicles: (S Equivalent)	2,223,630 (9,241.61)		960,319 (4,001.33)	1,222,584 (5,094.10)		4,186,533 (18,337.04)

Office Expenses:	Y.M.C.A.-USID	Y.M.C.A.-Geneva Swiss Movement	CIDA World Alliance	AID/Rural AIP 0 240	American Women's Club	TOTAL:
(24) Office Machines	116,537					116,537
(25) Office Supplies	316,049					316,049
(26) Postage	144,535					144,535
(27) Shipping	163,745					163,745
(28) Photocopies	33,360					33,360
(29) Telephones	570,170					570,170
(30) Labor	63,233					63,233
(31) Electricity	140,677					140,677
(32) Building Maintenance	130,138					130,138
Total Office Expenses: (\$ Equivalent)	1,712,319 (\$7,143.18)					1,712,319 (\$7,143.18)
Program Services:						
(33) Publicity, Promotion, photography	175,600					175,600
(34) Publications	56,106					56,106
(35) Staff Training	91,615					91,615
(36) Visitors Expenses	34,840					34,840
(37) Sewing Program	1,748,701					1,748,701
(38) Cloth Printing & Dying	1,829,780					1,829,780
(39) Urban Educational Materials	2,237					2,237
(40) Rural Educational Materials	1,715	15,630				17,351
(41) Rural Housing - staff.	2,000		115,035			117,035
(42) Rabbit Production		1,062,954				1,062,954
(43) Sheep Production		1,136,180				1,136,180
(44) Poultry Production (broilers)	291,044	736,822				1,027,866
(45) " " (layers)		1,096,245				1,096,245
(46) Family Economic Center	25,711	473,493				500,206
(47) Day Care Center	70,550	13,000			60,000	143,550
(48) Vegetable Production		7,357		11,927,788		11,935,145
(49) Sports & Leisure time activities	29,000					29,000
Total Program Services: (\$ Equivalent)	4,359,699 (\$17,290.26)	4,595,639 (\$17,152.37)	115,035 (\$ 604.52)	11,927,788 (\$49,699.12)	60,000 (\$245.20)	21,039,261 (\$87,692.57)

ITEM:	YICA-USID	YICA-Geneva Swiss Movement	CIDA World Alliance	AID/ Rural AIP @ 240	American Women's Club	TOTAL:
(50) Misc Menaceus Expenses (F Equivalent)	229.114 (3947.45)					229.114 (3947.45)
(51) Travel Expenses to USID Meetings (S Equivalent)	965.055 (14,073.85)					965.055 (14,073.85)
Sub Totals 1977: (F Equivalent)	10,912.100 (15,312.27)	1,597,589 (17,112.87)	1,105,404 (14,605.35)	13,150,372 (54,793.22)	60,000 (245.90)	29,824,565 (124,110.11)
(52) Expenses Administered by New York: (estimated)						
- American Director salary & exp.	\$19,633.86					\$19,633.86
- Travel expenses to USID Assembly	4,566.25					4,566.25
TOTALS:	\$69,512.38 @ 240.3	\$19,152.87 @ 240	\$4,605.35 @ 240	\$54,793.22 @ 240	\$245.90 @ 244	\$118,310.22 @ 240.3

Submitted January 3, 1977:

Ms. Lora Wuennenberg-La Vake
Associate Director for Finance
and Special Programs.
YICA Senegal Project.

Steve La Vake
YICA Director
Dakar, Senegal.

YKIA SWISS AID PROJECT: 1973 Anticipated Income and Projected Budget.

Description / Agency	YKIA-SWISS	YKIA Geneva Swiss Government	CIDA World Alliance	AED/ Rural AIP 240	Embassy Self-Help	Total:
Anticipated Income, (cash equivalent estimated at 2300fr. = \$1,500):	\$ 37,000	\$ 5,350	\$ 10,000	\$ 15,207	\$ 3,500	\$ 109,557
<u>Projected Budget</u> (50% of 2300fr. expenditures):						
<u>Personnel:</u>						
(1) American Director	5,100					\$ 5,100
(2) Senegalese staff Allowances	2,280					2,280
(3) Specialist's Fees	520					520
(4) Agricultural Specialist			7,000			7,000
Total Personnel:	\$ 7,900		\$ 7,000			\$ 14,900
<u>Vehicles:</u>						
(5) Maintenance 2CV	\$ 150					\$ 150
(6) " VW Van	1,000					1,000
(7) " Loh I	2,260					2,260
(8) " Loh II	870					870
(9) " Renault 4			870			870
(10) Vehicle Insurance	870		300	520		1,690
(11) Gasoline	1,350		1,000			5,350
(12) Miscellaneous Transport	300					300
Total Vehicles:	\$ 10,100		\$ 2,170	\$ 520		\$ 12,790
<u>Office Expenses:</u>						
(13) Office Supplies	\$ 1,400					\$ 1,400
(14) Postage	200					200
(15) Photocopies	175					175
(16) Telephones	1,710					1,710

YUSA GENERAL BUDGET: 1978 Anticipated Income and Anticipated Expenditures

Description / Agency	YUSA-USAID	YUSA Geneva Swiss Government	World Alliance	AID/ Rural AIP # 20	Embassy Self-Help	Total:
(17) Water	300					300
(18) Electricity	650					650
(19) Building Maintenance	150					150
Total of Ice Expenses:	\$ 1,100					\$ 1,100
Program Services:						
(20) Publicity, Promotion, & Miscography	\$ 600					\$ 600
(21) Publications	300					300
(22) Staff Training	135					135
(23) Visitors Expense	350					350
(24) Sewing Program	2,000					2,000
(25) Cloth Printing and Dying	6,000					6,000
(26) Poultry (layers)	3,000	\$ 750				4,350
(27) Rabbit Production	1,100					1,100
(28) Sheep Production		8,400				2,100
(29) Family Economic Center		2,600				2,000
(30) Vegetable Farming				\$ 15,207		15,207
(31) Day Care Center					\$ 3,500	3,500
(32) Second Village Project Extension			\$ 8,830			8,830
Total Program Services:	17,305	\$ 5,350	\$13,830	\$ 15,207	\$ 3,500	\$ 77,762
TOTAL:	\$ 37,000	\$ 5,350	\$18,000	\$ 15,207	\$ 3,500	\$ 109,577

YMCA SENEGAL PROJECT: Reconciliation of Income and Expense for 1977 - All Donors.

	YMCA-USID	YMCA Geneva	World Alliance (CIDA)	AID/AIP Rural	Women's Club	TOTAL:
1977 Income:	\$ 15,529.12	\$ 25,000.00	\$ 9,000.00	\$ 100,000.00	\$ 295.00	\$ 179,824.12
1977 Expenses:	\$ 15,312.27	\$ 19,152.37	\$ 1,603.55	\$ 51,793.22	\$ 215.90	\$ 128,118.11
Balance December 31, 1977:	\$ 216.85	\$ 5,847.63	\$ 1,396.45	\$ 48,206.78	\$ 79.10	\$ 55,716.01

Composite Narrative:

- (1) In addition to funds received and administered in Dakar as listed above, an estimated \$24,200 was spent by the International Division for American Director's salary and travel expenses of Senegalese representatives to the ID Assembly. These additional charges give USID a total income of \$69,512.38.
- (2) 1977 CIDA funds do not include salary and expenses for Andre Schuler, Agricultural Specialist, assigned to the YMCA Senegal Project by the Swiss YMCA Movement. His salary and expenses have been paid by CIDA and partly by central funds from the Swiss YMCA. We estimate these expenses at approximately \$15,000.
- (3) The AID Rural AIP funds (100,000), will cover a twenty four month funding period beginning in February 1977. These funds are advanced to the project by the Government Ministry of Finance against actual expenses in the field.
- (4) Additional "In-Kind" or indirect support has been received from: the American Peace Corps for 2½ volunteers in 1977 estimated at a cost of \$27,500; a U.S. State Department travel grant for four ICCP camp counselors estimated at \$3,200; and Government of Senegal input in staff salaries, expatriate housing, and office and training facilities estimated at \$35,000.

National Board of YMCAs of the U.S.A.

L I B E R I A

Report of Visit by
Richard T. Bertuccio
Associate Director
World Development
International Division

Sunday, June 5, 1977 through Saturday, June 12, 1977

Purpose: To assist with the initiation of the new Liberia YMCA Agricultural/Community Development Project, Survey Phase.

Background:

As of May 20th, the Liberia YMCA Agricultural/Community Development Project was funded for one year by AID for \$57,000. U.S. Ambassador Carter, in a formal speech at YMCA Headquarters, announced the approval of the grant on March 22nd. This funding provides for a survey and feasibility study of the area surrounding the previously donated YMCA property of 1303 acres in Mabahn Chiefdom, Marshall Territory. It is understood that at the completion of the survey and implementation phase a full proposal will be submitted to AID depending upon the results of the study. Moses Perry, Liaison Representative for West Africa, met me in Monrovia and together we assisted in implementation planning.

Monday:

We met with J. Andrew Kelly, General Secretary for the YMCA of Liberia, and reviewed the current status of the proposal.

We reviewed the requirements for the proposal, the administrative procedures and the implementation actions being taken by the Liberia YMCA.

Later in the day we met with Dr. Svend Holsoe, a University of Delaware anthropologist, specializing in Liberia. In a week he would be leaving. At one point, we had hoped that he would be able to assist us in the survey. We had a general discussion about the types of information needed for the survey. He might be available in January to assist if appropriate.

Tuesday:

We went to AID and met with Jonathan Sperling whom we had previously met in Washington, and Leslie Zondervan-Droz, a new U.S./AID employee responsible for monitoring the project. Jonathan and Leslie were most supportive of the project. We talked about the implementation schedule developed, the administrative procedures, and relationships between the U.S. YMCA and the YMCA Liberia. They were looking forward to receiving a follow-up proposal once the Phase I survey was completed. Mrs. Zondervan-Droz was especially interested in our approach to the proposal and the participation of the local villages in the decision making process.

Later in the day we met S.A. Morris-Kainessie, the Liberian who was selected by Draper to become project director. In addition to his studies in Liberia, he has an Advanced Teachers Certificate from Case Western Reserve University, and a diploma in social work from the University of Rochester. He has practical experience in supervising a children's home for delinquent youth, which worked on the basis of self-sufficient agriculture to support the work. He presently is employed by the Ministry of Health and Social Welfare as a coordinator for juvenile programs with specific responsibilities in research and information. Moses and I felt that he seems to have the right qualifications, attitude, and motivation to do an effective job.

Wednesday:

In the morning we left for the project site, 40 miles from Monrovia, not far from the Firestone Rubber Plantation. It gave us an opportunity to visit surrounding villages, the project site, and observe the progress on the road being built to the YMCA property.

On arrival, I was surprised to see signs pointing to "YMCA Road Project". Leaving the main highway, we continued to travel by car along a dirt path for approximately a mile or so and then walked to where the actual road building was going on. $1\frac{1}{2}$ miles of a $2\frac{1}{2}$ mile road was already cleared through some very thick wooded areas. A bulldozer was on the site and had reached the YMCA property.

We learned later that the Government of Liberia had invested some \$67,000 in the road project. As we walked along the road we discovered farmers who had begun to grow sugar cane and casava. The road reached the edge of the YMCA property. The next leg would go approximately one mile into the property. The quick action of the Government in this project was unprecedented, and certainly indicates their good faith effort in supporting the YMCA project. The construction of the road to the YMCA property was one condition placed upon the grant by AID as an indication of the successful completion of the objectives of Phase I. The second indicator is the completion of the survey of the area itself.

We then proceeded to walk through several small villages that surround the YMCA property. One central village, Johnny Cooper Town, is one possible site location for housing the project director. In general, the villages look extremely poor. Houses are constructed of thatched wood and grass. Small children could be seen with distended stomachs, with evidence of sickness and disease. Another town we visited was Kaifa, which appeared to contain approximately one thousand people. A large mud and grass building was being prepared for the YMCA. It contained several rooms for meetings and offices. Local villagers already had made stakes with "YMCA" marked on them for encircling around the YMCA property. We would return to this village the following day for a formal reception and meeting.

That evening we met with J. Andrew Kelly and members of the Development Projects Committee of the YMCA of Liberia. They seemed to have pulled together a good Committee (see the names of positions on the attached list).

At the Committee meeting Draper, Moses, and I reviewed the progress on the project, as well as our observations on the road construction. We spent some time discussing the responsibility of the Committee to oversee the proposal, especially the implementation schedule that was developed.

Thursday:

Draper and I visited Samuel MacIntosh in the Ministry of Planning, and a member of the YMCA Committee, to discuss what statistics were available on Mabahn. Other members of the staff joined us and were most interested in assisting in providing information that was already available and giving guidance on securing additional information. We were pleased to learn that there was a great deal of basic statistical information available for Mabahn Chiefdom. It was also noted that other information such as on health, attitudes, and social structure was not available and that they would be most happy to cooperate with us in securing this kind of information and would be very happy to see what kind of questionnaire we developed to surface this. Other people from the Ministry of Planning and the Department of Statistics would also be available to help us in the tabulation of the material. It seems that all the pieces for a highly successful survey and feasibility study are present.

That afternoon, Moses Perry, Robert Draper, Morris-Kainessie, and I left for Marshall Territory. Because of the heavy rain the previous night there was two feet of water in the road at the entrance to the village. Nevertheless, the car managed to come through. At the entrance to the village, members were present to greet and usher us into the main center of the village where children and adults lined the way to greet us with flowers and songs. At the center of the village a large grass canopy was set up with appropriate seats. Present were all the chief government officials of the Territory including the territorial superintendent; the attorney; the project planners; the road superintendents; and the assistants. In addition, the traditional leaders were present, including the paramount chief of two of the major areas, Mabahn and Karbah, and chiefs representing various other clans (Garneo, Kaifa, Loangaye, Loenduan, Gioh and Kpaye.)

The opening speech was given by the territorial superintendent, the Honorable James McGee, (see the attached). Speeches of welcome, appreciation, and cooperation were also given by the paramount chief and the various local chiefs. It was obvious that this project had become a major rallying point for the entire area. I responded on behalf of the U.S. International Division; Moses Perry, on behalf of the West Africa YMCAs; and Robert Draper, on behalf of the Liberian YMCA.

Draper made a most effective presentation on spelling out quite clearly the purposes of Phase I of the project, namely: to begin a planning process; to gather the necessary information; and to hear from the people concerning what they want for development of the area. Speeches were made, in return, with some discussion and questions which I felt thoroughly indicated the complete understanding by the leaders present of the purposes of Phase I, their eagerness to cooperate, and their appreciation for the fact that it depends upon the outcome of Phase I whether or not future funding will be received. There was also a good indication of the self-help aspects of the proposals with various leaders saying very strongly to local villages surrounding the canopy that their cooperation and assistance would be needed to make this entire project successful. A few choice quotes:

"Too long we have been without roads, too long we have been without medical facilities, too long we have been without schools. It is time now for this to change."

"It is an act of God that the YMCA has come to this area and we must cooperate. Anyone not cooperating with the YMCA will have to answer to me", said in a friendly but firm voice, by the superintendent.

The give and take during the approximately two and one half hours of the meeting, was an amazing testimony itself to the process of development, self-participation, and indigenous decision making which had already begun. We were already experiencing development even before the project began. The road was nearly completed. Traditional and government leaders of the area had begun to coordinate their planning and cooperation around the project; local villages were sensitized to the need to collect adequate information in order to make good decisions, not only based upon their feelings and desires but upon facts that would be discovered and discussed with them; and young adults were beginning to coalesce around the project, sensing some of the potential for their own future growth.

After the formal meeting, there was something of a celebration which included traditional dances. Locally prepared food was served. It was an enthusiastic beginning to what could become a most significant project for the development of this area. I went away feeling more confident than ever that the process of development was found within the people. With relatively small inputs from the outside, some deep and far reaching changes might occur.

Friday:

Moses, Robert Draper, Morris-Kainessie and I spent the final days pulling together our plans and discussions. We discussed a revision of the implementation schedule, concerns around training of staff, the design of the survey questionnaire make-up of the survey team, administrative procedures, and team building. We left feeling an excellent beginning had been made.

