

PD-ABD-004

**ANNUAL PROJECT IMPLEMENTATION PLAN  
AND  
QUARTERLY PROGRAM EVALUATION REPORT  
FOR**

**YMCA HUMANITARIAN/DEVELOPMENT INITIATIVES  
IN EASTERN EUROPE**

**U.S.A.I.D. GRANT #EUR-0032-A-00-1021-00**

**Submitted by  
YMCA of the USA  
International Division  
July 15, 1991**

## I. PROJECT OBJECTIVES

The purpose of the YMCA's Humanitarian/Development Initiative for Eastern European YMCAs (the "Saphir" Initiative) is to provide youth leadership training so that, using the lessons learned through YMCA programs, these youth will be able to improve the quality of life in their communities. The project is divided into three major categories. They are: a) youth leadership training and program development; b) institutional development; and c) grant administration and management.

A. Program Development and Leadership Training for Youth is the primary programmatic focus for the for the YMCAs of Eastern and Central Europe. The development of programs will begin with a Program Institute. This Institute will meet several times annually to increase the local YMCA's knowledge and understanding of potential programs and their successes in other YMCAs around the world. The Program Institutes will be hosted by the Eastern and Central European YMCAs to identify and coordinate the program activities with the YMCAs of Bulgaria, Czechoslovakia, Hungary and Poland. Program concepts emanating from the Institute are of three categories including the following:

- i) **Community Development**
  - a. Democratic Principles and Practices
  - b. Youth Service Clubs
  - c. Education/Health Awareness/Christian Orientation and Ecumenical Concerns
- ii) **Environment**
  - a. Camping
  - b. Earth Corps
  - c. Outdoor Environmental Education
- iii) **Enterprise Development/Management Training**
  - a. Enterprise Development
  - b. Middle Management Training
  - c. Industrial Management Clubs

B. The European Alliance of YMCAs (EAY) serves as a coordinating body among the YMCAs of Europe. It also serves as a donor to struggling YMCAs in Europe. The European Alliance has committed itself to providing the Institutional Support of the Central and Eastern European YMCAs consisting of Poland, Czechoslovakia, Hungary, Bulgaria and Romania.<sup>1</sup> Support includes staff salary and staff training costs for a three year period beginning in 1991. The European Alliance of YMCAs is committed to a **participatory process-oriented approach**. The goal of the EAY is to establish a true **partnership** with Eastern and Central European YMCAs which encourages programs and development that meets the specific needs and deficiencies found in Eastern and Central European movements at the present time. (See Appendix 1)

C. Further institutional development and strengthening will be accomplished through the use of audits, financial and program reports, evaluations, and monitoring reports. The YMCA of the USA has had previous experience in implementing U.S.A.I.D. grants with other YMCA national movements in and in applying reporting guidelines to increase credibility and responsiveness to accounting systems. The YMCA of the USA is committed to using these requirements as tools to strengthen the management of emerging YMCAs.

All three categories represent areas of urgent need in Central and Eastern Europe. The YMCA's activities will benefit all sectors of society. All ages, ethnic groups and genders will benefit from an improved environment, increased community participation and civil responsibility and more people skilled in the nuances of free enterprise. The specific beneficiary group of the project is the youth, male and female, of Central and Eastern Europe.

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1. U.S.A.I.D. funding will not be used in Romania at this time. YMCA funds only will be used for institutional, program and administrative support of the Romanian YMCA movement.

## **II. EVALUATION OF ACTIVITIES FROM APRIL THROUGH JUNE 1991**

### **A. SUMMARY**

The YMCA Humanitarian/Development Initiative in Eastern and Central Europe achieved a productive start in the first three months of the Grant. Strategic goals for Grant Year I of the project were established which are concrete, yet flexible enough to encourage participatory decision-making with Eastern and Central European YMCAs concerning the details and implementation of the proposed plans. An Annual Program Implementation Plan as well as more detailed Program Implementation Plans for July through October were developed. (See Section III. below) The two major staff positions for the project, Programme Director and Programme Executive, were filled by highly qualified YMCA leaders. Plans for the coordination of these positions with existing European YMCA personnel were established, creating strong networks of support and cooperation for the project leadership. The European Secretary of the European Alliance of YMCAs (EAY) carried out several field visits in May and June to YMCAs in CSFR, Hungary and Bulgaria in order to assess the internal situation and prepare the groundwork for the participation of these YMCAs in the Grant projects. Programme Institutes I and II were held in Vienna and Lucatin, Czechoslovakia, respectively, at the end of June. The Programme Institutes resulted in a detailed understanding among the partners of the strengths, weaknesses and current situation of the Eastern and Central European YMCA movements. The content, strategy and possibilities of the Grant program were discussed. Groundwork was laid for the development of the Needs Assessment and Programme Market Situation which are crucial for the relevant and successful implementation of YMCA programs. The Programme Institutes created a solid framework for an open partnership among the participating YMCA movements.

### **B. EVALUATION OF ACCOMPLISHMENTS AND PROBLEMS ENCOUNTERED**

While the accomplishments of the first three months of the grant were in line with what was initially proposed, a few bottlenecks were encountered nevertheless. The identification and hiring of key qualified leadership personnel was the most important initial step to ensuring a successful program over the next three years. The YMCA was very fortunate in acquiring the expertise of Johan V. Eltvik of the YMCA Norway and Michael Wardlow of the YMCA Ireland as Programme Director and Programme Executive, respectively. Both Mr. Eltvik and Mr. Wardlow were National Directors for Leadership Training of Programme Development in their National YMCA Movements. However, European employment practices require a notification period of 3 months for qualified personnel. Therefore, although Mr. Eltvik and Mr. Wardlow have participated in the Programme Institutes and planning up to this stage, their official positions begin September 1.