August 24, 1977

Enclosures (3)

Opening Speech At Mabahn Chieftdom

by

Honorable James McGee
Marshall Territory
Superintendent

Mr. Chairman & Members of the YMCA Team, Citizens and Friends:

When information reached me about this visit I radioed and requested a postponement for the 15th for the purpose to give you a larger crowd with which to discuss than this present one, but, because of your unavoidable engagement, you have decided to come today.

That you are here today to meet with the People of the Mabahn District, yea the People of the Territory of Marshall, I am delighted to meet you and to extend on behalf of myself, Mrs. McGee and the People of this Territory, felicitations of welcome; we want to assure you of our deep appreciation for your interest to develop our area.

We want to assure you further of our cooperation in every development phase that you will discuss and promulgate. The human resource, moral and official support, we shall not relent to give and put at your disposal for the implementation of your plans.

The Y.M.C.A., a Christian organization, has made a very deep impact on the minds of the People of this Area when it acquired one thousand acres of land for development. Within a relatively short time, by the help of God, the plans and ideal of the YMCA will soon be transformed into reality for the sole benefit of the People, thus, spreading Christlike interest to those that are under-privileged, under-developed and isolated.

From a panorama view, I can see this vast ocean of forest untackled, will, like a desert, be transformed into oasis of human enjoyment and material benefit for all.

As you may discuss with us, some burning issues that might alleviate social and economic plights. I wish for you, a thought to the trend that will join with the forces to wipe out illiteracy, medical disadvantages, and economic strangulation. This is the call of the Liberian People made to one another by the inspiration of the President, Dr. William R. Tolbert, Jr., a man that has the development, social, and economic welfare and growth of the People, at heart.

You may forgive us if we default in any of the responsibilities we have to share as your landlords; we can assure you that such a default wouldn't come from the heart but the head.

And, if we are to join with you to put your plans into action after the discussion today, we will consider our part as our quota to make the YMCA dreams a living reality; and, no matter how negligible it may be, we want you to assess it with unforgettable value.

Again, I must welcome you into the Territory and at these Headquarters and wish your stay will open a new chapter in the annals of your Institution and this Territory.

May God continue to strengthen the YMCA both home and abroad and save the Republic of Liberia.

List of Chiefdoms of Marshall Territory

Mabahn Chiefdom
Henry W. Hill

Karbah Chiefdom
Kpoto1 Gaye

List of Clans and Clan Chiefs

- | | | |
|----|----------|-----------------|
| 1. | Garneo | Surveyer Kartoe |
| 2. | Kaifa | Saturday Kpoye |
| 3. | Loongaye | Marpue Gaye |
| 4. | Zoeduan | Joseph Karnga |
| 5. | Gioh | Garn-where |
| 6. | Kpaye | David Garneo |

Government Officials

- | | | |
|----|---------------------------------|---------------------------|
| 1. | Territorial Superintendent | Honorable James McGee |
| 2. | Attorney | Honorable Ben B. Neplette |
| 3. | Project Planner | Mr. Dineh T. Wilson |
| 4. | Road Superintendent | Mr. John B. Betman |
| 5. | Secretary to the Superintendent | Mr. A. Teoh Cole |

Names of Members of the Development Projects Committee - Liberia

- | | | |
|-----|--------------------|---|
| 1. | Emmett Harmon | President, Monrovia Board |
| 2. | Joseph G. Richards | Vice Chairman, National Board |
| 3. | E. B. McClain | Retired Civil Servent and President
National Board |
| 4. | Hilary Dennis | National Housing & Savings Bank |
| 5. | Charles E. Cooper | c/o Firestone Plantations Company |
| 6. | Joshua Cooper | Assistant Minister, Ministry & Agriculture |
| 7. | Godwin Amegoshire | City Bank, Liberia |
| 8. | Victor Krakue | Ministry of Local Government |
| 9. | Albert Bass | Treasurer, United Methodist Church
in Liberia |
| 10. | Charles Minar | Liberia Produce Marketing Corporation |
| 11. | Samuel McInstosh | Ministry of Planning |
| 12. | Paul Jeffy | Ministry of Planning |
| 13. | Foday J. Massaquoi | Chairman, National Board
Lawyer, Extension Service of Family
Planning Assistant of Liberia, Ad
Hoc Committee, Survey |

Consultants

- | | | |
|----|-----------------------|---|
| 1. | Dr. McKinley Deshield | Dean, College of Forestry |
| 2. | Professor Thomos Kerr | Chairman, Department of Sociology
and Anthropology |
| 3. | Dr. Augustus F. Caire | Director, Institute of Public
Administration |
| 4. | Mr. D. Franklin Neal | Ministry of Planning and Economic Affairs |
| 5. | Dave N. Howell | Staff Aide to the Consultant Team |
| 6. | Abel Z. Massalle | Director of Statistics, Ministry of
Planning |

U.S. GRANTS \$57,000 TO YMCA

The US Ambassador to Liberia, W. Beverly Carter has announced that USAID has approved a \$57,000 grant to the YMCA in Liberia.

This money, the Ambassador said, will be used to conduct survey in order to design a half-million dollar self-help project for the agricultural communities surrounding land owned by the YMCA in Marshall Territory.

He added that "if the survey develops into a viable self-help project, an additional grant for \$433,000 would be awarded to develop the program over the next three to four years."

Ambassador Carter was speaking at the YMCA headquarters, Broad Street, during a program sponsored by the International Relations Club of the Youth Men Christian Association.

The American Ambassador who was delivering the first

lecture series, spoke on, "New Dimensions in US Policy in Africa." He paid special tribute to US-Liberia relations which he, said 'have been long and friendly'; adding, "it is understandable why it is often referred to as a special relationship."



Ambassador Carter speaking at the YMCA Headquarters

EVALUATION

Ethiopia YMCA Agricultural/Community Development Project

FACE SHEET

GRANT: U.S. AID \$ 25,600
YMCA 8,489
TOTAL \$ 34,089

GRANT NUMBER: AID/pha G-1067
PIO/T 932-13-950-031-3245007A3

ADMINISTERING AGENCY: World Development Unit
International Division
National Board of YMCAs of the U.S.A.
291 Broadway
New York, New York 10007

IMPLEMENTING AGENCY: National Council of YMCAs of Ethiopia
Addis Ababa, Ethiopia

PROJECT: Agricultural/Community Development

LOCATION: Dembi Dolo and Nekempte in Ethiopia

FUNDING PERIOD: July 1, 1974 to June 30, 1977

EVALUATION REPORT: June 1, 1977

EVALUATORS: Daniel P. Tyler
Liaison Representative in East Africa
Richard T. Bertuccio
Associate Director, World Development

I. INTRODUCTION

The Ethiopian YMCA Agricultural/Community Development Project was one of the first AID-funded projects under the newly established World Development Unit of the International Division, National Board of YMCAs of the U.S.A. It predated what later became the Operational Program Grants (OPGs) of AID to Private Voluntary Agencies for social and economic development activities in the less developed countries. The project, therefore, takes on added significance for the work of AID with the Private Voluntary Agencies and the development priority of the YMCA. Beyond the substantive accomplishments of this project, therefore, a process was begun to test:

1. the ability of an indigenous and autonomous, primarily urban-based Private Voluntary Agency to extend its work in rural areas among subsistence farmers;
2. the funding relationship between the U.S. YMCA and the Agency for International Development;
3. the ability to specifically implement the development priority of the World Alliance of YMCAs;
4. the local, national and international planning, management, administration and evaluation procedures needed to make a project successful within such a complex of agencies and environments.

II. PROCESS CONSIDERATIONS

Before proceeding further with the substantive evaluation of the work in Dembi Dolo and Nekempte, a word should be said about each of the above 4 points:

1. the ability of an indigenous and autonomous, primarily urban-based Private Voluntary Agency to extend its work in rural areas among subsistence farmers --

The YMCA of Ethiopia began in 1950 in Addis Ababa. It grew to 19 branches in the provincial capitals throughout the country. Its program expanded to include: leadership development, work with "street boys," literacy training, relief work in the drought areas, vocational training, establishing a women's cottage industry, recreational and sports activities, a youth hostel and restaurant. In the early 1960's, the YMCA decided to extend its services to rural areas with its work outside of Jimma in Kaffa province.

The original locations for the projects were Dembi Dolo and Debre Birhan. Because of adverse conditions and with the approval of the AID/Mission, the Debre Birhan site was cancelled and a new site location, Wayou Tuka, near Nekempte (also spelt Lekemt) was selected. Both Dembi Dolo and Wayou Tuka are in Wollega Province.

Wollega has a total population of 1,269,100 (1972 estimates) in 71,200 square kilometers for a density of 17.8 people per square kilometer. Nekempte is the capital of the province with a population of 18,310.

The work in Wollega began with the establishment of a traditional YMCA in Nekempte in 1970 and Dembi Dolo in 1973. Buildings were provided by the municipality of the area and recreational, sports, literacy and leadership development programs were begun. The provincial leadership was engaged as volunteers in both the operation of the programs and in the decision-making bodies. It was because of the established credibility of these YMCAs that work could be extended easily into the rural areas. The YMCA already had on its boards and committees the community leaders and professional experts in agriculture and rural community development. The "people oriented" literacy and recreational activities provided access to the grass roots.

The fact that the YMCA of Ethiopia moved from the capital city to the provincial capital, even in the less populated regions, provided the access to the rural areas. The provincial cities contain the rural leadership as well as the centers for marketing activities. Without this leadership support and cooperation, work in the rural areas is difficult. Future work should capitalize on these relationships to expand marketing and agribusiness activities to increase income production and strengthen activities in a more diverse agricultural economy.

2. the funding relationship between the U.S. YMCA and the Agency for International Development --

The administering agency for the AID grant is the U.S. YMCA. The implementing agency is the Ethiopian YMCA, which is autonomous and indigenous. In addition to the formal grant agreement signed between the U.S. YMCA and AID, Procedural Guidelines were established between the Ethiopian YMCA and the U.S. YMCA, spelling out the major contractual agreements. This document was supplemented by an Evaluation Plan. Together, these 2 documents became the basis for the relationship between the U.S. YMCA and the Ethiopian YMCA in administering the funds and implementing the project.

From July 1, 1974 to January 1975, no funds were received from AID to start the project. This delay was due primarily to problems related to the grant approval process within AID and finalizing the administrative procedures between AID/Washington and the U.S. YMCA. The Ethiopian YMCA was in no financial position to advance funds for the project. The U.S. YMCA was also operating under a narrow cash flow margin. The situation became increasingly serious with the Ethiopian YMCA's credibility being challenged by both local farmers and officials for not beginning the project. Finally, the U.S. YMCA obtained \$1,500 from its own private sources to advance the Ethiopian YMCA the money to begin the delayed project.

In February 1975, a land reform decree was issued by the newly-established Ethiopian government. During this period, AID/Washington released its initial grant to the U.S. YMCA for the first quarter's operation. However, the Ethiopian YMCA now requested that the funds be withheld until the status of the project could be clarified under the new land reform decree. It was only in August 1975 that the U.S. YMCA was asked by the Ethiopian YMCA to release funds for the project. In September 1975, the first payment was sent and in October 1975 the extension worker for Dembi Dolo was employed.

There is no question that the funding delays between AID/Washington and the U.S. YMCA, even though the project was approved, nearly caused irreparable damage. The credibility established with the farmers and rural leaders was hurt. This was all compounded with the delay introduced by the revolution in Ethiopia.

Streamlined procedures, not only for grant approval, but for contract finalizing are especially important for small projects which are based almost entirely on the organization of farmers for decision-making and their confidence in the local YMCA leadership. In the absence of streamlined government procedures, an "up-front" development fund should be established from private monies so that advances could be made under approved guidelines in just such situations.

3. the ability to specifically implement the development priority of the World Alliance of YMCAs --

The worldwide YMCA at its meeting in 1973 in Kampala, Uganda declared world development a priority. However, the distances between declaring a priority and implementing it are especially great in the highly decentralized and nationally autonomous institutions that make up the worldwide YMCA Movement.

The Ethiopian YMCA recognized the need to extend its services into the rural areas. With planning assistance from the U.S. YMCA, a proposal for funding was developed. A new partnership relationship between the U.S. YMCA and AID was being worked out to provide the funding that would be needed for the education, planning, coordination and evaluation to support such activities.

Working under the priority established by the World body also meant that this could not simply be done under the old bilateral relationship of the U.S. YMCA to the Ethiopian YMCA.

Through the World Alliance, a development education seminar was conducted by the YMCAs of East Africa. This seminar sensitized YMCA staff and laymen to the need for development and also began a process for planning that would make YMCAs more in tune with their own country development priorities. The newly established Library and Development Information Services provides the needed network to disseminate and collect information on projects and countries that can be of assistance in the planning and evaluation functions.

It would appear that the World Alliance, especially through the newly established Africa Area Committee, can and should play an increasing role in this project's development and expansion. The changing political climate, as well as the expansion possibilities, make increasing involvement of the World Alliance and a decreased U.S. YMCA presence desirable.

4. the local, national and international planning, management, administration and evaluation procedures needed to make a project successful within such a complex of agencies and environments --

As was noted previously, the U.S. YMCA, as the administering agency of the grant, developed the Procedural Guidelines and Evaluation Procedures to insure proper administration of the grant and accountability

to the funding source. The local country administration and management of the project was the sole responsibility of the Ethiopian YMCA. They established the local accounting and reporting procedures as well as hiring and supervising the staff and project activities.

In order to establish administrative and evaluation procedures which would be mutually compatible with the requirements of AID, the U.S. YMCA and the Ethiopian YMCA, a series of discussions were held by the U.S. YMCA with contract personnel at AID and the National General Executive of the Ethiopian YMCA. In February 1975, the Associate Director for Planning and Evaluation visited the project site outside of Jimma to study what procedures were already being used by the farmers and the extension agent to keep records and evaluate progress.

To his surprise, he discovered that the minimally trained extension agent and village elders had a rather elaborate system for keeping records and evaluating progress. The procedures included weekly village meetings to create and then review a large, multi-colored chart complete with targeted dates for specific community activities and agricultural projects with accomplishments noted. At the end of the year, the chairman of the elders would sign the chart. In addition, the extension worker carried a daily diary and made transfers to the monthly diary.

It was decided that, as a strategy, it would be best to develop evaluation procedures which were as close to what was already being used indigenously as possible. This would help the evaluation process to be internalized and become a part of the total indigenous planning process. The extension workers, program manager and chairman of the YMCA Agricultural Committee became the principals responsible for these reports and evaluation procedures right at the project site locations. The project manager would transfer reports to the General Executive of the YMCA in Addis Ababa who, in turn, would report to the International Division in New York. The New York office reported to AID/Washington. The AID/Mission staff, with the Liaison Representative of the U.S. YMCA based in East Africa, could make on-site periodic evaluations supplemented as needed by headquarters staff from the U.S. YMCA.

There were some major problems in these established procedures. As noted, the first problem was the delay in funding. The revolution in Ethiopia and the major impact it had and is having on the YMCA was another disruption. The general executive, with whom the procedures were established, resigned from the YMCA in April 1975. The new general executive came in under severe handicaps and with many total institutional problems.

In March and August 1976, the Liaison Representative visited the site location and submitted a full report. There was also a change in AID/Mission staff and new communication had to be established with him. Since that time, quarterly financial reports and periodic progress reports have been submitted. The fact that the procedures seemed to have survived all these changes and difficulties may be a testimony for their soundness. It also illustrates the necessity for personal contact and training in the use of the forms and procedures.

An on-site final evaluation was planned by the Liaison Representative for East Africa and the Associate Director for Planning and Evaluation in April 1977. Because of the general political situation of the country, an internal travel permit could not be obtained for the on-site evaluation. In its place, reports were reviewed in Addis with conferences with staff. Consultations were also held with AID -- H. Peters Strong, Food for Peace Officer, and Jerry French, Assistant Director. This report is a result of that review of material and staff conferences. It is recognized that this is not a complete evaluation, but that, hopefully, a more complete on-site evaluation can be conducted with the coming year.

III. PROJECT ACHIEVEMENTS

A. Inputs

	BUDGET			MARCH 31st ACTUAL TO DATE		
	AID	YMCA	TOTAL	AID	YMCA	TOTAL
Personnel	\$ 9,370	---	\$ 9,370	\$ 7,805	---	\$ 7,805
Travel	2,496	\$ 500	2,996	2,814	---	2,814
Other Direct Costs	13,734	6,121	19,855	12,622	\$ 9,817	22,439
Administration	---	1,868	1,868	---	1,785	1,785
TOTAL	\$ 25,600	\$ 8,489	\$ 34,089	\$ 23,241	\$ 11,602	\$ 34,843

The inputs in terms of budget are extremely low for the number of people being reached in this project. To date, 21 former associations are being worked with. There are approximately 250 families per association, or more than 5,250 families. Considering approximately 6 people per family, 31,500 people are either directly or indirectly affected by the benefits of this program for a cost benefit of about \$1.10 per person for the life of the project!

In part, we believe the budget was unrealistically low. Much of the reporting and back-up administration work fell directly on the general executive. At about 5% of the total budget, the administration costs are not adequately reflected and should be more nearly 20% of the total budget. The preliminary survey and base-line data collection costs are not built into the budget and should have been. The initial collection of information was spotty.

By far, however, the extremely low cost benefit is due to the heavy dependence on volunteer work, especially the self-help mode of operation of the farmer associations, which is, of course, a key to the success of the project. For purposes of budgeting, the costs of the volunteer work might be reflected as the in-kind contribution to the project. Volunteers from the YMCA Agricultural Committee were important inputs for the quality of the project. Those people brought professional expertise in agriculture, health, education and planning, among other skills.

The YMCA assisted the settlers in Dembi Dolo in purchasing 20 oxen for \$1,000. Inputs were also supplied by the YMCA for: building latrines, replacement of oxen, seeds and fertilizers, poultry housing and feeds, bee keeping, vegetable demonstration, rot-proof grain storage, cleaning springs, maintaining roads, a shop for the farmer association, preparation of demonstration plots, and farm equipment.

As noted and discussed previously, there were major delays around the timing of the funding which created serious problems. Once the cash flow was cleared, the timing of the payments proceeded as scheduled. The method of payment in advance by quarter seems to be best. It allows advance money for low budget projects while keeping a short enough period to allow for ongoing monitoring. Expenditures are now on target.

B. Outputs

OBJECTIVES AND PROJECT INDICATORS	BASE LINE			PLANNED			ACHIEVED TO DATE		
	No. of Locations	No. of Farmer Assn.	No. of Participants	No. of Locations	No. of Farmer Assn.	No. of Participants	No. of Locations	No. of Farmer Assn.	No. of Participants
I. <u>Community Development</u>									
A. YMCA Ag/Comm. Dev. Committees			2	20	2			25	
B. Cooperatives									
C. Equebe Organizations									
D. Edres Organization	1	100							
E. Debo Organization									
F. Planning, Review, Approval, Evaluation			2	27	400	2	21	280	
G. Farmers Day			2	27	10000	2	21	13550	
H. Maintenance of Roads			2	27	2700	2	11	2600	
I. Farmer Assn. Committees			2	27	324	2	21	252	
J. Farmer Assn.			2	27	7000	2	21	5300	
K. Farmer Assn. Shops			2	3	2000	2	6	4500	

B. Outputs (Cont'd)

OBJECTIVES AND PROJECT INDICATORS	BASE LINE			PLANNED			ACHIEVED TO DATE		
	No. of Locations	No. of Farmer Assn.	No. of Participants	No. of Locations	No. of Farmer Assn.	No. of Participants	No. of Locations	No. of Farmer Assn.	No. of Participants
<u>II. Public Health and Sanitation</u>									
A. Classes in hygiene, health, sanitation			2	27	400	2	7		350
B. Clean Home Work Project			2	27	400	2	21		520
C. Build Latrines	4	20	2	12	700	2	13		530
D. Build Home Partitions			2	6	500	2	9		215
E. Hearth Chimney Construction	4	20							
F. Build Cupboards	2	10	2	10	100	2	5		43
G. Improved Millstone									
H. Garbage Ditch Composite	1	5	2	27	400	2	6		200
I. Prenatal and Child Care Classes			2	4	80	2	5		78
<u>III. Agriculture</u>									
A. Cooperative Harvesting	10	100	2	27	7000	2	17		5800
B. Seed Selection			2	27	7000	2	15		2538
C. Poultry Project			2	3	750	1	1		50
D. Bee Keeping			1	1	20	1	1		20
E. Vegetable Demonstration			2	27	7000	2	11		4250
F. Fertilizer Demonstration	2	140	2	27	7000	2	13		3750
G. Hunting Crop-Destroying Animals			2	27	7000	2	17		5250
H. Irrigation Demonstration			2	27	7000	2	17		5250
I. Weeding and Cultivation	100	500	2	27	7000	2	10		4000
J. Sowing Demonstration			2	27	7000	2	16		4000

OBJECTIVES AND PROJECT INDICATORS	BASE LINE			PLANNED			ACHIEVED TO DATE		
	No. of Locations	No. of Farmer Assn.	No. of Participants	No. of Locations	No. of Farmer Assn.	No. of Participants	No. of Locations	No. of Farmer Assn.	No. of Participants
IV. <u>Education</u>									
A. School Construction									
B. Adult Literacy									
C. Elementary Education									
D. Practical Classes			2	3	2000	2	3	1500	
E. Home Economics			2	3	2000	2	5	2050	
F. Mill Construction									
G. Latrine Covers			2	3	2000	2	5	1800	
H. Rat-proof Grain Storage			2	27	7000	2	16	3800	
I. Farm Tool Construction			2	10	100	2	16	580	
J. Cupboard Construction			2	8	80	2	4	43	

The Outputs are measured by the Project Indicators of the stated Objectives in terms of the:

1. Number of Locations (where activities take place),
2. Number of Farmer Associations (participating),
3. Number of Participants (involved in the activity),

by Baseline -- that which existed prior to the project activities; Planned -- those targets agreed to be community leaders and staff; Achieved to Date -- achievements as of March 31, 1977.

(I.) Community Development

Two (2) YMCA Agricultural/Community Development Committees with 20 participants each were planned when the project first began. None existed prior to the project activities. To date, there are 2 Committees: one for the Dembi Dolo site; and one for the Nekempte site, with 25 members total. While cooperatives and the traditional organization of "equals" and "edres" were going to be major vehicles for carrying out community development activities, the land reform package of the revolutionary government made them obsolete with the creation of the farmer associations.

In fact, the YMCA has become a prime example of how to work with farmer associations as testified to by the government's regional administrator for Wollega Province. The major success of this project is due to the organization and mobilization of farmer associations to produce self-help and community development activities. Twenty-seven (27) farmer associations have been organized to date with 5,300 family members -- each association has approximately 250 families. Even though falling somewhat short of the ambitious target, the work of this project becomes even more impressive when one realizes that each family represents approximately 6 people or approximately 31,800 individuals affected by many of these improvement efforts! Representatives from each of the 21 associations or 280 leaders are involved in the planning, review, approval and evaluation process of all the activities that take place at the 2 site locations.

These representatives were responsible for organizing the highly successful Farmers Day -- a kind of fair for demonstration, training, exhibition, motivation and family enjoyment. More than 13,550 people participated in that Day compared to the planned 10,000. Not all associations assisted in maintaining roads, but 11 did. All 21 associations had their own committees for decision-making. Six (6) associations opened up small Farmer Association Shops where home consumables can be purchased. Three (3) had been planned.

(II.) Public Health

Not all associations participated in classes in hygiene, health and sanitation. However, although only one third (or 7) did participate, they produced 350 participants compared to the originally projected 400, which was based on the participation of all 27 associations. It would appear that once an association gets behind these classes, the members readily take advantage of the opportunity. All associations participated in the clean home projects; 13 associations were involved in building latrines; 9 had projects to build home partitions involving 215 families; no chimney construction projects were begun; 5 associations conducted cupboard building projects so that utensils and food articles would not be placed on the floor; and none had millstone improvement projects.

Six (6) associations have built garbage ditches to date. It is still hoped that all will have ditches which are sanitary for their living areas. While 4 associations had been targeted to conduct classes in prenatal and child care, 5 actually did.

It must be noted that, while some of these projects seem rather basic, the living areas themselves are rather simple. The importance of these improvements in the home and living compound areas led one local public health official to remark that the YMCA health and sanitation program was the primary reason for the reduction of malaria in his area.

(III.) Agriculture

Agriculture is the primary activity for providing a livelihood in these 2 site locations. Not all 21 associations participated in cooperative harvesting, but 17 did, involving 5,800 participants. In efforts to improve the seeds used by all farmers, 15 associations, involving 2,538 participants, had seed selection activities. One association, involving 50 participants, had a poultry project. The projection was for 3 poultry projects, involving 750 participants. One has a bee keeping project which has shown great potential for increasing self-earned income. Eleven (11) associations cultivated vegetable demonstration plots to improve vegetable varieties. Thirteen (13) had fertilizer demonstration areas, involving 3,750 participants, to test the best fertilizers. In fact, at one location, Gutie, fertilizer purchase increased from 30 kilograms to 300 kilograms.

Nearly all (or 17 associations) conducted hunting expeditions to try to catch animals which destroy the crops. Seventeen (17) also conducted irrigation demonstrations to improve the water supply to needed areas. Ten (10) associations conducted weeding and cultivating activities to test and teach the best way to do these basic chores. Sixteen (16) conducted sowing demonstrations. Farmers traditionally randomly scatter their seed rather than plant in rows.

A complete record of the agricultural outputs was not obtained due primarily to the problem of getting to the site locations. The Appendix does contain the records from the 3 major demonstration plots -- Friday Market, Boneya (Tuesday Market) and Gutie -- at the Nekempte project site location. The records of these demonstration areas show:

1. Varieties (planted);
2. Weight;
3. Plot Size;
4. Fertilizers (used);
5. Sowing Date;
6. Spacing (used);
7. Plants per Hole;
8. Where Seeds Came From.

For Friday Market, Gutie and Boneya demonstration areas, progress is given and shows:

1. Varieties (planted);
2. Plot Size;
3. Sowing Date;
4. Harvesting Date;
5. Amount Gain.

(IV.) Education

Original projections, based upon experience in Jimma, were that the project would be engaged in school construction (simple thatched and mud buildings), adult literacy, and elementary education. These activities were not engaged in because of changing government policy. Instead, there was a shift to non-formal education and classes which would have practical benefit for rural life.

Three (3) associations, involving 1,500 participants in both locations, conducted practical classes of all types. The original projection had a somewhat higher number of participants (2,000). Five (5) associations conducted home economics

classes for 2,050 participants. No mill construction classes were held. Five (5) associations taught 1,800 people to construct sanitary latrine covers. Sixteen (16) associations taught 3,800 people how to build rat-proof grain storage bins. A like number (16) of the associations conducted classes in farm tool construction for 580 participants. Four (4) associations taught 43 participants how to build simple cupboards so that cooking utensils would not be placed on the floor.

It can be seen that this practical program of non-formal education is supportive of all other aspects of the program. The learning environment supports the community, health and agricultural activities.

C. Purpose (Objectives in Exhibit)

In order to assess the accomplishment of the stated purposes, reference will be made to the achievements of the outputs already noted. The achievement of the outputs led to the accomplishment of the purposes. Stated another way, output accomplishment is "necessary" but not "sufficient" for purpose accomplishment.

1. To provide self-help community development activities:

There is little question that the project has been highly successful in organizing and working with the farmer associations of the area. Local-based decision-making groups composed of YMCA staff, representatives forming the YMCA Agricultural/Community Development Committee and representatives of the farmer associations ensure a participatory decision-making process.

All 21 associations are involved in the planning, review, approval and evaluation of project activities. The types of activities themselves and the large number of participants testify to the self-help nature of the approach. The agricultural extension worker lives in the area and participates as one of them. The only "outside" assistance comes from occasional consultants. The bulk of the work depends on the farmers themselves. The process begun appears to be an excellent one for reaching large numbers of people and producing a high sense of motivation.

Special note should be made of the work with 50 settlers in the Dembi Dolo location. The Appendix contains a supplemental narrative report by Tefarra Zewodie, Agricultural Extension Secretary, on what turned out to be a unique experiment. These 50 settlers were unemployed, landless rural residents of the area around Dembi Dolo. Under the land reform program of the revolutionary government, they were allocated approximately 2,000 acres. They began by collectively clearing 40 acres. They settled on 20 acres, building a common dormitory and dining area. Shortly afterward, they began to build their own houses. Twelve (12) have married and are beginning to raise families. The settlers have gone beyond their own settlement and have assisted neighboring farmers with projects, including: building latrines, clearing wells for drinking water and building bridges. Of the 50, only 5 (or 10%) have not succeeded. In fact, they were expelled by the community because of their poor attitude and lack of cooperation.

Recommended for the future is leadership development so that they can maintain the work begun. They need additional training in improved farming methods and in the use of improved seeds and fertilizers. Encouragement in the growth of vegetables for diet and cash is needed.

In the Gutie, Friday Market and Boneya areas of Nekempte, there are approximately 23,000 people. There are 33 farmer associations with the YMCA working with 17. Cooperatives have been formed with 1,750 farmers. There are now 500 farms with their private latrines.

In general, other indicators of self-help community development have been met and in some cases surpassed. The YMCA Agricultural Development Committee has 25 members instead of the projected 20. More than 13,500 people participated in Farmers Day, 3,500 more than projected. The full cooperation of local government officials was a must to allow for that participation. Six (6) Farmer Shops were formed instead of 3. The 2,600 people who helped maintain the roads was close to the targeted 2,700. The work with the total of 21 associations -- 17 in Nekempte and 4 in Dembi Dolo -- represents an impressive number of 5,250 family participants -- no small indicators of community development.

2. To provide public health and sanitation activities and education:

The indicators for class activities in health, hygiene and sanitation have already neared the targeted 400 participants, with 350 coming from only 7 associations instead of the 27 projected. The participation for the clean home work project exceeded the targeted 400 by 120 people. The classes in prenatal and child care were near the targeted 80 participants. The work projects for building cupboards, latrines and partitions fell short of the targets.

In terms of number of participants and their involvement, the public health objective has been nearly met or exceeded in some cases. What is not known is the degree of improvement in terms of caloric intake, infant mortality or population planning. Aside from making the assumption that, because there is participation there is learning, more precise measures on health should be utilized. We do not have a clear reading from the reports regarding the health improvements of the people.

In Dembi Dolo, the latrine building and spring cleaning for drinking water are bound to improve the general public health. At the Nekempte site, 500 farmers now have their own private latrines. Six hundred (600) people have been trained in various aspects of environmental hygiene, sanitation and child care. More than 12 water wells were dug in areas where water has not been available.

3. To provide assistance in improved agricultural techniques and activities:

For the Dembi Dolo site, the report of the improvement in the specific yields are reported in Amharic on the document dated 29/6/69 (Ethiopian calendar). This report is included in the Appendix. The cooperative farming of the settlers produced crops which by observation were superior to their neighbors. They were also more diligent in the use of fertilizer. Tefanna Zewodie, the Agricultural Extension Secretary, reported that they provided an example to farmers who were there long before they arrived.

The demonstration plot and the training center have increased the harvest and food production. The vice president of the Dembi Dolo YMCA reports that maize has been planted on 18 hectares (450 acres) and that the approximate yield will be 400 to 600 quintal. Soybean has been planted on 10 acres

and that yield is expected to be 40 quintal. Potatoes have been successfully planted on 7½ acres, red pepper on 5 acres, sugar cane on 2½ acres, teff on 25 acres. Oil seeds have also been planted. All these crops are expected to produce good results. Poultry farming and bee keeping are also being tried.

For the Nekempte area, more detailed records are included in the Appendix on the varieties of crops which have been planted at each of the 3 demonstration areas -- Friday Market, Boneya and Gutie. The gains are noted on the charts as well as other pertinent information.

The progress report on the Nekempte area notes that 900 people have been trained in modern farming methods. Training in the proper use of irrigation for vegetables and maize was given to 1,110 people. Training in the value and techniques of seed selection was given to 1,150 farmers. Over 1,500 were instructed in the value and use of fertilizers. More than 10,000 cattle were inoculated in the area. Twenty (20) farmers are skilled in modern bee keeping. A large grain storage barn is serving 1,700 people. It was built by the farmers themselves.

There seems to be little question that the participating farmers have been assisted in improved agricultural techniques and activities. They now have a greater variety of crops and are getting better yields. The farmers are now able to produce enough food to feed themselves and their families more adequately. The potential for continued progress is there with additional assistance so that production can be increased to produce income for the farmers.