Programme Institutes I and II have prepared the groundwork for the participation of local leadership in Bulgaria, CSFR, Hungary and Poland in the YMCA Humanitarian/Development Initiative. A detailed overview of the situations in the participating countries was given. Conceptualizations of the Needs Assessments and Programme Market Situations were outlined and discussed with participants and the coordination of further grant activities was established. (See Appendix II) However, these Institutes were run on a smaller scale than originally proposed. In part, poor communications in Eastern Europe made the rapid organization of larger institutes extremely difficult. Consequently, the Polish delegation, due to other commitments, was not able to attend the meeting with Hungarian and CSFR participants. (For list of participants, see Appendix III) The YMCA is committed to establishing a strong foundation for long-term institutional development and bottlenecks in communications have demonstrated how important this aspect is in Eastern and Central European movements which operate within a context of deteriorated infrastructures.

Planned YMCA Camping and Leadership Training activities are already underway in Hungary, CSFR, Bulgaria and Poland, partly as a result of preliminary site visits by EAY Executive Secretary Dolf Weder. Thus the groundwork for the implementation of and participation in Humanitarian/Development Initiative programs has been laid, and the programs should develop quickly. (See Appendix IV) CSFR participants from the YMCA of Slovakia have already established a set of proposed Programme Plans. Hungary, in particular, has demonstrated the capabilities of implementing grant programs in Grant Year I, along with the YMCA movements in Poland and Czechoslovakia, surpassing previous assessments. Bulgaria may also prove capable of start-up implementation of grant projects in the last quarter of Grant Year I according to preliminary assessments made from the Programme Institutes. (See Appendix IV)

Given the potential for faster program start-up in Hungary, and the large demand for YMCA programs in Eastern and Central Europe, it is expected that the YMCA Humanitarian/Development Initiatives and Matching Grant Activities in Eastern Europe will reach more than the 650 youth originally projected in the proposal for Grant Year I. (See Appendix IV)

In conclusion, although administrative and institutional activities have experienced some bottlenecks due to hiring delays and poor communication and infrastructure in Eastern and Central Europe, Program Activities are expected to fall into place on schedule.

### **III. ANNUAL PROJECT IMPLEMENTATION PLAN** (with detailed plans for July - October 1991)

#### **SIX STRATEGIC STEPS FOR GRANT YEAR I**

##### **a) Strategic Step 1**

Goals:

1. To obtain the necessary EAY endorsements from the EAY General Assembly and committees
2. To establish a Saphir<sup>2</sup> Strategy
3. To set-up a Saphir Working Structure
4. Employing Saphir Staff
5. To set groundwork and leadership networks in Saphir countries involved

Responsible Persons: Dolf Weder, EAY Executive Secretary and Assistants  
Completion Date: 1 September 1991

##### **b) Strategic Step 2**

Goals:

1. Saphir Staff to get acquainted with the YMCAs in the countries involved; to collect and produce proper documentation and statistics for each country;
2. Needs Assessment in and with each of the countries involved, including 3 main elements: a) Needs of youth in the country; b) Leadership Development needs in the YMCA; c) Institutional needs.
3. Programme Institute III to be held in Budapest, 28-30 October 1991 to evaluate needs assessments, design Saphir Leadership Development activities, and prepare Programme Market situation
4. Follow-up established contacts with universities and agencies to support sociological studies about youth issues in CSFR, Hungary, Poland and Bulgaria.
5. To produce respective documentation for Needs Assessment.

Responsible Persons: Dolf Weder, EAY Executive Secretary; Johan Eltvik, Saphir Programme Director; Michael Wardlow, Saphir Programme Executive  
Completion Date: Goals 1) and 3) by 31 October 1991 for all countries  
Goals 2) and 3) by 31 October 1991 for CSFR, Poland and Hungary  
Goals 2) and 3) by Summer 1992 for Bulgaria

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<sup>2</sup> "Saphir" is the project name given to U.S.A.I.D. funded YMCA Humanitarian/Development Initiatives in Eastern Europe.

**c) Strategic Step 3**

**Goals:**

1. To start first Saphir Leadership Development activities
  - a) Develop a formal Leadership Training in the form of seminars, courses, etc...
  - b) Provide experienced technical partners from the YMCA movement in the spirit of "Begleitung" -- a non-directive concept that means sharing the way, walking together, talking about opinions, exchanging observations, offering knowledge and experience

**Responsible Persons:** Dietrich Reitzner, former Executive Secretary of Austrian YMCA; Dolf Weder, EAY Executive Secretary; Johan Eltvik, Saphir Programme Director; Michael Wardlow, Saphir Programme Executive; YMCA Leadership in CSFR, Hungary and Poland

**Completion Date:** Start-up begins November-December 1991

**d) Strategic Step 4**

**Goals:**

1. To create the Programme Market situations with a selection of programme types that meets previously identified needs through Programme Institute IV
2. Coordination with the activities of the other partners in the EAY Intermovement Cooperation Field Groups

**Responsible Persons:** Dolf Weder, EAY Executive Secretary; Johan Eltvik, Saphir Programme Director; Michael Wardlow, Saphir Programme Executive; YMCA leadership in CSFR, Hungary and Poland

**Completion Date:** 31 December 1991 for CSFR, Hungary and Poland  
Summer 1992 for Bulgaria

**e) Strategic Step 5**

**Goals:**

1. Decision by each of the respective countries about which programme types should be implemented with highest priority in their country
2. Coordination with activities of the other partners in the EAY IMC Field Groups.