4. To provide formal educational activities and be the catalyst to obtain outside educational assistance:

There was a major replanning of this purpose from a concentration on formal education to practical nonformal classes. This shift was mandated by the fact that the government was asking that all formal educational activities be run by the Ministry of Education. Classes were, therefore, conducted at the site locations in practical subjects, including: home economics, building latrine covers, construction of rat-proof grain storage buildings, farm tool construction and the construction of cupboards for the keeping of household utensils.

As noted elsewhere, classes were also held in the selection of seeds and fertilizers. The demonstration sites themselves are centers of learning. The vice president of the Dembi Dolo location notes that basic reading, writing and arithmetic were taught to 160 school-age children. These children are now, in turn, educating the farmers and their families.

In general, the education function for this project has been supportive of the 3 major functions: community development, agriculture, and health and nutrition.

9. Goal

To improve the educational, agricultural, social and health conditions of participating marginal subsistence farmers in the areas of Dembi Dolo and Debre Birhan, Ethiopia.

As already noted, Nekempte was substituted for Debre Birhan as the second project site location. For the participating settlers of Dembi Dolo, it seems beyond question that this project has led to an improvement in their total lives. Before, they were completely unemployed and landless -- the bottom of the barrel for a rural area. The project provided not only a means of livelihood, but a new home, a new community, and 11 new families. For the 45 out of the 50 who have continued, the prospects for independent lives seem bright.

The vice president of the Dembi Dolo YMCA notes that, "Even though it is only one and a half years since the project was started, it has shown a very impressive result ...". The extension secretary, Tefarra Zewodie, states, "The importance of this project to the area is so great that it is difficult to describe in such a report." The regional administrator states, "The project has been very practical and educational. It has given the government officials that if all people worked by these types of cooperatives, they could progress within a very short time. We therefore recommend strongly that similar projects be conducted elsewhere in Wollega Province."

The improvement in the total lives of the farmers in the associations outside of the settlers in Dembi Dolo seems less dramatic since they were beginning from a higher base. However, clear gains in agricultural production were noted by the results of the 3 demonstration plots in Nekempte and by the generally high level of participation of the farmers in the classes and self-help activities of the associations. The solid gains apparently in both Dembi Dolo and Nekempte have taken these farmers away from the brink of marginal subsistence. They are now able to provide some of the basics of survival. The next step remains to see if the gains made during the year and a half can be continued to provide income over and above mere subsistence. Can these farmers become more nearly self-supporting and produce enough to sell as well as to eat?

REPORT OF DEVELOPMENT AND PROJECT WORK OF THE KENYA YMCA

A specific office of the Kenya Y.M.C.A. dealing with development work and projects of this Association was set up less than two years ago. Initially, the development work office was in Nakuru, it was not until November 1976 when the development work office started operating from Nairobi.

Within the space of less than two years, several areas in various provinces of Kenya have been surveyed for possible development work, in order to determine where the Y.M.C.A. can be involved in the total development effort. As a result of these surveys, work has started in various community groups working on projects according to the needs of the areas as follows:

NAIVASHA: A comprehensive agricultural project with the squatters has been set up. The main objectives of the project is to improve the social and economic conditions of the squatters in Naivasha area by increased food production and cash income for 200 families in Naivasha on a 50 acre land. The project will be funded from Norway, Canada and the contribution of Naivasha Y.M.C.A. members and the entire Naivasha community.

BUKHWAKU FISH FARM, - BUSIA: Through the effort of Y.M.C.A. members at Bukhwaku Village, a dam measuring 30m x 30m has been constructed on Harambee basis for stocking fish. The project has attracted funds from the World Neighbors, a charitable organization based in the U.S.A. but also working in East Africa. The purpose of the project being to establish a community Fish Farm for protein food production and develop the community capability to manage the project.

NGECHA COMMUNITY CENTRE - LIMURU: A community centre is being put up by the Ngecha community with the help of Youth Work Camps from Germany organized by the Kenya Y.M.C.A. The Centre when completed will enable the Ngecha Y.M.C.A. to provide community programmes in Handicrafts, Nutrition, Child Care and Feeding, Health Services, Nursery Education, Sports and recreational activities. The aim is to make available necessary and needed community programmes that are not existing in Ngecha for a population of over 10,000 people.

MUKOGODO WATER PROJECT: At Dol Dol in Nanyuki District, the Y.M.C.A. is working with the community to construct a borehole at Aljijo to provide water for the nomadic Masai in order to help them settle where water is available.

OLOYANKALANI PROJECT - KAJIADO: The Oloyankalani community registered a project to work with the Y.M.C.A. to provide some facilities for the community. This will include health services, nutrition, water, nursery school education and women programmes. Here we are working with very enthusiastic Masais who are determined to improve their lot. They have started a massive fund raising within the community for the project funding.

INDANCALASIA COMMUNITY CENTRE: In Kakamega at Indangalasia near Humias, the Y.M.C.A. is working with a community in the Sugar Belt of Western Province. Y.M.C.A. members at Indangalasia are determined to find a home for Y.M.C.A. programmes. One member of this Y.M.C.A. has donated a four acre plot on which a Y.M.C.A. community centre is to be built. The Centre will be used for various programmes and serve a lot of needs in the area.

KOGILO VOCATIONAL TRAINING: In Siava District, a group of Y.M.C.A. members at Kagilo are working to establish a training programme for youth and mothers. Tailoring, Block making, Carpentry and Nursery School education will be the first training programmes for Kagilo. Some funds for this project have been raised by members of the community who work in Nairobi.

JOB-ORIENTATION PROGRAMME: More than 10 youths are going through this programme by the Kisumu Y.M.C.A. to help unemployed youth train in a skill that may be used by trainees to earn a living. Being on an experimental stage, the programme is proving worthy the experiment. Financial support for this programme is needed.

REFUGEE PROGRAMME: In our midst today, there are many refugees from neighboring countries. Helpless they are, but they must live. The Kenya Y.M.C.A. is preparing a programme for those who find themselves in Kenya seeking refuge away from their troubled homeland. The programme objectives are:

- a. To help in the rehabilitation of young refugees who are seeking security in Kenya while waiting for conditions to improve in their country.
- b. To enroll these young refugees in appropriate Vocational Training Institutions in Kenya.
- c. To organise any activity that will enhance their communal spirit and advance their general well being.

In establishing this programme, the Y.M.C.A. will cooperate with the Government institutions and other organizations that work in the refugee field and your support as members of Kenya Y.M.C.A. will be needed in this work.

BUMALA WHOLESAL PROJECT: We are working with 50 Y.M.C.A. members at Bumala in Busia to establish a Y.M.C.A. consumer wholesale cooperative, the project is the initiative of the Busia Y.M.C.A. The cooperative when established, will sell various consumer items and will be registered by the Ministry of Cooperative as a Y.M.C.A. cooperative. We look forward to working with the Bumala people in this new field. The aim of the project is to increase members cash income and provide some financial support for the Busia Y.M.C.A. for other community programmes in Busia.

These and others to come within the following year, will be our main concern for Y.M.C.A. development work in Kenya. Rural work is and will be ostensibly the major concern of our work. This being the case, we will be organising people to find power in combined effort to fight their social and economic inadequacies through project work - so, we begin by educating the people to manage their own efforts and be the back bone of their own development. A process that takes time to achieve than the achievement of the actual

NAIVASHA Y.M.C.A.

The Naivasha Y.M.C.A. consists of three units namely the Camp (Farm), Karagita Y.M.C.A. Nursery School and Kabati Y.M.C.A. Nursery School projects.

NAIVASHA CAMP (FARM): Last year in August 1976 we had two workcamps from Germany. They repaired the roofs of the four guest huts and erected water borehole. Since that time, the Camp has been opened for groups, individuals and family activities.

SQUATTER PROJECT: This project which had been in the riparian land below the Camp had been stopped due to the dispute over this piece of land with our neighbour. Very soon the dispute will end for she has already removed the fence to allow only twelve members to continue growing the vegetables and any seasonal plans for their consumption.

POULTRY: This group has extended its activity by giving a chick for poultry and now we have thirty two chicks in the Camp. These projects succeed that they have been taken as a model for development projects for which funds have been requested from overseas donor agencies.

CAMP'S FARM: The Naivasha Camp have an acreage of about 40 acres and it has a bigger land on the riparian site. It is on this land that the Y.M.C.A. has started a farm project for growing vegetables such as cabbages, cauliflower, tomatoes, beans, maize and fruits such as oranges, tangerines, custard apples and they are all grown by simple irrigation. The purpose of this project is to help improve the nutrition of the children of the Y.M.C.A. nursery school at Karagita and Kabati.

The Y.M.C.A. is also going to keep three cows for milk for the same purpose.

WORKCAMPS: On 17th June 1977 we are going to have the first work camp of five groups which will end on 26th August 1977 and all will be staying in the Camp.

The first work camp will be working in the Camp. Their main work will be to repair the roof, the two main halls, i.e., the Dining and Games Halls, build the staff kitchen and the chimney.

The second and third work camps are expected to work in the Karagita Y.M.C.A. nursery school. Here they will be cementing two classrooms and putting the nursery fence using the barbed wire and bamboo.

The fourth and fifth work camps from 29th July to 26th August 1977 are expected to work at Kabati Y.M.C.A. nursery school. They will be putting up the fence and start building the nursery school using the stones.

KARAGITA Y.M.C.A. NURSERY SCHOOL PROJECT: Karagita Y.M.C.A. nursery school was started only one and a half years ago. The members of the Y.M.C.A. and the parents of these children have so far contributed a

total sum of K.Shs.3,388.75 when the present two classrooms were started to be built in January 1977. The whole work of this nursery school costs K.Shs.5,288.90 which meant that the parents had an overdraft of K.Shs.1,895.15 and this amount so far has been covered by Shs.959.00. The remaining work of cementing and fencing which will be done by the work camp is estimated to cost K.Shs.3,311.20.

The nursery is serving 102 children of whom 55 of them are sponsored by the Y.M.C.A. Last term 77 children paid 4/- per month. This term with effect from 1st June 1977 the Committee sought this payment and decided that the children should pay Shs.6/- monthly. There will be about 25 children to go to Std. I in 1978 and the same number is expected to join the same nursery school.

WATER PROJECT FOR THE NURSERY: We asked the Ministry of Water in Naivasha to estimate how much water would be consumed and they gave us a rough estimate of 350 gallons per day and would cost over Shs.12,000/-. This water is expected to come from the mains in the Fisheries Department just next to Karagita village about 600 meters.

KABATI Y.M.C.A. NURSERY SCHOOL: The Naivasha Township Y.M.C.A. was started only one year ago in collaboration with Mr. Peter Mbatia who is the appointed Chairman of the Naivasha Y.M.C.A. in general and with Mr. Fred Macharia, Y.M.C.A. Secretary in Naivasha. In that short time we got the plot of about one acre where we are expecting in collaboration with the Swedish volunteers together with the members of Y.M.C.A. in Naivasha to build a Day Care Centre in Kabati.

On 6th June 1977 we opened the nursery school in Kabati with about 280 children. We are expecting about forty of these children to go to class I next year.

YOUTH ACTIVITIES: Here the Y.M.C.A. has a youth activity where they involve themselves in Football, Drama, Volleyball and Boxing.

MEMBERSHIP: 1976/77

Camp	93
Karagita	36
Naivasha Town	<u>250</u>
Total	<u>379</u>

FUND RAISING: The Committee in Naivasha Town has planned and tried to invite the Vice President of Kenya, Hon. Daniel Arap Moi to be the Guest of Honor at Kabati Y.M.C.A. Nursery School late July 1977.

STAFF: In Naivasha, for the last five years there have been only two members of staff: Michael Mwiti--Caretaker, and Fredrick Macharia--Camp's Warden, who acted as the Secretary of this branch. In May this year, the National General Secretary of the Kenya Y.M.C.A. added another worker in Naivasha, i.e., Lena Andersson. Lena's work will be in the Nursery schools as mentioned above.

VOLUNTEERS: In Naivasha, there has been much work that we had volunteers. The most remarkable is the work that has been done by the Chairman, Mr. peter Mbatia. He would drive his car many miles for the sake of the Y.M.C.A. in Naivasha and for the nursery schools. Much thanks are given to him. The others are Ngugi Mucheru and Gichuhi Githiga. They have been working as the night watchmen while they have been chasing the wild animals in their shambas. Now they are working in the nursery school project which has been mentioned above. They have also accepted to work with the work camps in June to August 1977.

Chiangmai, Thailand YMCA Village Community Development and
Development Training Project

PROJECT LOCATION: Chiangmai, Thailand
AID GRANT NUMBER: AID-Asia-G-1167
ALLOTMENT NUMBER: 426-64-498-00-69-61
APPROPRIATION NUMBER: 72-11X1026
REPORT DATED: October 10, 1977
PREPARED BY: B. Keith Meyer

This evaluative report covers the period June 1, 1976 - September 30, 1977. Incorporated herewith is the Progress Report dated February 5, 1977, which provides the background information necessary to interpreting the total accomplishment to-date.

The project proposal in format is designed around two components - the training component and the village development component. As such, excerpts from the proposal are identified with amendments of dates only and the corresponding accomplishments during this first sixteen months of the grant period.

EXCERPTS (From page 22, 23 and 24 of the original project proposal, dated July 29, 1975)

Indications or measures of accomplishments in the training component of the project as planned will be:

PROJECT PROPOSAL

Phase I: 12 months, amended dates June 1, 1976 - May 31, 1977.

Item 1: At completion of Phase 1, May 1977, the training center will be fully operative, including filling of staff positions, completion of curricula, translation of essential resource and training materials, collection and organization of essential resource materials, data, etc. for use by staff and trainees, acquisition of all necessary training and support equipment, etc.

ACCOMPLISHMENT-TO-DATE

Phase 1: The development training center headquarters located in the new YMCA building is fully operative.

- (1) 14 full-time professionally qualified staff people are employed in the center and in the model villages.
- (2) All basic curricula is completed.
- (3) Compiling, editing, translating and publication of basic training materials is completed, including:
 - a. Community self-study;
 - b. Group dynamics;
 - c. Group dynamics and human relations;
 - d. Other materials and compositions are in translation or prepared for publication pending government approval.

PHASE II and III: Total 9 months
amended dates, June 1 1977 -
February 28, 1978

ITEM 2: At completion of Phase III, February 28, 1978, the first group of 50 trainees will have completed initial training including theory, observation, and participation in demonstration village development program and are now ready to return to their own village for initiation of development program and continuation of on-the-job training.

- (4) A resource and information bank has been established providing for identification of a wide variety of outside available resources for use in training and applicable to village development issues, such as: consultant personnel; vehicles; equipment; technical materials; cooperating organizations; government ministries; bureaus and agencies; volunteers and other support and logistic services.
- (5) All basic commodities called for in the original proposal have been purchased with the exception of the motor scooter and the slide projector. Excess of actual cost over the original budget figures for commodities has necessitated a delay in the purchase in these two specific items. Several additional commodities have been acquired from other sources not provided for in the project grant budget.

Phase II and III:

34 training groups or seminars have been conducted involving 1,028 individuals.

The scope of the training program and the participants is much broader than originally anticipated in the project proposal due to interest and involvement by other cooperating organizations, government, etc. However, of the original targeted village trainees, nearly 900 local village trainees and provincial coordinators have been trained during this period, as against the original projection of 50. (see addendum: Statistics; Community Development Organizer Training)

Indications of measures of accomplishments in the village development component of the project as planned will be:

PROJECT PROPOSAL

Phase I: 3 months, amended June 1, 1976 - August 31, 1976.

- (1) At the completion of Phase I the Village Community Development Committee will have been established, consisting of 5 - 9 villagers. They will have been selected by the villagers from amongst themselves. Their chairman will be selected later by the Committee, as the natural leadership is identified.
- (2) The Committee and the YMCA development staff will have completed the study of the community to determine the village priority needs from the villagers' point of view.

It can be assumed these will include such concerns as low agricultural production; limited educational opportunities; insufficient low interest investment capital; ineffective government services; oversize families; limited water supply; lack of effective economic and social organizations; limited communications; exploitation by middle men; etc.

- (3) The committee and the YMCA development staff have completed a plan of response and the development staff will have established sufficient rapport with the village leadership committee to give effective guidance for the implementation of the plan.

PHASE II: six months, amended September 1, 1976 - February 28, 1977

At the completion of Phase II one or more simple cooperative projects will have been completed. These projects will have been selected and implemented by the community development committee with the assistance of the YMCA Development

ACCOMPLISHMENT-TO-DATE

Phase I:

- (1) Although the project provided for the selection of two model villages, actually 3 villages have been selected as models in the village development component of the project, specifically to serve as demonstration and field training locations. Item 1 of this Phase has been completed in all 3 villages.
- (2) The Committee and the YMCA development staff have completed studies of the community in all 3 villages and identified priority needs according to village interest.
- (3) Plans adopted in all 3 villages. However, one village has since been identified by the government as possibly subject to relocation due to plans to establish a reservoir which would engulf the village. This has naturally reduced the development potential for the existing village but opens up a far greater opportunity for the YMCA to work with the village in a totally new development plan from the very beginning.

Phase II:

This Phase has been completed in the two villages of Mok-Jam and Wung-Din. Projects completed include tube wells, sanitary facilities, village map and overall plan, making of cement blocks for building construction, etc.

Department. In so doing these projects will have served as a demonstration to the villagers of the benefits available through cooperative efforts. It is anticipated that several small projects will have been undertaken by the Committee and other village groups during this period.

Phase III: 12 months, ammended March 1, 1977 - February 28, 1978:

At the completion of the third phase the full impact of community development work will have been realized with many small projects being carried on by various groups within the community. More extensive projects such as road construction, wells, small dams, schools, and other community facilities will have been undertaken. Technical assistance from sources such as the Faculty of Agriculture, Chiangmai University, Agricultural College and Livestock Station, in Huey Keaw, will have been introduced in this phase.

Phase III:

The village of Mock-Jam is now fully into this phase with many village and small group projects under way. The village of Wung-Din is just entering this phase of the development process.

In addition, a descriptive progress report prepared by the development staff of the Chiangmai YMCA, dated September 20, 1977, is attached herewith as addendum to this evaluative report. In addition, extensive detailed supportive information, along with pictures, maps, survey forms, and staff reports, prepared by the development staff of the Chiangmai YMCA are on file in the World Development office in New York.

Also, attached as addendum, are the cover letter, voucher and financial statement for the period June 1, 1976 - September 30, 1977.

BKM:bm
11/15/77

November 2, 1977

Mr. Wayne McKee
Office of Financial Management
Regional Operations Division
Agency for International Development
Washington, D.C. 20523

Dear Mr. McKee:

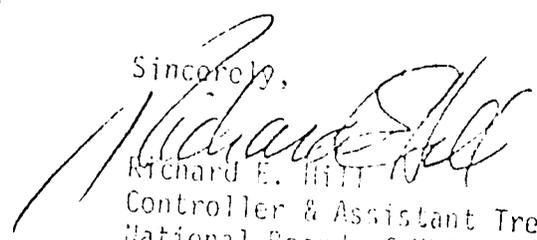
Pursuant to the terms of Grant No. AID/ASIA-G-1167 between A.I.D. and the National Board of YMCAs, I am enclosing the original copy of Standard Form 1034, together with three additional copies, for the period of June 1, 1976-September 30, 1977. This is the third such report under our grant. Attached to Standard Form 1034 please find a Certified Fiscal Report for the same period which details the total estimated expenditures for the period in the amount of \$25,777.22.

According to the most recent report which we received from Thailand, the project is progressing very well and their rural development program has expanded in all areas. Presently they are involved in training 1,028 community development workers and organizers from various fields of social economic levels. Consequently, since the project is now fully operational, the funds are steadily being drawn upon. For this reason we are requesting an additional advance of \$20,457 for the period of October 1-December 31, 1977. This advance request is contained on the enclosed copy of Standard Form 1034 (above-mentioned) and the above-mentioned Certified Fiscal Report supporting this advance request is also enclosed.

On the enclosed Certified Fiscal Report you will note that the "Total Budget" is now \$142,678 vs. the "Total Budget" of \$77,000 which appeared on our report of March 18, 1977. The reason for this increase is that we have received an amendment to the original Grant extending the Grant from April 15, 1978 to May 31, 1979 and increasing A.I.D.'s portion to \$142,678. Accordingly, this amendment has been incorporated into the budget line items on the enclosed Certified Fiscal Report.

Since Thailand has reported to us that it is their estimation that they will need additional operational funds by early December, and since the processing of the enclosed advance request and the transmittal of such advance to Thailand will take several weeks, we would appreciate your assistance in obtaining this advance as soon as possible.

Sincerely,



Richard E. Hill
Controller & Assistant Treasurer
National Board of YMCAs

REH:dd
Encs.

- cc: Joel Cohen
- Russell Cohn
- Keith Meyer
- John O'Melia
- Richard Ortmeier
- Agnes Pall

INTERNATIONAL BOARD OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS
YMCA

William F. Schneider, Chairman
Robert W. Harlan, Ph.D., Executive Director

Richard L. Abbott, Laurence D. Bohling, Yolanda M. Deen, Gene Matthews, Jr., Vice-Chairpersons
William H. Sword, Treasurer, Theodore D. Wilson, Recording Secretary

SERVICES OTHER THAN PERSONAL

U.S. DEPARTMENT, BUREAU, OR ESTABLISHMENT AND LOCATION Department of State Agency for International Development Washington, D.C. 20523	DATE VOUCHER PREPARED November 2, 1977	SCHEDULE NO.
	CENTRAL NUMBER AND DATE Grant AID/ASIA-G-1167	PAID BY
	REQUISITION NUMBER AND DATE	

PAYEE'S NAME AND ADDRESS The National Board of YMCAs 291 Broadway - Room 1302 New York, New York 10007 Attn: Mrs. Agnes Pall - Room 1302 Associate Director - World Development	DATE INVOICE RECEIVED
	DISCOUNT TERMS
	PAYEE'S ACCOUNT NUMBER
	GOVERNMENT BILL NUMBER

SHIPPED FROM _____ TO _____ WEIGHT _____

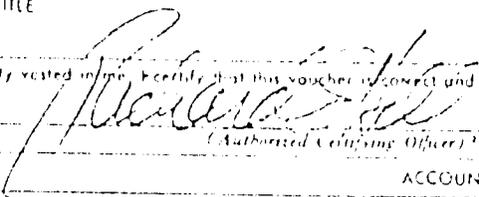
NUMBER AND DATE OF ORDER	DATE OF DELIVERY OR SERVICE	ARTICLES OR SERVICES <i>(Enter description, item number of contract or Federal supply schedule, and other information deemed necessary)</i>	QUAN- TITY	UNIT PRICE		AMOUNT
				COST	PER	
REPORTING		Expenditure for services 6/1/76-9/30/77 Less amounts on previous reports				\$ 35,554.83
		6/1/76-1/31/77				9,777.51
		Expenditure for services 2/1/77-9/30/77				\$ 25,777.22
		Cash Received To Date Cash On Hand Estimated Expenditures 10/1-12/31/77				\$ 44,565.00 9,010.17 \$ 29,467.17
ADVANCE REQUEST		Additional advance requested for projected expenditures 10/1-12/31/77				\$ 20,467.00
TOTAL						\$ 20,467.00

Payee must NOT use the space below

PAYMENT: COMPLETE	APPROVED FOR	EXCHANGE RATE	DIFFERENCES
PARTIAL	BY	= \$1.00	
FINAL	TITLE		
PROGRESS			
ADVANCE			

Amount verified, correct for
(Signature or initials)

Payee to authority vested in me, hereby certifies that this voucher is correct and proper for payment.

11/2/77 (Date)  (Authorized Certifying Officer) Richard E. Hill (Title) Controller & Assistant Treasurer

ACCOUNTING CLASSIFICATION

PAID BY	CHECK NUMBER	ON TREASURER OF THE UNITED STATES	CHECK NUMBER	ON (Name of bank)
	CASH	DATE	PAYEE'S	

Attest: I am a foreign citizen, insert name of currency.

If the authority to certify and authority to approve are combined in one person, one signature only is necessary, other wise the approving officer will sign in the space provided, over his official title.

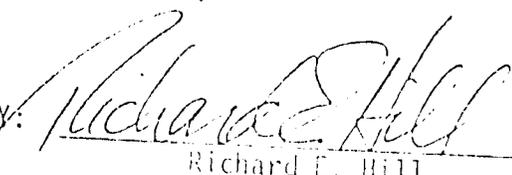
When a person is employed in the name of a company or corporation, the name of the person writing the company check, the name of the company, as well as the capacity in which he signs, must appear. For example: John Doe Company, per John Doe, Treasurer, as the case may be.

Amount of Grant	\$ 142,678.00
Expended this Period (February 1-September 30, 1977)	25,777.22
Expended to date (by line item) (June 1, 1976-September 30, 1977)	35,554.83

	<u>Total Budget</u>	<u>Expended To Date</u>	<u>Expended This Period</u>
- Training Center Personnel	\$ 71,470.00	\$ 15,023.86	\$ 12,622.60
- Commodities	29,260.00	13,060.87	7,971.62
- Transportation (In-Country)	14,770.00	3,248.52	2,571.71
- General Support	13,150.00	1,968.58	1,558.39
- Project Monitoring & Evaluation (audit)	4,200.00	---	---
- Administration	<u>9,828.00</u>	<u>2,253.00</u>	<u>1,053.00</u>
T O T A L	\$142,678.00	\$ 35,554.83	\$ 25,777.22

Advances outstanding to subgrantees (if any)	\$ 9,010.17
Anticipated expenditures next month (dates) (October 1-December 31, 1977)	\$ 29,467.17
Cash received to date	\$ 44,565.00
Cash required next month (October 1-December 31, 1977)	\$ 20,457.00

The undersigned hereby certifies: (1) that the above represents the best estimates of funds needed for expenditures to be incurred over the period described, (2) that appropriate refund or credit to the grant will be made in the event funds are not expended, (3) that appropriate refund will be made in the event of disallowance in accordance with the terms of this grant and (4) that any interest accrued on the funds made available herein will be refunded to AID.

BY: 
 Richard E. Hill
 TITLE: Controller & Assistant Treasurer
 National Board of YMCAs
 DATE: November 2, 1977

PROGRESS REPORT

Chiangmai, Thailand YMCA Village Community Development & Development Training Project.

Date : 5th February, 1977

This report covers the period immediately preceding the start of the grant period 1st June, 1976 and for the first eight months of the grant through 31st January, 1977.

Background

Fundamental to this first report is a brief acknowledgement of the conditions, events and time lapse which provide the background for the startup of the project and the first eight months of the grant period. This project was initially conceived and drafted in its present format in early 1975. The date of submission of the final project proposal to AID Thailand was 29th July, 1975. The grant agreement was signed 25th June, 1976 with the funding period beginning 1st June, 1976 and funds actually transferred to Chiangmai, 17th August, 1976.

During this 2-year period, there were 3 changes of government, the ending of the Indo-China war resulting in a radical political realignment of South-East Asia, the subsequent influx of Indo-China Refugees into Thailand and particularly the Laos into Northern Thailand, and the intensification of National and International drug subpression programs in Northern Thailand. Inasmuch as this development project is focused on identifying and training village organizers or change agents in the rural areas of Northern Thailand, the afore mentioned sequence of events causes the project activities to have National socio-political significance. As such, the YMCA of Chiangmai finds it's committed task to have socio-political implications far greater than originally anticipated. In turn, the unfortunate immediate past history of the U.S. government in South East Asia and more specifically, the clandestine use of US/AID funds, provides the grounds for much apprehension and concern on the part of the Chiangmai YMCA leadership, lest the intent of this grant be misconstrued by radical elements, both right and left.

Irrespective of the above, the Chiangmai YMCA leadership sees the objectives and scope of this development project of even greater importance now than when first conceived and are committed to not only implementing the complete project but expanding it with all available resources.

The delays in funding and the various political upheavals have altered the schedule and implementing dates as originally called for in the project proposal. Nonetheless, other Chiangmai YMCA rural development projects have proceeded in parrallel and thus the total

development thrust of the Chiangmai YMCA as of this date, in many ways is far more extensive than was originally perceived in this project.

Phase I Implementation

As called for in the project the Phase I 12-month period ending August 1976 is, for all practical purposes implemented with the exception of delays in filling some staff positions, purchasing of certain equipment and printing of certain translated materials. The delay in funding, government restriction and other elements beyond the control of the YMCA account for this.

Specifically, the new YMCA Building in Chiangmai has been completed, incorporating the training centre and development administration operations. Key staff have been employed, training materials developed and/or translated, resource materials compiled and initial equipment purchased. All YMCA staff whether assigned to Development work or not, have been trained both in theory and practice of development programming. Development activities are currently being carried on in 12 villages of Northern Thailand.

One of the 2 model village areas has been selected as the villages of Mok Jan and Wang Din in the extreme Northern area near the Burmese border (see Adendum B). Work is also being carried out in a number of other villages but the second model village area to be selected has been withheld pending clarification of application of certain grant funds in the implementation of the model village projects.

The training program concept as originally conceived has been expanded considerably in response to other Non-Government Organizations and the Royal Thai Government. The YMCA actually initiated development training programs 2 months prior to the official grant date. Since that time 9 specific training seminars have been held involving 220 participants for a total of 1,026 training days.

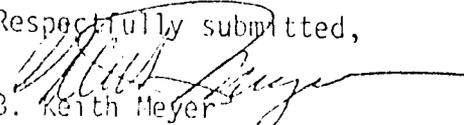
A progressive training schedule has been followed starting first with YMCA staff. Other Non-Government Organization leaders and staff then rural leaders and the most recent group of potential village organizers. The request for development training by other Non-Government Organizations and community leaders has initiated a multiplying effect that was not originally anticipated in the design of the immediate project. This represents a major contribution and benefit beyond the scope of the project as initially proposed.

Adendums to this report include some of the materials, forms, list of the training events and other descriptive materials, indicative of the progress of the program at this point.

Finance

Attached herewith as adendum A, is the financial statement of the project grant expenditure to-date.

Respectfully submitted,


B. Keith Meyer

STATISTICS: COMMUNITY DEVELOPMENT ORGANIZER TRAINING

	NAME OF THE PROJECT	DATE	DAYS/NIGHTS	NUMBER OF PARTICIPANT	REMARK
1	Community Development Staff Training (I)	April 23-25, 76	3 days	9	
2	Community Development Staff Training (II)	May 9-11, 76	3 days	12	
3	Seminar: Non-government organizations in Chiangmai	May 25-29, 76	5 days	25	
4	Training: The staffs of the Volunteer Centre, Cuso and Harry Durance	July 12-13, 76	2 days	12	
5	Training: students leaders	July 24, 25, 31 August 1, 7, 8, 14	7 days	61	
6	Seminar: Non-government organizations in Chiangmai	August 11-14	4 days	20	
7	Seminar: The plan for rural Development in Asia	Nov. 23-Dec. 2	10 days	41	organize by Y.M.C.A of Chiangmai Sponsor by Asia Area Y.M.C.A committee
8	Training: Christian Leader in Co-ordinating	Nov. 27	1 day	20	
9	Training: Leader and Youth organizer in 5 northern provinces	Dec. 17-23	7 days	39	
10	Training: Youth villagers Sob-kaw, Fang	Jan. 28-30	3 days	28	
11	Training: Youth villagers Hua-sua, Hang-dong	Feb. 8, 10, 11	3 nights	30	
12	Training: Youth villagers Sri-Suaban, Lampon	Feb. 17-20	4	50	
13	Training: Communication Technique and group dynamics; Girl Guide Association	Wednesdays March 2-May 18	13 1/2 hours	32	
14	Training: Youth villagers Wung-Din, Kaw-Aye	Mar. 7, 9, 10	3 nights	30	
15	Training: Youth villagers Sun-sai, Lampon	Mar. 16-18	2 nights	30	
16	Training: Youth villagers Ban-klang, San-patong	Mar. 29-31	4 nights	25	

No.	NAME OF THE PROJECT	DATE	DAYS/NIGHTS	NUMBER OF PARTICIPANT	REMARK
17	Training: Youth villagers Koon-Yuan, Mae-Mongson	Mar. 25-27 April 1	3 nights 1 day	50	
18	Training: Youth villagers Ban-gard, San-Patong	April 3-6	4 nights	27	
19	Group Coordinating and Civil Servant	April 8-10	3 days	12	
20	Training: Adding skills to the staffs	April 16	1 day	11	
21	Training: skill, Mechanist, carpenters, electricians	April	2 months	4	
22	Training: Accounting for Cooperative Store Muang-Ugan cooperative	April 21-22	2 days	3	
23	Training: Young villagers Sri Bua-ban Lampon II	April 25-26	2 nights	19	
24	Seminar: Y.C.A. staffs, to increase the working efficiency	April 27-29	2 day and night	14	
25	Training: Leaders of Agricultural Youth group and housewives, Amper Mo	May 2-4	1 day 1 night	60	
26	Training: Rural Coordinators (follow the Training 10,12,15, 17,18 and 23)	May 8-14	7 days	23	
27	Training: C.D. workers and Organizors (Provincial-level) in Lampang province	June 7-11	5 days	46	
28	Training: Rural Coordinators	June 18-19	2 days	21	
29	Training: C.D. workers and Organizors (Provincial Level) in Maehongson province	June 26-30	5 days	54	
30	Training: Student representatives (1 session)	Jul 2,3,9,10	4 nights	33	
31	Training: C.D. Workers & Organizors in Nan province	Jul 17-21	5 days	46	
32	Training: C.D. Workers & Organizors in Prae province	Jul 24-28	5 days	44	

From Phase II, accumulated statistics: Community Development Organizer Training

No.	NAME OF THE PROJECT	DATE	DAYS/NIGHTS	NUMBER OF PARTICIPANT	REMARK
27	Training: C.D. workers and organizers (Provincial-level) in Lampang province	June 7-11	5 days	46	
28	Training: Rural Coordinators	June 18-19	2 days	21	
29	Training: C.D. workers and organizers (Provincial-level) in Maehongson province	Jul. 26-30	5 days	54	
30	Training: Student representatives (1 session)	Jul. 2, 3, 9, 10	4 nights	33	
31	Training: C.D. Workers & Organizers in Nan province	Jul. 17-21	5 days	46	
32	Training: C.D. Workers & Organizers in Prae province	Jul. 24-28	5 days	44	
33	Training: C.D. Workers & Organizers in Chiangrai province	Aug. 17-21	5 days	56	
34	Training: C.D. Workers & Organizers in Lamphoon province	Sept 23-27	5 days	46	From No. 1-34 we have trained 1028 people.