**Responsible Persons:** Dolf Weder, EAY Executive Secretary; Johan Eltvik, Saphir Programme Director; Michael Wardlow, Saphir Programme Executive; YMCA leadership in CSFR, Hungary and Poland

**Completion Date:** Decisions made by 31 December 1991 for CSFR, Hungary and Poland  
Summer 1992 for Bulgaria

**f) Strategic Step 6**

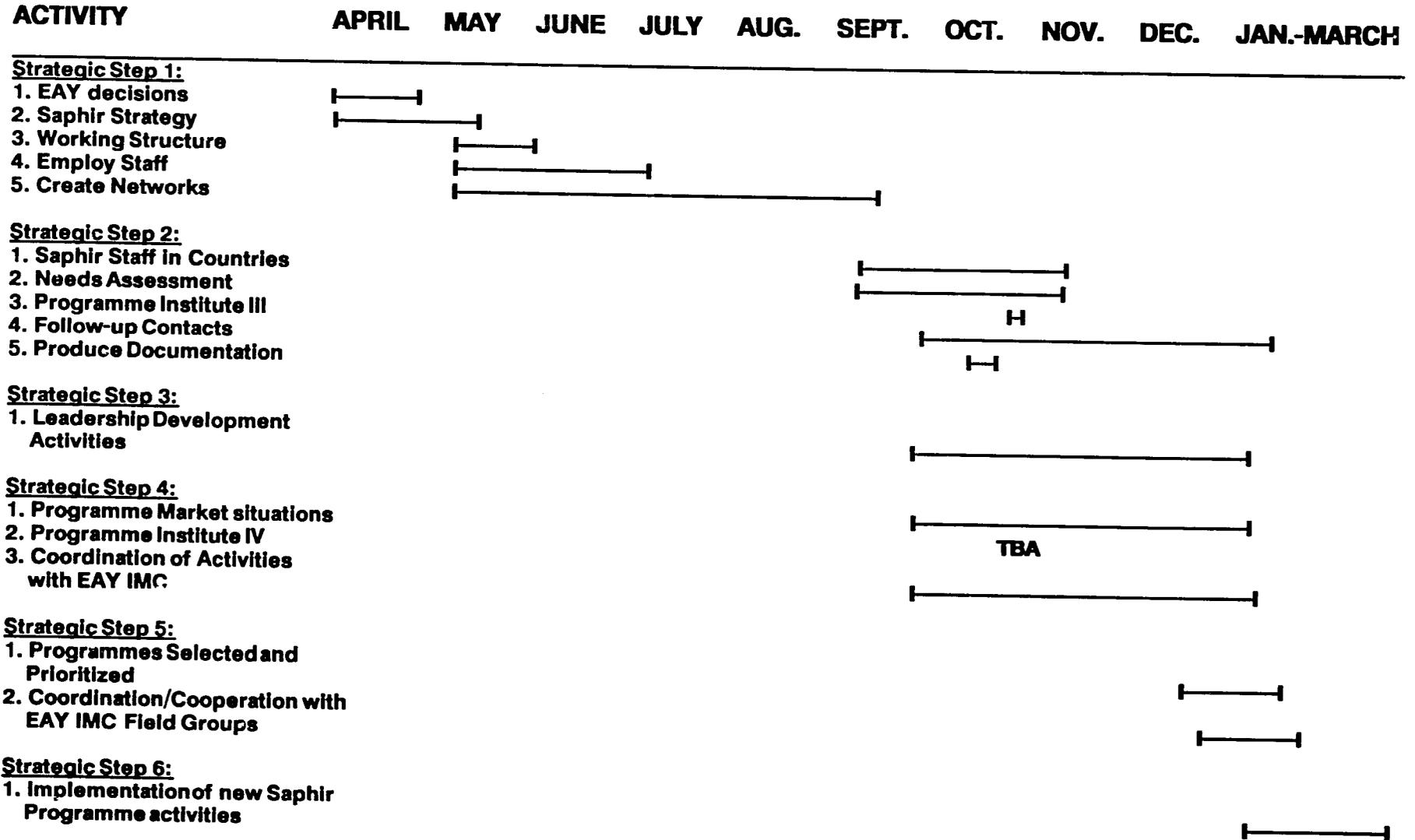
**Goals:**

1. Implementation of new Saphir Programme activities by highly qualified and well-trained YMCA personnel by January 1992 in CSFR, Hungary and Poland

**Responsible Persons:** Entire Saphir Humanitarian/Development Initiatives Leadership and Staff

IV.