Progress Report

Chiangmai, Thailand YMCA Village Community Development and Development Training Project

Date September 30, 1977

This report covers the period from May 30, 1977 to September 30, 1977

Phase III

Our work has been progressing and we are involved in training 1028 Community Development workers and organizers from various fields of social economic levels. These workers and organizers come from seven Northern provinces namely Prae, Nan, Lumpoon, Lampang, Chiangrai, Mae-Hongsorn and Chiangmai.

We have been called to Bangkok twice this year to report directly to the Director General of the Community Development Division of the Ministry of Interior on our development activities. At present the Ministry considers our programme effective enough to be worthy of their full support. He has send out instructions to the seven Governors in the north to give full cooperation to the YMCA of Chiangmai. We are very happy with this result.

At present we are organizing a regional workshop for trainees selected from the seven Northern Provinces. Concluding this seminar it is hoped that a number of these trainees will become "development agents" for the YMCA in their respective home areas. These "agents" will be responsible for maintaining contact between us and other development workers who have received training from us and others working in the development field. These "agents" will further be used as channels for assistance and advice to communities at the "grass roots" level. The idea is to create a nucleus of well trained people who in their turn can train others, thus creating a "chain reaction" effect that transfers maximum knowledge with minimum drain on our limited resources.

The work we have done thus far has impressed local officials (see enclosed) and more importantly the feedback we receive from trainees (see enclosed letter from trainee) indicates that what we have to offer them is useful for them.

The Provincial Community Development offices have agreed to help us follow up on trainees that have been through the Y programme. Presently these trainees are seeking basic technical skills in such areas as crop production and local cottage industries. They are also seeking knowledge in how best to utilize local, regional, and national resources that can provide support and assistance for the work they are doing. Group work and an awareness of appropriate technology supplement and add depth to the abovementioned skills.

At present we find we are working with youth and young adults whose age falls in a range between 15-35 years old. Defining conceptions such as "youth", "adult" or "young adult" is very difficult as in some areas we have people 16-17 years old who are married and have children. We find it a bit difficult to work with people who are beyond 35 years old because at that age their concepts have rather hardened and getting them to think about change for themselves is hard enough without thinking about having them trying to create a process of change in others.

Generally the problem in the rural area is one of education but not education in the formal sense. Formal education in Thailand is supposedly compulsory up to Grade 4. In actual fact this can be said to be only partially true in cities and towns. More often than not when we are dealing with the rural, landless poor we are dealing with people who do not have the rudiments of even basic reading and writing. Thus, when we talk about relevant education and training for these people, we are not talking about a classroom situation in which people sit in nice straight rows, listen to lectures and take notes. We are talking about education that must, of necessity, be absorbed through oral communication and through concrete three-dimensional here and now demonstration. Also given the time and social dynamics of the village environment this education must be transferred in an almost "casual" manner e.g., the most effective way to "teach" farmers about fertilizers is to send an agronomist out in the field one afternoon to have a chat with the people who are working there, in the most easy and relaxed manner. This process of relevant education for the rural areas naturally has its limitations in the perceptions of those it is trying to "educate" and in the amount of "education" that can be absorbed in a given time. We cannot expect fast results nor can we "accelerate" education for development if we wish it to be truly meaningful. In other words we are looking at a very long range process.

Village Development Work

(1) Ban Chang Village, Mae Taeng, Chiangmai - Rumor has it that the irrigation department is going to build a dam in the area. This dam will supposedly put the village under water. The villagers at present are in a quandary as to whether to continue with their development plans or to simply wait and do nothing until their worse fears are confirmed. We are presently trying to find out from the irrigation department if, when, and where this dam is likely to be built. If indeed the rumor proves true we will make every effort to help the villagers organize to move and later to build on a new (and dry) site. Building a new town will be a real challenge for the villagers and it will also be a real challenge for us to introduce the concept of town planning to them. This would be giving this people a real tool for rebuilding their lives.

(ii) Mokjam - Wangdin. - Work here at the present time has stopped because of heavy rains and flooding during this season. Villagers concern, until the end of this season, will be day to day survival. Food will have to be taken from the jungle in the form of bamboo shoots, other jungle vegetation, and small game. It is expected that development work will start in earnest again during the cold season.

Staff

Our ultimate aim is of course to eventually recruit our trainees and development staff directly from the village. Farmers, monks and craftsman etc. who have grown up and live in rural areas can communicate much more directly and effectively in the village environment than any "expert" or other over educated workers who have never had a chance to cope with the rural environment.

Progress Report and Planned Expansion:

Self-Employment Promotion in Rural Areas (SEPPRA)

Pilot Development Project, Mirigama, Sri Lanka

I. Introduction

The Agency for International Development granted \$9,000 for the period 8/1/74 through 7/31/76 to the National Council of YMCAs of Sri Lanka to establish a mixed farming pilot project for 50 selected unemployed rural youth from below-subsistence level families in the area of Haritigama Karale, Mirigama Electorate, Sri Lanka. These funds were secured and channeled through the efforts of the newly established World Development Unit, International Division, National Board of YMCAs of the U.S.A. The U.S. YMCA transferred these funds to the world body, (the World Alliance of YMCAs) of which the U.S. YMCA is one of 86 national member movements.

Worthy of note, is that such a conduit of funds represents a new strategy to minimize direct bilateral development assistance in favor of emphasizing multi-national assistance and funding of development projects in LDCs. The World Alliance prior to the receipt of the AID Grant proceeded to loan the Sri Lanka YMCA \$17,000 in order for the Project to begin. The \$9,000 AID grant was in partial payment of that loan. It was transmitted to the World Alliance on May 28, 1975. The World Alliance of YMCAs was also instrumental in securing a landrover donated by OXFAM. World Neighbors is scheduled to contribute \$300. In order to begin the Project in October 1973, the Sri Lanka YMCA negotiated a loan with Peoples Bank for \$2,500. Most significant is the true self-help quality of the project in the self-earning power of the participants

which includes the repayment of loan obligations as well as contribution toward the future expansion of the program.

Because of the success of Stage I of SEPRA, the National Council of YMCAs of Sri Lanka is seeking \$69,797 additional funds to expand its efforts for 1975 through 1978. The review and recommendation for expansion comes under the responsibility of its development committee (names and professional responsibilities attached). The U.S. YMCA has been requested to seek these additional funds from AID by the Sri Lanka YMCA.

It is recognized that a request for expansion is unusual before the completion of the original grant period. However, it is noted that this pilot experimental project actually began in October 1973 and will have completed two full years of operation this coming October 1975. The delay in securing and transmitting the AID grant was perhaps unavoidable in light of the need to work out the initial procedures. The inevitable funding delays, however, should not detract from the determination and aggressiveness with which the Sri Lanka YMCA proceeded to initiate this project. Such determination and aggressiveness highlights the self-help quality of the scheme. The Sri Lanka YMCA began this project under extremely difficult financial circumstances. SEPRA's ability not only to survive but to begin to plan for expansion over this period of time is a clear indication of the project's viability. The World Development Unit, International Division, U.S. YMCA, therefore recommends without reservation, consideration of SEPRA for additional funding for the above and following reasons:

1. instead of the projected 25 students, 30 have actually been enrolled and are currently successfully productive.
2. expansion would allow for an additional 20 participants bringing the total to 50 youth per year (twice the original projection).
3. strong support for the project has been received not only from the relevant ministries of the Government of Sri Lanka but from the AID Mission and the U.S. Embassy.
4. an additional acre of land per youth, 100 head of poultry, and dairy farming would be made possible with this expansion.
5. a training program to initiate a Cooperative Society among the 50 youth for the marketing and distribution of produce and the purchase of fertilizer, poultry food and other essential requirements would be made possible.
6. agro-industries centered around the primary products produced by the youths would be possible and greatly expand the youth's earning power.
7. an active development committee related to the project has been formed and is functioning since 1973.
8. the thorough planning and documentation of project activities is a demonstration of the good management and administration of the project.

These reasons along with the enclosed report demonstrate that the project has accomplished the objectives and surpassed expectations (under difficult circumstances) projected in the Pilot Development Project. The following is a transmittal of the report of progress to date and proposal for expansion from the Sri Lanka YMCA.

II. Progress Report (Stage 1)

Thirty youths have been actively involved in their own development since early 1973. They have made satisfactory progress.

In February 1973, 30 youths were enrolled after inspection of the plots of land available to them regarding suitability for inter-cropping and interview of participants to assess their suitability for enrollment. Each youth was required to enter into two legal agreements: 1) The first was a notarial agreement between the participants and the land owner (even if he was a parent or near relation) permitting the youth uninterrupted access to the plot of land and to enjoy the fruits of his labors for at least 5 years. 2) The second agreement was between each youth and the National Council of YMCAs, pledging to develop his economic interests diligently and systematically with the expertise and guidance provided by the 'Y' and to meet his loan obligations without default.

Due to delays in obtaining the promised aid through the World Alliance, we had to negotiate credit with the Peoples Bank, after prolonged negotiations, we obtained a loan of Rs.25,000/=at an interest rate of 10 percent per annum. This enabled us to involve the youths in their own development from October, 1973. We also had to stagger their involvement over 4 - 6 months due to shortage of funds. This staggered involvement of the youths resulted in their respective cultivations coming into production at different stages. Secondly we also decided to reduce the enrollment of youths from 50 to 30, also due to financial resources.

Thirdly, in the first half of 1973, the poultry industry in Sri Lanka was facing many hardships with feedstuffs being in short-supply and whatever

feedstuffs were available being of poor quality. The development of the poultry industry, which was planned to commence along with the horticultural developments, was therefore postponed until conditions became more favorable. It was only in August 1974 that poultry was introduced with 1000 month old pullets being distributed among 11 of the participants. These 11 participants had erected poultry houses with their own efforts. Since the cost of building materials such as corrugated roofing sheets, wire mesh etc., have risen by over 300 percent since the Stage I project was prepared, we decided to introduce poultry provided the youths were able to erect the poultry sheds with their own efforts with the minimum of credit facilities. This decision was made in order to keep the loan obligations by each youth at the lowest minimum and to enable the youths to enjoy a better net income in the shortest possible time from this activity. At the time of writing, a further 5 youths are actively engaged in the erection of poultry sheds.

The total number of youths presently actively involved within the project planned is 30. By 1974, we received a loan of U.S.\$ 17,000/= through the intervention of the World Alliance. In June, 1974, the prospect of receiving further aid became brighter.

In the collection and marketing of the produce and the disposal of the proceeds of sale we have adopted the following procedures:

Firstly, our Project Overseer, collects the produce of each participant. This is weighed and recorded in the presence of each youth. All the produce is transported to Mirigama where it is sold in bulk to the Government Marketing Department. This is done weekly or more frequently, as the need arises. The

gross proceeds, less transport costs are divided proportionately accordingly to each youth's production. The net amount realized on each youth's production is distributed as follows:

50 percent of the proceeds is handed over to the youth immediately after the sale and a receipt for same is obtained. 25 percent of the proceeds is deposited to the credit of each youth as savings. For this purpose a Savings Account has been opened in favor of each youth by the National Council, at the Peoples Bank, Duke St., Colombo. These savings are intended for investment in Stages II and III. The balance 25 percent of the proceeds is set off against each youth's loan obligations.

The statement of the financial position of each of 30 youths who are already involved in this project follows. It will be observed that those who were the first to cultivate passion fruit are already enjoying a net income of around Rs.300/= p.m. which is even higher than what we had estimated in the project report. When the poultry comes into lay in another 2 - 3 months, the 11 youths engaged in this activity will enjoy a further net income of around Rs.100/= p.m. thereby raising the total net income to around Rs.400/= p.m.

PARTICIPANT PROGRESS REPORT

STAGE I (1/6/1975)

PARTICIPANT NAMES	CROP	EXTENT	POULTRY	(CULTIVATION)	(POULTRY)	TOTAL CREDIT UP TO 1/10/74	FURTHER CREDIT UP TO 1/6/75	TOTAL INCOME UP TO 1/10/74	ESTIMATED TOTAL INCOME UP TO 1/6/75	AMOUNT SET OFF AGAINST LOAN UP TO 1/10/74	ESTIMATED SAVINGS & LOAN REPAY- MENT UP TO 1/6/75	ESTIMATED CREDIT OUTSTAND- ING ON 1/6/75
				CREDIT GIVEN UP TO 1/10/74	CREDIT UP TO 1/10/74							
1. Ramanayake	Ban	1½	100	1,468.10	984.65	2,452.75	1,000.00	-	1,970.00	-	985.00	2,467.75
2. Somasiri	Pass	1½	100	3,497.40	982.40	4,389.80	1,000.00	1,151.15	1,970.00	268.75	1,472.50	3,917.30
3. Perera	Pass	1	100	3,153.49	972.40	4,125.89	1,000.00	463.75	1,570.00	130.00	1,945.00	4,080.89
4. Pathiratne	Pine	1	100	1,842.28	982.40	2,824.68	1,000.00	-	2,570.00	-	1,275.00	2,549.68
5. Dissanayake	Pine	½	-	1,254.25	-	1,254.25	-	-	2,000.00	-	1,000.00	254.25
6. Kurunaratne	Ban	1½	-	2,175.90	-	2,175.90	-	219.75	1,600.00	52.69	905.38	1,270.52
7. Ranjith Premadasa	Pass	1½	50	2,999.50	557.38	3,556.88	500.00	423.68	1,185.00	107.00	906.86	2,750.02
8. Gnanapala	Pass	½	-	600.87	-	600.87	-	284.07	600.00	71.02	442.04	158.83
9. Sunil	Pass	¾	100	1,612.05	980.40	2,592.45	1,000.00	21.70	1,170.00	5.43	595.86	2,995.59
10. Siriwardene	Pass	1	-	1,459.71	-	1,459.71	-	644.05	1,000.00	155.85	811.70	643.01
11. Siripala	Ban	¾	50	939.06	510.00	1,449.06	500.00	-	1,085.00	-	522.50	1,426.56
12. Ratnapala	Pass	¾	-	1,305.61	-	1,305.61	-	691.66	1,000.00	150.36	800.72	504.39
13. Wigeratne	Ban	1	-	1,071.57	-	1,071.57	-	-	1,200.00	-	600.00	471.57
14. Sirisena	Ban	1½	50	2,186.54	580.63	2,767.17	500.00	100.00	1,885.00	25.00	992.00	2,275.17
15. Gunawardana	Pass	1	100	1,783.06	976.40	2,759.46	1,000.00	676.36	1,670.00	169.22	1,173.44	2,586.02

PARTICIPANT PROGRESS REPORT (Cont'd.)