**YMCA HUMANITARIAN/DEVELOPMENT INITIATIVES IN EASTERN EUROPE  
TIMELINE OF ACTIVITIES  
(Grant Year I 1991-1992)**



ATTACHMENT 1: FINANCIAL PLAN

YMCA Humanitarian/Development Initiatives

Period Covered: Year 1 (April 1, 1991 - March 31, 1992)

	Year 1 (Budgeted)	Disbursements (April 1 - June 30, 1991)	Balance (as of June 30, 1991)
POLAND:			
Total Program	134,000	0	134,000
Administration	40,000	0	40,000
Subtotal	174,000	0	174,000
CZECOSLOVAKIA:			
Total Program	114,000	0	114,000
Administration	40,000	0	40,000
Subtotal	154,000	0	154,000
BULGARIA:			
Total Program	0	0	0
Administration	0	0	0
Subtotal	0	0	0
ROMANIA:			
Total Program	0	0	0
Administration	0	0	0
Subtotal	0	0	0
HUNGARY:			
Total Program	0	0	0
Administration	0	0	0
Subtotal	0	0	0
HEADQUARTER OFFICE:			
Total Program	30,000	0	30,000
Administration	37,500	2,191	35,309
Subtotal	67,500	2,191	65,309
Total Direct Costs	395,500	2,191	393,309
Total Indirect Costs	79,100	232	78,868
TOTAL YR 1	474,600	2,424	472,176

## APPENDIX I

### The Approach used by the European Alliance in its IMC Work in Central and Eastern Europe.

#### The EAY's Participatory Process-Oriented Approach

The YMCAs of Europe have been involved in YMCA- and YMCA-similar development activities in Central and Eastern Europe since many years and long before the revolutionary changes of 1989 and 1990.

These changes, however, have given the signal for a completely unexpected and rapid YMCA development. Some YMCA professionals and laymen from Western countries have played significant roles on behalf of the EAY and have collected vast experience in working with emerging YMCA movements in Central and Eastern Europe.

Their experiences prove that IMC work in the countries of Central and Eastern Europe needs quite a different approach than that in countries e.g. of Southern Europe. This is due to the very special history, living conditions and social situation in these countries.

The worst scenario would be to come in from Western countries and try to export to and impose on these movements all the methods of youth work that have been successful in Western countries.

Two things would happen: These activities would not meet the special needs of young people, and the attempt would fail to a large extent because it would not take into proper account the very special deficiencies and blocks in these countries.

Thus, a sensitive and process-oriented approach is needed, whereby the needs are carefully analyzed in a mixed group of indigenous and foreign people, applying a participatory partnership approach.

The EAY, therefore, is today in the field of IMC committed to a *participatory process-oriented approach*.

In this context, it may be interesting that in today's European - and especially Continental European - theories of youth work this process-orientation, understood as a group-dynamic process among equal partners, has a central role.

#### The EAY's emphasis on Leadership Development

It is old YMCA wisdom that the development of young volunteer and professional leadership is the key to successful YMCA work.

Leadership Development, therefore, is the Alpha and Omega in IMC work.

Leadership Development, properly done, includes a strong element of *Social Needs Analysis* and of *Programme Know-How Development and Transfer*.

## The need for Professional Staff

Leadership Development does not consist of leadership training seminars only.

In the last two years too many young leaders have been lost in Central and Eastern European YMCAs because after such a seminar nobody was there to support them back in their local situation.

Employing sufficient local professional staff on national, regional and local level is therefore a *conditio sine qua non* of successful leadership development.

However, employing is not enough, again. Professionals need Leadership Development, too.

Such Leadership Development needs two components:

- 1 A more *formal Leadership Training* in the form of seminars, courses etc.
- 2 The component in the German literature called "*Begleitung*" ("Accompaniment").

"*Begleitung*" is the method Jesus applied when he walked around with his disciples or when he joined some of his disciples on their way to Emmaus.

"*Begleitung*" is a non-directive concept and means sharing the way, walking together, talking about opinions, exchanging observations, offering knowledge and experience.

The first component can be met by organizing and supporting leadership training seminars.

The second one can only be met by providing an experienced partner from the outside, a "*Begleiter*".

This is the reason why the EAY uses so called "*IMC Consultants and Field Group Leaders*". However, their number was - due to financial limitations - far too small till summer 1991 and their possibilities time wise far too limited.

## The need for Institutional Development

A last element is the Institutional Development.

In this field a lot of deficiencies have been discovered that are very typical for the situation in Central and Eastern Europe.

There is a great need for training in the field of leading an association and its meetings, of structuring properly a movement, of leading personnel, of managing finances etc.

Experience proves again that two components are needed:

- 1 Formal training events,
- 2 a component of "*Begleitung*".

**SOME THOUGHTS ON NEEDS ASSESSMENT**

(by Michael Wardlow, Ireland)

**1 The Training Cycle**

<b>Training</b>	identified as "need" in mission statement
<b>Strategic Plan</b>	of organisation gives credibility
<b>Training</b>	function is recognised and given authority
<b>T N.A.</b>	carried out with individuals/groups (negotiation)
<b>Action Plans developed (jointly)</b>	
<b>Programme agreed</b>	aims objectives learning outcomes, competence (assessment, review) external validation etc.
<b>Programme delivered</b>	learning assessed programme reviewed programme validated (for appropriateness/effectiveness)
<b>Programme evaluated</b>	demonstration of worthwhile nature of provision (external/internal joint)
<b>Changes made</b>	
<b>Begin again</b>	

**2 Carrying out the Needs Analysis**

There are four identifiable phases:

- a) determining goals
- b) ordering the goals
- c) measuring the needs
- d) deciding on priorities

Phase a) is concerned with quantity rather than quality, i.e. getting as many goals as reasonable, rather than deciding on their value or usefulness. You need to draw information and ideas from as many people and places as possible.