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PARTICIPANT NAMES	CROP	EXTENT	POULTRY	(CULTIVATION)	(POULTRY)	TOTAL CREDIT UP TO 1/10/74	FURTHER CREDIT UP TO 1/6/75	TOTAL INCOME UP TO 1/10/74	ESTIMATED TOTAL INCOME UP TO 1/6/75	AMOUNT SET OFF AGAINST LOAN UP TO 1/10/74	ESTIMATED	ESTIMATED
				CREDIT GIVEN UP TO 1/10/74	CREDIT UP TO 1/10/74						SAVINGS & LOAN REPAY- MENT UP TO 1/6/75	CREDIT OUTSTAND- ING ON 1/6/75
16. Premaratne	Pass	3/4	100	723.49	976.40	1,699.89	1,000.00	144.81	1,770.00	36.20	956.40	1,743.49
17. Abeygunawardene	Pass	1	-	2,380.70	-	2,380.70	-	92.74	800.00	45.36	492.72	1,837.98
18. Weerasinghe	Pass	1½	100	1,553.57	972.40	2,525.97	1,000.00	1,149.37	1,570.00	283.66	1,347.32	2,178.65
19. Panditharatne	Pine	1	-	1,619.60	-	1,619.60	-	-	2,000.00	-	1,000.00	619.60
20. Wickremanayake	Pine	1	-	1,722.40	-	1,722.40	-	-	-	-	-	1,722.40
21. Tennakoon	Pine	2	-	693.00	-	693.00	-	-	-	-	-	693.00
22. Wijeratne	Pass	1	-	-	-	-	2,950.00	-	-	-	-	2,950.00
23. Chandrasoma	Pass	1	-	-	-	-	2,950.00	-	-	-	-	2,950.00
24. Themis	Ban	1	-	1,623.55	-	1,623.55	-	240.00	1,600.00	60.00	920.00	703.55
25. Dhanasekera	Pine	1	-	1,425.27	-	1,425.27	-	-	2,000.00	-	1,000.00	425.27
26. Gunatilleke	Pass	1	-	1,619.15	-	1,619.15	2,950.00	-	300.00	200.00	750.00	3,819.15
27. Dayananda	Ban	1	-	474.40	-	474.40	-	-	1,000.00	-	500.00	(25.60)
28. Gunadasa	Pine	1	-	1,896.66	-	1,896.66	-	-	2,000.00	-	1,000.00	896.60
29. Wijesinghe	Pass	1	-	-	-	-	2,950.00	-	-	-	-	2,950.00
30. Gunaratne	Pass	1	-	-	-	-	2,950.00	-	-	-	-	2,950.00
TOTAL		31½	950	42,991.18	9,475.46	52,466.64	24,250.00	6,204.60	35,415.00	1,761.54	21,394.44	50,358.49

PILOT DEVELOPMENT PROJECT, MIRIGAMA - THIRD QUARTERLY REPORT
JULY TO SEPTEMBER 1974

All the thirty participants are actively engaged in the cultivation work. The climate and most other things being favorable except the rising costs, the project has been able to make steady progress. Income of those growing passion fruit continues to increase. In addition, a few growing banana are also getting an income. Applications have been called up to increase the number of present participants to fifty.

New Vehicle from OXFAM A new Land Rover jeep arrived on 8th August, as a part of OXFAM's contribution to the Self-Employment Project at Mirigama.. OXFAM's Far-East Representative Mr. Bernard Llewellyn, visited Sri Lanka and the Project at Mirigama and was present at an official luncheon meeting of the Executive Committee of the National Council and SEPRA Committee, at which the new vehicle was formally handed over to the YMCA.

Poultry Several participants have started erecting poultry houses with their self-effort to start poultry farming. Eleven of them were given 1000 one month old pullets in August. The cost of pullets and feed up to point of lay will form part of the credit which they will pay back with the income from eggs. Poultry farming will contribute towards increasing their monthly income from January next year and help to keep the loan component low. The litter from poultry will form a valuable base for compost manure for their horticultural activities, thereby reducing the costs of chemical fertilizer.

Co-op Society of Farmers The participants are being prepared to form themselves into co-op society for collection and marketing and distribution of

produce in the first instance. Three Sessions on "Human Relations", "Group Behavior", "Leadership Training" and "Co-op effort" have already been conducted by Mr. Wimal Wijesinghe. The Hon. Madam Prime Minister Mrs. Srimavo Bandaranayake has been invited for the official inauguration of the co-op society which we hope will take place early next year.

Stage II Detailed information from the individual participants on their choice of crop for Stage II which is to develop a further acre of horticultural crops together with poultry or dairy has been collected.

A schedule of the financial position of each participant is annexed.

UTILIZATION OF FUNDS

Receipts from World Alliance of YMCAs 170,000.00

Less Expenses:

Project Loans to participants	52,210.25	
Poultry Cage Material	5,934.50	
Equipment	5,061.44	
Jeep Insurance	1,538.08	
Garage and Stores construction	1,566.93	
	<hr/>	66,311.20

Recurrent Expenditure:

Salaries	11,268.71	
E. P. F.	337.50	
House and Ground Rent	500.00	
Postage	1,519.74	
Printing & Stationery	4,197.33	
Travelling & Transport	953.62	
	<hr/>	18,776.90

Advertising and Publicity	292.85	
Inauguration and Reception to Guests	3,467.50	
Bank Charges	437.83	
Bank Interest	1,143.83	
National Council Administration Charges	17,524.17	
	<hr/>	22,866.18

107,954.28

62,045.72

Loan Recoveries from Participants 1,557.09

Savings of Participants 1,557.08

3,114.17

U.S. \$300 Received from World Neighbors has not been included in the accounts as it has not been realized in the Bank as at 30th September, 1974.

CROP - PASSION FRUIT -- SALES RETURNS - 1st, 2nd and 3rd QUARTER 1974

<u>Participant Name</u>	<u>Quantity Lbs.</u>	<u>Total</u>	<u>Transport Cost</u>	<u>Share to the Participant</u>	<u>Loans Outstanding</u>	<u>Savings to Date</u>	<u>Loan Installment Paid to Date</u>
1. H. Weerasinghe	3,392 ½	1,148.37	14.75	567.31	1,247.99	283.15	283.16
2. R. Premadasa	1,229	429.70	1.00	214.35	2,891.59	107.17	107.18
3. K.P.R. Somasiri	3,373	1,141.63	76.65	537.50	3,130.13	263.75	263.73
4. L. Siniwardene	2,064	644.06	20.65	311.71	1,285.44	155.85	155.85
5. Abeyagunawardena	374 ½	92.74	-	-	2,324.35	46.38	46.36
6. H.A. Goonawardene	1,987 ½	677.46	-	338.83	1,603.72	169.31	169.32
7. D.A.N.L. Perera	1,615	569.17	46.50	261.06	3,022.70	130.81	130.80
8. R.L. Ratnapala	1,753 ½	601.44	-	300.72	1,155.26	150.36	150.36
9. A. Gnapala	824 ½	284.06	-	142.03	529.80	71.01	71.02
10. I.R. Premaratne	418 ½	144.78	-	72.39	687.30	36.19	36.20
11. Sunil Padmasiri	62	21.70	-	10.85	1,606.61	5.42	5.43
TOTAL	20,095	5,755.11	159.55	2,756.75	1,948.89	1,419.40	1,419.41

CROP - BANANA -- SALES RETURNS - 1st, 2nd and 3rd QUARTERS 1974

<u>Participant Name</u>	<u>Quantity Lbs.</u>	<u>Total</u>	<u>Transport Cost</u>	<u>Share to the Participant</u>	<u>Loans Outstanding</u>	<u>Savings to Date</u>	<u>Loan Installment Paid to Date</u>
1. K.P. Karunaratne	15	129.50		105.37	2,123.22	52.68	52.68
	125 (Plants)	81.25					
2. D.P. Themis	56	240.00		120.00	1,563.55	60.00	60.00
3. R.P. Sirisena	20	100.00		50.00	2,161.54	25.00	25.00
4. H.N. Siripala	-	-		-	939.06	-	-
5. I.W. Ramanayake	-	-		-	1,468.10	-	-
6. D.P. Wijeratne	-	-		-	1,305.61	-	-
7. H.A. Dayananda	-	-		-	474.40	-	-
TOTAL	91 bunches and 125 plants.	550.75		275.37	10,035.48	137.68	137.68

III. Planned Expansion (Stage II)

We are now making plans for the inauguration of Stage II in mid 1975. This will include (a) the enrollment of a further 20 youths to bring the total number of participating youths to 50 and (b) to expand the activities of the 30 youths recruited in Stage I by cultivating a further acre of land with horticultural crops and rearing another 100 head of poultry or by introducing dairy farming. Provision is being made for the 20 youths to be recruited shortly to cultivate 2 acres of horticultural crops and rearing 200 head of poultry. This development will however be phased over 2 years - 1 acre of cultivation and 100 head of poultry per youth in 1975 and the additional acre and another 100 head of poultry in 1976. Simultaneously, we are actively engaged in a training program as a prelude to the formation of a Cooperative Organization among the 50 youths, for the marketing and distribution of their produce and for the purchase of fertilizer, poultry food and other essential requirements for the development of their individual holdings. By early 1975 we expect to inaugurate the Cooperative Society at a Rally to be held in Mirigama to which the Prime Minister has already been invited. If she is unable to accept this invitation, we shall have the Minister of Agriculture and Lands and the Minister of Trade (under whom the Cooperative Movement functions) to participate in this Rally. Towards the inauguration of Stage II, the first step which we had already attended to was to enter a dialogue with the 30 participating youths, in order to ascertain what they desire to do in this Stage. Whether they would like to cultivate a further acre of horticultural crops if such land was available to them as a contiguous unit to their presently cultivated land, or whether they would wish to introduce at least one heifer calf on the

acre of land which they are now cultivating. On the basis of their preferences the development program for Stage II will be planned and implemented. We shall make every endeavor to reduce the time lag between the 30 youths already enrolled and the additional 20 youths who will be enrolled shortly.

The preferences expressed by the first batch of 30 youths for Stage II are as follows:

4 youths desire to cultivate a further acre of horticultural crops.

5 youths desire to purchase at least one heifer calf.

8 youths desire to extend the poultry farm with another 100 birds.

13 youths desire to develop both another acre in horticulture and also extend their poultry farms.

The suitability of each land for Stage II is being examined.

On the basis of the above preferences, the estimated costs of Stage II have been worked out.

SUMMARY AND EVALUATION OF THE DEVELOPMENT PROGRAM GRANT (USID) IMPACT IN ASIA

The DPG was designed to be global in supporting various units of the World Alliance, as well as national YMCAs in becoming effective in their new-found commitment to socio-economic development projects. In retrospect, I would feel we could have planned that part of the DPG plan earmarked for Asia with greater consultation with the staff and officers of the Asia Area Committee. However, we were pressed for time and the Asia Area Committee, confident in their feeling that "decisions for Asia should be made by Asians" would probably have taken months to come up with "their" plan so perhaps we had no alternative.

We see again in the implementation of the DPG a difference between the West and the East. The organization from the Western culture with its management style based on the scientific method and ready for activity and action meets the people from the East, passive by nature, reflective, wanting to wait for consensus before taking action. A value of this encounter is illustrated that through reacting to the West the people of the East are moved to activity.

So, although there has been some erosion of trust and confidence between the East and the West, or in this case between the Asia Area YMCA Committee and the International Division, the end result has been a greatly strengthened development thrust in Asia YMCAs from 1975 to 1978. This is seen in both development education and in projects and programs underway.

DPG funds have supported these development education activities in Asia:

Chiengmai Seminar on Rural Development	\$	6,500
Coordinator for Development Work, Asia Area		2,678
Asia YMCA Associate Secretary for Development and Development Education		16,910
Philippines YMCA		
Support of Development Secretary's Salary		3,000
National Development Work Training		8,576
Local Association Training in the Field		7,100
Rural Development Workshop in South India		1,000
Rural Development Workshop in Sri Lanka		1,000
Indonesia YMCA Planning for Development		5,700

The following OPGs are now being carried out by Asian YMCAs:

Chiengmai Thailand YMCA	\$	142,678	AID grant amount
Sri Lanka YMCA		383,164	" " "
Indonesia YMCA		16,383	" " "
Philippines YMCA		175,000	" " "
Fiji YMCA		33,184	" " "
	\$	<u>750,409</u>	

In addition there are several large-scale programs (\$100,000 and over budgets) in India, Papua New Guinea and Korea which are co-financed by CIDA, Bread for the World (Germany), the World Council of Churches and other sources. There are many small-scale projects in Bangladesh, Sri Lanka, Republic of China, Indonesia and Korea which are co-financed by the Asia YMCA Development Fund, World Neighbours, COBEL, People's Foundation for the South Pacific and other agencies.

In 1978 at the close of the USID's DPG it can be seen that the amount of money invested by AID in the grant in Asia has multiplied many times over through creating awareness, training and motivating YMCA leaders for development. This has been assisted by two liaison representatives in Asia through working with YMCAs in development education, project planning, project financing and management and through relating to AID mission offices for the project planning and funding of OPGs.

THE FUTURE OF AID-RELATED PROJECTS IN ASIA

At the present time there are several rural development programs and projects in the planning stage in Asia that will likely be referred to AID mission offices for OPG funding. Among these are:

1. Rural Non-formal Vocational Training Centre, Bangkok Thailand YMCA
2. Rural Development Program of the Indonesia YMCA
 - a. Tarutung Project, North Sumatra
 - b. Extension of the Yogyakarta YMCA Project
 - c. YMCA Technical Institute, Surabaya YMCA
3. Rural Development Program of the YMCA in West Samoa
4. Training in Cattle Raising Project of the YMCA of Korea
5. Rural Development Project of the Bangladesh YMCA
6. Technical and Vocational Training Institutes in Pakistan

Prospects for extending OPG's role in the Philippines and at Chiangmai, Thailand, and initiating discussions with the Indian YMCA are favorable.

In addition, we need to continue to give support in the field to countries now implementing OPGs. We should not consider our role that of only an evaluator or monitor. It takes on a broader partner role because a wider range of support from international sources is needed by the YMCAs of the developing countries to ensure their effectiveness as a private voluntary agency in development work. The YMCAs of the USA, through the International Division, can take that supportive role.

YMCA Systems Matrix

Hierarchy of Objectives	AID (PDC/PVC)	U.S. YMCA	LDC National YMCA	LDC Local YMCA
Goal	AID support for PVO overseas effort	U.S. YMCA support for overseas program	YMCA International support for LDC effort	LDC National YMCA support for local effort
Purpose	Impact on development through PVO action.	Impact on World youth picture	Impact on national youth picture	Impact on the lives of participants (members)
Output	Effective PVO support program	Effective world-wide youth program with full coverage	Effective national youth program with full coverage	Effective local youth program.
Input	<ol style="list-style-type: none"> 1. PVC Office 2. Strategy for supporting PVO programs based on degree of PVO commitment 3. methodology for managing PVO program. 	<ol style="list-style-type: none"> 1. U.S. YMCA organization. 2. Strategy for supporting LDC YMCAs based on degree of national commitment. 3. Methodology for managing worldwide youth program. 	<ol style="list-style-type: none"> 1. LDC national YMCA organization. 2. Strategy for supporting local YMCA based on degree of local commitment. 3. methodology for managing national youth program. 	<ol style="list-style-type: none"> 1. Local (regional) YMCA organization in a country. 2. Strategy for obtaining community commitment. 3. Methodology for youth work.

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memorandum

DATE:

NOV 15 1978

REPLY TO
ATTN OF:PDC/PVC, John A. Ulinski, Jr. *AW*

SUBJECT: Agency Review of Final Evaluation of YMCA DPG Performance, 25 October 1978

to: See Distribution Below

Reference: Memo from Ulinski, Subject: YMCA DPG - Self Evaluation,
dated 11 October 1978

Transmitted herewith is a copy of the Memorandum for Files covering the salient points of the subject review. It is suggested that these notes be filed with the evaluation report previously forwarded to you by reference.

Attachment: a/s

DISTRIBUTION:

PDC/PMS, E. Betzig
 PDC/DPRE/E, F. Dimond
 AFR/DR, U. James
 LAC/DP, P. Maguire
 PDC/PMS, J. Philpott
 CM/SOD/PDC, M. Snyder
 ASIA/DP, V. Elliott
 ASIA/DP/PVO, M. Snoddy
 NE/TECH, J. Dalton
 GS/PDC, P. Scott



Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

memorandum

DATE:

REPLY TO
ATTN OF:

H. J. Datta

SUBJECT:

Review of YMCA DPG Completion Evaluation Report, 25 October 1978

TO: Memorandum for Files

Present:

J. Ulinski, PDC/PVC
 S. Bergen, PDC/PVC
 H. Datta, PDC/PVC
 E. Betzig, PDC/PMS
 F. Dimond, PPC/DPRE/E
 U. James, AFR/DR
 P. Maguire, LAC/DP
 K. Meyer, YMCA/ID
 R. Bertuccio, YMCA/ID

Absent:

J. Philpott, PDC/PMS
 M. Snyder, CM/SOD/PDC
 V. Elliott, ASIA/DP
 M. Snoddy, ASIA/DP/PVO
 J. Dalton, NE/TECH
 P. Scott, GC/PDC

In response to the question of what internal changes and changes of processes had occurred as a result of the DPG, Keith Meyer stated that the YMCA International Division now provides much greater leadership in the Y community -- even YMCA units which are not directly involved in development activities now actively support them. In September, over 500 persons attended the YMCA program on development held with the U.N. Kurt Waldheim addressed the group and other PVOs sent representatives too. Mr. Meyer reported that the YMCA is now much more flexible in granting funds for development projects and the development program is accelerating rapidly, e.g., the program for Senegal. The new World Alliance Administrator, Hector Caselli, had mentioned his favorable impression of the DPG and has incorporated development planning technology developed under the DPG into World Alliance development activities. The position of the World Alliance has also been strengthened through the DPG, according to Mr. Meyers.

With respect to the question of what reallocation of YMCA resources occurred as a result of the DPG, Mr. Meyer reported that better fund raising globally had resulted. This meant that fund raising was not only better coordinated worldwide, but that the amount of funds raised had been measureably increased. The utilization of lay volunteers was also dramatically affected. These volunteers were sometimes left behind by the rapid development of the U.S. YMCA International Division (ID); therefore, they would request more time for proposal development. This resulted in better thought being given to project development. However, since it would be bad for these lay leaders to continue to lag, the YMCA has been engaged in a development training program for them.

Comparing the present status of local and national YMCAs in Latin America with Africa with respect to doing development projects, Richard Bertuccio



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said that the L.A. YMCAs were stronger, more firmly entrenched institutions with highly qualified personnel. They were somewhat more reluctant to undertake new development programs and so required encouragement in this area. On the other hand, those of Africa were eager to embark on development activities but required considerably more institutional strengthening; this is being undertaken by the ID. Mr. Bertuccio noted that Dan Tyler, West Africa Liaison Representative, would soon be assigned to new duties in New York. Regional Representative Desta Girma, however, would still be in Nairobi and East Africa Liaison Representative Moses Perry in Accra.

In response to whether the Matching Grant funds would provide seed money, Mr. Meyers said that it definitely has that potential and the ID is hoping that the Matching Grant will be a real impetus to fund raising. Mr. Ulinski said that while new funds would be most welcome, the Matching Grant did not require "additionality".

In response to the question of how the DPG could have been improved, the only suggestion that the YMCA officials could make was for slightly more flexibility; i.e., it would have been very beneficial if some DPG funds could have been utilized for specific development programs.

It was the consensus of those present that the evaluation report submitted by the YMCA was very acceptable and that the progress made under the DPG had been highly satisfactory.

• The International Division



National Council of the Young Men's Christian Associations of the United States of America
Corporate Body National Board of Young Men's Christian Associations

291 Broadway, New York, New York 10007 Telephone (212) 374-2000
Cable FORSEC Telex 667404 66375 620675

December 1, 1978

Mr. Frank M. Dimond
AID, PPC/E
3534 N.S.
Washington, D.C. 20523

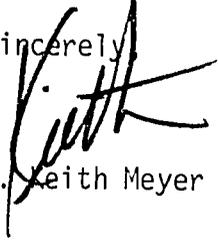
Dear Mr. Dimond:

Herewith are copies of correspondence and a report by an AID official on our Chiangmai, Thailand YMCA development project.

I had agreed to share this with you at the time of our DPG evaluation meeting. Sorry to be so late.

Best personal regards.

Sincerely,


B. Keith Meyer

BKM:ht
enclosures

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YMCA.

Mr. Robert M. Traister, O/HRT, ^{USMID/BANGKOK} August 18, 1978

Alton Straughan

Special Report on YMCA/Chiang Mai OPG in Rural
Development

This is not intended to be a comprehensive report. I was able to spend an afternoon, August 11 and part of a day (Aug. 12) with Khun Vorakit and his staff, first in the "Y" offices in Chiang Mai and then in Oon Tai village near Chiang Mai. At best, I can only give some impressions and certain specifics on the project. However, from what I saw, I believe that this is probably our strongest PVO effort. Vorakit and his program approach are unique and apparently effective. They have considered many issues which seldom occur to RD workers and have gone far towards solving some of the most common problems of RD programs. I feel that I gained a number of insights from this short visit as to the potential for effective, low-profile RD programs in Thailand. It strikes me that there are some valuable lessons to be learned from this project which should be shared with other similar programs, as well, perhaps as the government.

Furthermore, I suggest that we consider using a mini case study of the YMCA/Chiang Mai program in the Co-Financing PP. I believe it would add a good positive touch to the document.

1. Program Structure: Vorakit currently has 22 persons on his staff. These are divided among the functions of administration, training, materials development, appropriate technology evaluation and follow-up, and field staff. This seems small in proportion to the fact that they are operating in 113 village/tambols, but there are a couple of points to consider here. The spread of field workers to village operations probably approximates RTC coverage of a similar area. Vorakit's workers have, by and large, less formal education, but more training and higher motivation than RTC officers. We need to find out more about the issue of coverage -- times field workers visit project sites, duration of visits, etc. This could be covered in another trip.

2. Issues in the Strategy of Rural Development: The original entry of a field worker into a community is a critical point. RTG field workers usually are ununiformed, and are the representatives (even if they themselves are not) of a strongly paternalistic system. Further, uniforms -- whether civil service or police/army are suspect by villagers. There have been, in the past, and likely in the future much reason for such distrust. Even without a uniform, "outsiders" are strongly suspect. A village chief told us of itinerant "medicine shows" which had come to his village whose real purpose was to take village girls into prostitution in Bangkok (two girls had been so abducted). Again distrust is understandable. Vorakit told us how he himself "entered" Con Thai and just out of sight of the village punctured his own tire. He wheeled the bike through the village asking the whereabouts of a tire repair shop (there were none of course). Finally one of the villagers invited him to sleep on the porch of his house and Vorakit was able to begin informal chats with a number of villagers that night.

Even after successful entry, in a variety of manners, his field workers operate within the bounds of village propriety and are considerate of the economic conditions of village families. For example, whenever a field worker makes a site visit they always carry an amount of food with them to give to the family with whom they stay. While the amount of food may not be "equal" to what they consume in a stay of a few days, it lets the villager know they are considerate without feeling like the recipient of relief, thus preserving their dignity.

Vorakit's program puts the stress on village involvement as demonstrated by the donation of funds and time. Many programs talk along these lines, but the program of the "Y" carries it out. An example of this was a village primary school which we visited. The YMCA had contributed a total of ¥6,000 toward the school. the RTG contributed ¥200,000, and the villagers contributed ¥194,000.

Low visibility is another key aspect of Vorakit's approach. Nowhere in the 113 villages under the program does any sign appear claiming that "this is a YMCA project village". Throughout, it is clear that this is the combined work of the people of the village and that YMCA has supported their efforts.

Vorakit has recently begun to investigate appropriate technology as a way of maximizing the use of local resources. He's just begun in this area, but a water-operated rice husker is in operation in at least one project village. At the office in Chiang Mai, he showed us models of a water wheel irrigation device, a corn sheller, and a basketry/concrete water funnel. Bamboo is a locally available material and the water-powered husker makes use of bamboo as piping to direct a stream of water to the device. He now wants to hold a seminar on this subject to generate more ideas.

3. Evaluation and Follow-up: In my memo on questions about the YMCA report, I noted their use of a formula to arrive at something called "social value of the project." This formula basically looks at the benefits generated in a village by the establishments of a project based on salaries earned by those who work on the project. The approach is quite good and sophisticated as far as it goes. It was developed by a very bright and highly motivated young woman, Ms. Pao, an economics graduate of Chiang Mai University. Ms. Pao is responsible for the evaluation and follow-up system used in the project. It is amazingly complete. She and Vorakit had been working for some time to improve and expand the system and asked me to review their work to date. They had put together a good basic system. The system was sound, but not arranged in such a way as to maximize its usefulness as a management tool. I made some recommendations as to how to move the columns around and add a couple of simple columns so as to show both economic benefits and social benefits and simultaneously be able to review the activity and effectiveness of the village organizers and YMCA field staff.

The system is amazingly thoughtful and carefully kept. The data comes in from the village organizers (villagers trained by YMCA field staff). Vorakit and Pao explained that while some of the data was good, they often had to "decipher" the reports from semi-literate organizers. I sketched out a simpler data collection form for them which would use a "fill in the blocks" approach and visual symbols keyed to the questions to make it more clear for the organizers. That they have a system at all is surprising, but that it is so good indicates the amount of thought which Vorakit and his staff have put into this project.

4. Oon Thai Village: Khun Kosit and I went with Vorakit and one of his new field staff to Oon Thai village. Oon Thai was the first of the YMCA development efforts. They began to work there with the incident of the punctured motorcycle tire more than five years ago. Most of the morning we spent in Oon Thai was with the village/tambol chief (Kannan), Khun Khiew. Kannan Khiew had been the leader of Oon Thai for a number of years. He told us that he wanted out of the job for several years, but the government continued to ask him to stay on. I asked him about the conditions in the village prior to the YMCA's efforts. His answer to this as well as to many other questions was surprisingly sophisticated. He answered in terms of attitude. He described the villagers then as we often think of the typical (but mythical) Thai village as highly individualistic --meaning, they didn't think of themselves as a community, but rather a loose grouping of households. The training as an organizer through the YMCA had enabled him to understand the inter-relatedness of the community and the need to motivate the people to work cooperatively. As I'd noted in my issues notes on the 'X' report, I was curious as to how the villagers worked in groups when the research shows that rural Thai seldom form on-going groups. He answered that the tambol council (Sapha Tambol), a government-appointed group was a permanent group. He said that the villagers expressed their needs and wants through the Sapha Tambol and that the Sapha Tambol assisted them to form a project oriented group which did indeed disband after completing the project. Then another group could form to carry out another project. It is significant that one of the early Oon Thai projects was the re-establishment of a wat which had been unused for 700 years. The YMCA, a Christian organization, freely assisted (in a small material way) with this. This minimal assistance seemed to have accomplished two very important objectives it helped to establish trust with the villagers and it allowed the villagers to demonstrate to themselves that they could cooperatively carry out a project.

The day before our visit, Vorakit had showed us slides of the YMCA's work. He showed us a most interesting sequence concerning the establishment of a 'chicken barn' on Oon Thai. This was an early project when Vorakit was still learning his way. The YMCA contributed the total amount of funds for the chicken barn (wood, screening, etc.) The chicken barn was duly completed and the villagers then asked Vorakit for chickens to put in the barn. Vorakit said that should be the villager's contribution to the project, but they insisted that this was a 'YMCA chicken barn' and refused.

It became a standoff, and Vorakit realized quickly what had happened. He stood firm, as did the villagers. He showed us how the chicken barn deteriorated over a period of time. Finally, the villagers became concerned when some of the wood began to disappear and they began to realize what they'd lost. Ultimately the barn was dismantled and used to build a small pavillion for village meetings. More importantly, Vorakit and the villagers had learned some very important lessons about self-reliance and responsibility. It was a turning point for the YMCA program and for the village.

YMCA field staff ceased regular visits and assistance to Oon Thai village some time ago. Nonetheless, the trained and strengthened Sapha Tambol and the people of the village went on with the work of improving their village.

The Kamnan cited other examples of Oon Thai prior to development efforts, notably the lack of sufficient water resources. They have since dug two new wells. This example prompted the question of forward planning. Kamnan Khiew surprised both me and Vorakit by explaining that the Sapha Tambol had developed a written "Five Year Plan" for the future development of Oon Thai. The plan is based upon the original and up dated baseline data, which include population growth rates. When we later visited the school, it was apparent that the school had been built when the growth curve was higher and now, five years later the primary school population had dropped significantly although all of the appropriate age cohort was in school. The new growth curve was lower due to the acceptance of family planning methods. The proof was easy to see with only nine new students having enrolled in the primary school. The Kamnan told us that the villagers now clearly understood the value to them of a two-child family.

After a conversation of about an hour, the Kamnan took us to see a communally owned and operated fish farm about half a kilometer from his house. The roughly 10 by 10 meter pond was in excellent repair and clearly well-cared for. The pond had been dug cooperatively, and income from the pond was partially used to support the development activities of the Sapha Tambol. There is a fish population of about 2,000 and they are harvested semi-annually at the 6-8" length. The species are Tilapia and Carp and the fingerlings were supplied by the RTC upon a request from the Sapha Tambol. (This is an important aspect of self-reliance - knowing what is available from the government to supplement village resources and how and where to

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request government resources.) The pond is exceptionally well managed. The fish receive supplementary feeding (rice bran) and the villagers sought and received extension advice from the Department of Fisheries.

5. Conclusion

The trip was too short. I want to have at least a full day with the YFICA development staff and another day to visit a more remote village where their work is not so far along. There are a number of further questions to ask and it is clear that another brief visit would be mutually beneficial. Again, this is an important project. A case history will be valuable to us, and perhaps to others as well. Suggestions to the appropriate RFG agencies to visit Vorakit might be in order.

Attachments

1. Kosit's Trip Report
2. "Survey Methods"
3. "Survey Form"



AMERICAN EMBASSY
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

BANGKOK, THAILAND

CABLE: USAID THAILAND

TELEPHONE: 252-8191-9

August 18, 1978

Mr. Vorakit Kantakalung
Executive Director
YMCA Chiang Mai
P.O. BOX 1180
Chiang Mai, Thailand

Dear Vorakit:

First, let me thank you for the kind and gracious hospitality with which you greeted me and Khun Kosit. We very much appreciated your sharing so much time with us on the two days we were able to spend with you. You and your staff were delightful, and we thoroughly enjoyed ourselves. Working with you and Khun Pao was a good experience and I was glad I was able to be of help.

With your concurrence, I'd like to pay another visit. It will be possible for me to come to Chiang Mai accompanied by my wife Nancy and her colleague in appropriate technology, James Byrne. We will arrive in Chiang Mai on the morning of September 2nd (Saturday) and remain until the afternoon of September 6th (Wednesday).

We're planning on Saturday and Sunday as holidays, but if you plan to be in the office on Saturday morning, we'll be glad to drop in and let you get acquainted with my wife and her colleague. On Monday, Tuesday and Wednesday, we'll be at your disposal. We're all coming to be of help in whatever way you see fit. I'm sending you a copy of my report on our visit. During the September stop, I'd like to add some information to that which I already have as I want to try to develop a small case study on your approach to development.

If these plans meet with your schedule, could you drop me a line and we'll proceed with arrangements. We want to get this in soon as Mr. Byrne's visa will expire during the second week of September and he'll be leaving Thailand.

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If it is convenient, we might want to visit another perhaps more remote village to add information to my proposed case study.

Thank you again. I look forward with great pleasure to continuing our talks.

Sincerely,

Alton Strauchan
Alton Strauchan
Office of Human Resources
and Training

*I have found a copy of the
"Monte Hatch" 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000*