Phase b) is concerned with ranking the goals in order of importance by attaching ranks or weights to each.

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Phase c) is concerned with measuring the discrepancies of deficiencies, between the actual and the desired job performance, i.e. the difference between "what is" and "what ought to be" and to express these as statements of needs which will respond to training.

If there is a difference or discrepancy between one's actual job performance and the performance criteria, and the difference is positive, then a need has been established.

Phase d) is concerned with listing the needs in order of priority for action.

Phase a)                      Determining the goals

Input	Sources
Methods	Survey, task analysis, performance analysis
Output	List of goals and general performance indicators

Phase b)                      Ordering the goals

Input	List of goals from phase a)
Methods	Survey, budget allocation, weighting
Output	List of goals in rank order of importance and weighting

Phase c)                      Measuring the needs

Input	List of goals in rank order from phase b)
Methods	Perception discrepancy and data discrepancy survey
Output	List of need statements and deficiencies in performance

Phase d)                      Deciding on priorities

Input	List of need statements from phase c)
Methods	Need index, size of target population, cost, impact
Output	List of need statements in order of priority for action, target population, details of training proposed

### **3 Needs Survey - Methods Selection**

#### **Purpose**

#### **Best Method/s**

If you want to:

Gather information and opinions from a large number of people

Questionnaire

Provide quantitative data for analysis

Questionnaire

Gather in-depth information on the training people want

Questionnaire, job observation

Discuss difficult, complex or sensitive topics

Interviews, focus groups

Gain support from disinterested or resistant people

Interviews

Get to know the target population and their supervisors

Interviews

Gather documentation, role-play observation and case studies for the training programme

Interviews, focus groups, job material,

Learn about the actual jobs the target population perform

Job observation

Find out to a high degree of accuracy what specific training the target population need

Job observation

## SOME THOUGHTS ON A "PROGRAMME MARKET SITUATION"

### **A BRIEF OUTLINE ON A POSSIBLE METHOD FOR A SAPHIR PROGRAMME MARKET**

(by Johan Vilhelm Eltvik, Norway)

#### **1 Background**

The Saphir Programme Initiative is set up to strengthen the programme- and leadership development in four Central and Eastern European national YMCA movements.

One starting point in implementing this plan has been to appoint two European YMCA Directors who are supposed to serve the purpose of this initiative, working in close teamwork with the European Secretary General, the different field groups, the "5+2 Initiative" and of course in close cooperation with national leaders and the YMCA of the USA.

Another starting point is to set up what is called "programme institutes", where as many as twenty foreign experts are supposed to meet with Saphir personnel, national leaders and field group leaders.

As a background for this initiative we have to bear in mind the principles for establishing/re-establishing YMCAs as discussed at the Prague-meeting, February 1990. Here it says that a new YMCA should

- be committed towards the Paris Basis
- be independent and self-reliant
- have a youth profile
- have a local focus
- be open to all people
- take note of the 1965 extension guidelines

#### **2 Possible Pre-conditions**

##### **2.1 Preparation Period**

The recently appointed Saphir personnel will need a preparation period to get informed and fully up-dated on the situations in the different movements. This includes rather extensive talks and discussions with all parties involved with this process. The main purpose of this will of course be to establish for this personnel a picture of the working situation which has to be as thorough and correct as possible. I think it is of vital importance that the personnel will be given the necessary time to do this first job in a proper way.

##### **2.2 Information and self-analysis as a group dynamic process**

In my opinion such a preparation period does not mean that the programme initiative will be put in any sleeping position. This process of analyzing the present situation

and discussing the various needs and opportunities will give the Saphir personnel important information. But at the same time the national and local leaders will take part in what hopefully will turn out to be a constructive and creative process leading to some kind of programme market.

According to my thinking this way of starting the implementation of the Saphir plan does not delay the project. On the contrary I think this initial process could demonstrate what might be a very efficient method for defining and implementing the right kind of programmes. At the same time it is a way of doing leadership training.

### 2.3 Consciousness on basic YMCA philosophy

In our worldwide movement it is easy to see that there is a growing consciousness of the fundamental questions like "What is the mission of the YMCA?" Facing the new situation in Central and Eastern Europe it is important to remind ourselves that also "the old YMCA world" needs this kind of reflection.

It may be a bit out of focus for the paper I have been asked to make, but I would like to refer to an initiative from Asian YMCA, "Asia YMCA Advanced Studies 1991". As a regional initiative for leadership training they are focusing on basic YMCA philosophy.

"The Advanced Studies programme is not a school, not an institution, but a movement

- *a learning community that is on the move.* The programme is a movement.
- to change the ways we have been doing our work for many decades;
- to recover our own cultural and spiritual resources for our mission;
- to reclaim our own Asianness as a Lay Christian Ecumenical Movement;
- to strengthen solidarity through inter-movement cooperation within Asia and between Asia and other parts of the world.

Towards this end, resource persons who know to listen and not only talk, and who can discern the strengths as well the weaknesses of the learning community will be invited..."

Before any new programmes are defined and implemented, there has to be a solid awareness of the basic YMCA philosophy. Showing our friends in Central and Eastern Europe that we also need the same kind of reflection and that we have to think and work together with them, also including our own problems, might be a very fruitful starting point for this process. It should be made very clear that we are not trying to instruct them on what is the right YMCA philosophy, but that we are seeking together, wanting to learn from this new situation.

To establish this kind of consciousness of basic philosophy, we will have to ask for the mission of the YMCA in this region.

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- How do we see the Christian orientation of this development?  
What kind of programmes will serve this purpose,  
or more important:  
what element could serve this purpose in every programme?
- What is the leadership philosophy needed in this situation?  
Do we define an elite and work with them?  
Regarding the recent history this kind of thinking might sound a bit odious.  
Do we try to establish some kind of group training, which could be called "fellowship training"?  
What does it mean to be a member of a Christian fellowship?  
Are the traditional YMCA leadership training strategies in every aspect the best way of training for democracy?
- What is the ecumenical situation and what kind of relationship with the churches is needed?
- What are the most important needs in the society, locally and nationally, that the YMCA should respond to?
- What about the youth profile?  
If we really took a radical attitude here, we might very easily develop a conflict of culture between movements symbolised as "a Y with a tie" and "a Y without a tie".  
This of course leads us to the vital question:  
Who is our target group?

Dealing with these fundamental issues I see as a necessary process that can create a foundation for the choice of programmes. It might be that I have come into this process too late, and that these questions have already been answered. But then again, by whom and for whom? To be able to implement a programme locally, the local leaders will have to catch up with this basic discussion and analysis.

### **3 Programme Institutes**

#### **3.1 Timing**

The presentation of the programme options will have to come after a period of general preparation and working on basic questions like the above mentioned.

#### **3.2 Aims**

I would suggest that a programme presentation is more focused on what elements from established programmes can be used than on the transfer of whole programmes. Therefore this presentation will have to be seen more as a result of the preparation period than something initiating the whole process.

### **3.3 Target group**

We could of course define a smaller group of national leaders who are supposed to transfer the programme ideas to a lower level of local or regional leaders. For institutional development this might be the right solution. When it comes to programme development, however, I fear that this definition of the target group might from the very beginning create a problematic situation well known from several YMCA movements in Europe, the conflict between centre and periphery of the movement.

The choice of programmes and the implementation of them should be as two links on the same chain, and the people supposed to put things into action locally, should also be defined as the target group for the programme presentation, together with the national leaders.

What is said about the youth profile should lead us to recruit young leaders for the programme presentations.

It is also my suggestion that we should underline the necessity of a broad female representation.

### **3.4 Method**

I have suggested a group dynamic process as the method for the preparation, for the choice of programmes and for the implementation of them. As I have stated above, in my opinion this is the most efficient method and will secure strong and motivated local leadership. This method should be well known from modern business management training as well.

This method makes it clear that we do not see the programme presentation as a school class situation where we would only face experts and learners, lecturers and listeners, a process where some are giving and others are receiving.

Especially if we define the target group as above suggested, a programme institute consisting of twenty foreign experts in my opinion is not the right tool to be used in this situation.

Being an expert makes you strong and the other side weak. Facing twenty experts does not make "the receiving part" feel any stronger.

If the "receiving part" feel that they are not able to come up with good alternatives, they might have to overtake a set programme and try to make it their own. That is not a good situation for creating a feeling of independence.

The other side of this might be that "the receiving part" will accept certain programmes with unrealistic enthusiasm and hopes, which later on, facing a difficult reality, might turn into disappointment and depression.

It is very difficult to see how such a programme institute could be turned into a constructive, creative group process.

I would suggest that the use of experts will come on a later stage, in the implementation phase. Then I also would suggest that we consider the use of young participants from these programmes together with grown experts for the implementation phase. It is often a more efficient method to let young people themselves tell and demonstrate to other young people what a programme is like, than using only grown experts.

### **3.5 Criteria for the selection of programmes**

The main criterion for selection of programmes is of course what the national movements decide.

Two other criteria should be regarded.

The Saphir Initiative defines the following three main areas:

1. Community development activities
2. Environmental programmes
3. Management skills training programmes

The EAY structure is an important net-work for the programme development within Europe. It is therefore highly advisable to link the new programmes in Central and Eastern Europe up to this EAY structure. This will make the implementation of the programmes much easier. More important is the long term effect for the new YMCAs when it comes to youth exchange programmes and participating in common European activities.

APPENDIX III

**LIST OF PARTICIPANTS IN PROGRAMME INSTITUTES I AND II**

**Programme Institute I**

Vienna, Austria  
27-28 June 1991

Participants:

- Johan Vilhelm Eltvik, Saphir Programme Director
- Michael Wardlow, Saphir Executive Director
- Dietrich Reitzner, "5+2" and Saphir staff, also representing Field Group 3 (CSFR) and 4 (Hungary, Rumania, Bulgaria)
- Egon Slopianka, Consultant and Representative of Field Group 2 (Poland)
- Bruce Knox, Office for Europe of the YMCA of the USA
- Dr. Dolf Weder, European Alliance of YMCAs Executive Secretary

**Programme Institute II**

Lucatin, CSFR  
29-30 June 1991

Participants:

- Dr. Dolf Weder, European Alliance of YMCAs Executive Secretary
- Rev. Hajdu Zoltan, President YMCA Hungary
- Rev. Severenyi Janos, National Secretary YMCA Hungary
- Dr. Lubor Drapal, President YMCA CSFR
- Milan Stracka, Administrative Director in the Slovakian YMCA
- Johan V. Eltvik, Saphir Programme Director
- Michael Wardlow, Saphir Executive Director
- Dietrich Reitzner, "5+2" and Saphir staff, Representing Field Group 3 and 4
- Egon Slopianka, Consultant and Representative of Field Group 2
- Bruce Knox, Office for Europe of the YMCA of the USA

Planned Saphir-Matching Activities July to October 19913.3.1 Hungary

- 1 70 young people on youth camps June/July 1991
- 2 7 days leadership training in Berekfürdo, 100 participants, level: various (July)
- 3 7 days leadership training in Sopron, 45 participants, level: basic (July)
- 4 8 days leadership training in Piliscsaba, 45 participants, level: becoming assistant leaders (July/August)
- 5 7 days leadership training in Piliscsaba, 30 participants, level: becoming leaders (August)
- 6 7 days leadership training in Piliscsaba, 40 participants, level: leaders of local groups (August)
- 7 7 days leadership training in Piliscsaba, 40 participants, level: leaders of local groups (August)
- 8 Production of next issue of YMCA leadership magazine "VEZESS" (quarterly basis)
- 9 Start of exciting programme development project in Debrecen: 2 Norwegian full-time-volunteers together with 2 Hungarian full-time-volunteers for 1 year to develop youth relevant programme activities; strong backing of young local YMCA group.
- 10 National Board working on staffing (see Annex).

3.3.2 CSFR

- 1 Various camping activities in various camps (around 300 to 500 campers expected)
- 2 In April 1991 multi-national visit to CSFR by delegation made up from European Camping Group, a member of the government of Great Britain and from the YMCA of USA to look at camps and the prospects for the future. Follow-up by a visit of 12 Czech leaders to Great Britain for training in camping skills (June), and as the return leg 15 British staff and volunteers to work in CSFR camps (July/August, Tempus project).
- 3 Various leadership training, in extent and numbers similar to Hungary.
- 4 Leadership training with exchange element (Tempus): for 40 advanced leaders, 1 week in CSFR, 1 week in Germany.
- 5 National board working on staffing (see Annex).

### **3.3.3 Poland**

- 1 Norwegian YMCA visiting Poland with Ten Sing programme initiative for one week of seminars and training with concerts (July)**
- 2 Various youth camping activities (July/ August/ September)**
- 3 Various leadership training activities**
- 4 Strong involvement of Canadian YMCA**
- 5 National board working on staffing (see Annex)**

### **3.3.4 Bulgaria**

- 1 4 potential top-leaders to attend 2 weeks Greek YMCA Camp and get on-the-job leadership training.**
- 2 Greek YMCA group, fact-finding visit to Bulgaria for youth exchange programme (August/September, Tempus).**
- 3 15 Bulgarian leaders for 14 days to Greece (September, Tempus).**
- 4 15 Greek leaders for 14 days to Bulgaria (September, Tempus).**
- 5 Preparation of first Leadership Training course in Bulgaria, to take place late autumn 1991.**
- 6 Close contacts between President of Bulgarian YMCA and Greek YMCA leaders.**
- 7 Plans regarding the employment of 2 professional staff for autumn 1991**

### **3.3.5 Rumania**

- 1 11 days leadership training in Transylvania, 50 participants (August)**
- 2 Strengthening of local coordinating committee with aim to establish formally a regional YMCA in Transylvania**
- 3 Searching two full-time workers for Transylvania**
- 4 Visit of representative of Greek YMCA to explore possibility to establish YMCA at national level**

## **PROGRAMME PLANS YMCA OF SLOVAKIA**

1. **Bible courses**
2. **Camping and children programmes**
  - scouting camps
  - sport camps
  - specialized camps
  - bible camps
3. **Anti drug abuse courses**
  - how to stop smoking
  - how to stop drinking
4. **Language education - Sport education**
  - learn to swim
  - learn to ski
  - special course for life guards/beece patrols
5. **Special courses related to free market economy**
  - how to plan your carrier
  - how to find a job
  - how to establish own small business
  - business management
  - accounting and administration in small business
6. **Fitness and sports**
  - general fitness
  - figure shaping and body building
  - aerobics
  - relaxation and stretching
  - ball games
  - martial arts (karate, judo,...)
7. **Fight your problems' course**
  - learn to fight stress
  - learn to solve your personal problems
8. **Programmes for severe people**
9. **Publishing activity**
  - literature concerning all activities above

POLAND

STAFF POSITION NEEDS

National Office

- 91 DEputy secretary general
- 92 Programme assistant, Admin assistant, secretary
- 93 staff development training

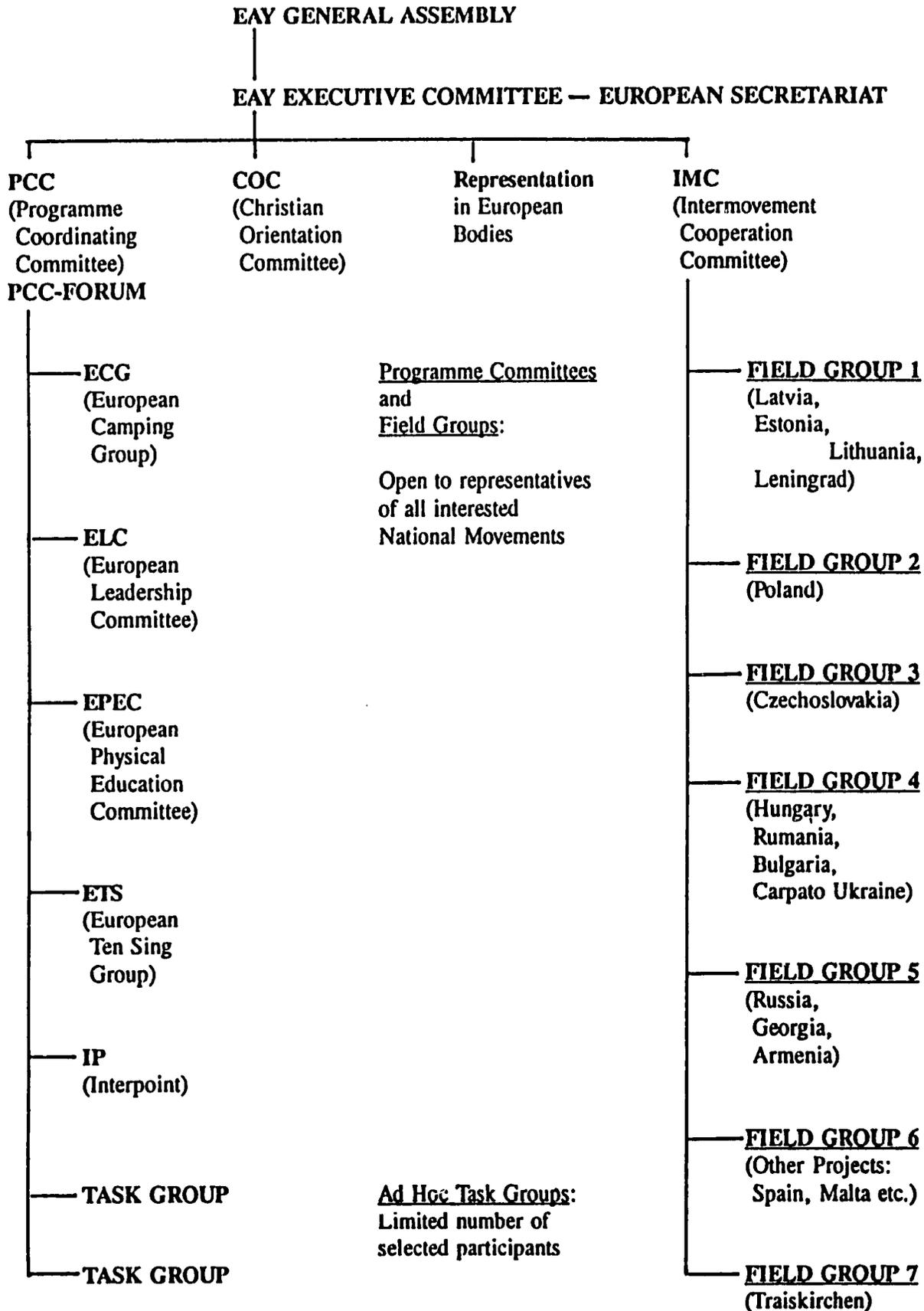
Branches

- Krakow
  - 91 secretary Sept-Dec
  - 92 general secretary, programme director (1/2?)
  - 93 staff development, office assistant
- Warsaw
  - 91 Programme director (1/2)
  - 92 General secretary, secretary (1/2), Programme diector full
  - 93 staff development
- Lodz
  - 91 Programme Director 9(1/2)
  - 92 General secretary, programme director full
  - 93 secretary. staff development
- Gdynia
  - 91 General secretary, Programme director, secretary
  - 92 staff development, office manager
  - 93 executive director
- Olstyn
  - 91 programme director (1/2)
  - 92 Programme full, secretary genera! (1/2)
  - 93 Regional director, office support staff development
- Lublin
  - 91 -
  - 92 programme director (1/2)
  - 93 general secretary, secretary, training
- Czestachowa
  - 91 -
  - 92 executive director
  - 93 programme director, secretray, training
- Szczecin
  - 91 -
  - 92 executive director (1/2). training
  - 93 programme director, secretray

New Branches 2-3 per year, training, staff exchanges

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EAY STRUCTURE



22'

EAY IMC Field Groups

IMC FIELD GROUPS

Status: 17. 5. 1991

	<b>Field Group</b>	<b>Leadership</b>	<b>Participation</b>
2	Poland	Germany: Günther Haas	Canada/Kitchener-Waterloo (Norman McKee)  England Germany (Günther Haas) Poland (Wiktor Leyk) USA (Bruce Knox)
3	CSFR	Norway: Odd Bjørnsen	Austria (Dietrich Reitzner) Canada/Toronto (Henry Labatte) CSFR (Lubor Drapal) Denmark (Niels Lange) England Germany (Wolfgang Rumpf) Norway (Odd Bjørnsen) Switzerland (Helena Kozelka) USA (Bruce Knox)
4	Hungary Rumania Bulgaria Carpato Ukraine	Switzerland: Emile Stricker	Austria (Dietrich Reitzner) Bulgaria (Stephan Botcheff) Canada/Vancouver (Bill Owen) (Jens Pedersen) Denmark England Germany Greece (John Massos, Alex Tsokos) Hungary (Janos Severenyi, Judit Sostai) Rumania (Horvath Levente) Scotland (Bob King) Switzerland (Emile Stricker) USA (Bruce Knox) Wales (John Berry)

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