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**YMCA OF THE USA**  
**YMCA OF LEBANON**

**HUMANITARIAN ASSISTANCE PROGRAM**  
**(USAID GRANT: ANE-0342-G-00-2064-00)**

**PROGRAM EVALUATION REPORT**

**Prepared by:**  
**Najib N. MOUTRAN**  
**(M.Sc. Agro-Economics & Rural Development)**

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## **EXECUTIVE SUMMARY**

The YMCA of Lebanon has developed a professional organization with social tremendous efficiency and effectiveness in the social and humanitarian field, cooperating with a broad range of PVOs who represent all religious affiliations and geographic areas. This institutional development was attained gradually through an increasing social and humanitarian assistance experience commensurate with mounting international support. USAID'S support and requirements have had significant impact on YMCA/L organizational development and on augmenting and up-grading the staff skills.

The USAID-funded Humanitarian Assistance Program under review was successfully implemented by the YMCA/L. The objectives and target groups were efficiently reached with respect to all program categories, at cost that averaged US\$. 4.45 per beneficiary. The total number of beneficiaries was 104,328 persons assisted through different types of activities.

The program coverage was nationwide, consistent with the religious and geographical distribution and concentration of needy and high risk groups wherever located.

Program components complemented each other, resulting in an essentially coherent and integrated assistance approach to recipient emergency needs while promoting the institutional development having a significant positive impact on the managerial capacities and professional performance of the participating local Lebanese social welfare institutions.

Systematic coordination of the YMCA/L interventions with other local and international relief efforts achieved impressive practical benefits and eliminating duplication and waste of human and material resources, thus reaching larger number of beneficiaries within appropriate allocations of emergency relief aid.

## **INTRODUCTION**

**The evaluation of the Humanitarian Assistance Program (September 1992 - August 1993) was undertaken on the initiative of the YMCA of USA.**

**This work of intense schedule was facilitated by the excellent support from all YMCA of Lebanon staff, especially the Emergency Relief and Humanitarian Assistance Department.**

**The writer would like to thank all participant institutions visited for their warm welcome and collaboration.**

**A special acknowledgment is due to Dr. Mounir Khoury who introduced me to the YMCA/L staff, and availed a great opportunity for me to meet such a social care assistance team who has been the example of efficiency, honesty and other human values associated with social services and humanitarian assistance, since 1978.**

**The writer wishes to thank also Mr. Charbel Hachem for his pleasant companionship and guidance to find out the evaluation sample of the different institutions scattered all over Lebanon.**

**Appreciation and gratitude to Miss. Jacqueline Korkjian for her valuable contribution.**

## **1. BACKGROUND:**

### **1.1. Recent Considerations**

The post war period in Lebanon has proved to be more critical than the war time itself. This is due to several factors, particularly:

- the widely spread economic recession; and
- the drastic decrease in personal income and in purchasing power.

A large number of Lebanese families was relying on illicit returns whether from smuggling, illicit cultivation, salaries from militias and parties which all have been stopped by the restitution of government power. This change has been having adverse repercussions on these families and on their incomes, reducing them to a state of severe poverty.

Having acquired during the war days nothing but negligence, hate and laziness, many young people averaging in age between 15 and 30 years found themselves without profession, craft or know how which might help them generate income.

Returnees out of the displaced communities need orientation and technical assistance in planning as well as financial support in order to start reconstruction, rehabilitation and development. The government while still recovering is not yet qualified to solely and entirely undertake or adequately support actions that address the contemporary major challenges, including such issues as public awareness with regard to pollution, social cohesion, education, health, youth rehabilitation, rural and urban reconstruction, and development.

### **1.2. YMCA and the Humanitarian Assistance Program**

Lebanese NGOs found themselves during the war responding to emergency human needs, which substantially changed the profile of their programs. YMCA/L has developed into a very efficient professional social service organization with large scale programs in collaboration with a country-wide

network of other PVOs which represent all kinds of affiliations in practically all geographical areas. Beside the Humanitarian Assistance Program under review, it also runs a Medical Assistance Program, a Leadership Training and Camping Program, an accelerated Vocational and Technical Training Program which benefited 28,000 young men and women over the last 10 years, and the IMTI (International Management and Training Institute) that provides management training and consulting services to the agencies in the field of social service.

YMCA/L has been cooperating with YMCA of the USA for over 50 years. The first support the YMCA/L has received from USAID goes back to 1978. The 1992-1993 Humanitarian Assistance Program should be seen in this historical and wider context as a program which benefited a lot from the ever growing partnership between the YMCA of the USA and the YMCA of Lebanon as well as from the complementarity of other ongoing YMCA/L programs as cited above

The total USAID grant has been (US\$. 622,712.-) for the period (September 1992 - August 1993).

The purpose of the project under this grant has been as follows:

- to provide basic relief commodities to needy families;
- to assist in shelter repair of social welfare institutions;
- to provide support to displaced farmers and agricultural workers;
- to ensure training of NGOs volunteers, leaders and staff.

The relief commodities are, by definition strictly limited to some items like clothes, basic food supplies, hygienic products, sleeping materials, kitchen utensils and modest amounts of seedlings and fertilizers for agriculture.

Assessment of needs, purchasing and distribution of supplies have been done either directly by the YMCA staff and volunteers or in collaboration with local PVOs. The indirect distribution can only be undertaken within the framework of sub-grants to partner indigenous PVOs, who were approved by the USAID Resident Representative.

The target population to be covered was estimated at 66,000 of the neediest among displaced and war-affected families. Criteria for selection has been zero or low income war-affected persons, poor families with many children, widows without income, orphans, handicapped and elderly.

Shelter repairing has been confined to displacement centers, social service institutions, i.e., non-profit schools, orphanages and homes for elderly.

As to implementation and monitoring procedures, the YMCA/L has developed an effective system for supervision and monitoring of direct procurement and indirect implementation through sub-grants. The organization combined a quick distribution with several steps, which always started with the assessment of needs of the target group, and coordination with PVOs and NGOs working in the same areas. The distribution of all commodities was effected to those beneficiaries who fit the eligibility criteria. These are some of the major steps to be followed each time a YMCA intervention takes place.

## **2. EVALUATION METHODOLOGY**

The research methods for the evaluation were determined by the external evaluator. They encompassed: (1) a thorough review of project documents and of random samples of program and financial records and reports; (2) interviews with YMCA of Lebanon leadership and staff; (3) site visits to a representative sample of YMCA project activities, interviews with cooperating social welfare institutions and interviews with beneficiaries; and (4) interviews with a sample of key community leaders, government officials and other organizations involved in similar activities.

### **2.1. Project documents, records and reports**

The evaluator reviewed: (1) the YMCA of Lebanon Project Proposal, 1992-1993 Humanitarian Assistance Program; (2) the Document of Understanding between the YMCA of the USA, International Division and the YMCA of Lebanon (dated August 16, 1992); and (3) the YMCA of Lebanon program and financial records and reports.

### **2.2. YMCA of Lebanon leadership and staff**

At the outset, the evaluator was given adequate briefing on the Humanitarian Assistance Program by the Chief Executive of the YMCA of Lebanon and the Manager of the Humanitarian Assistance Program. This briefing covered the program context, origins and history, rationale and goals/objectives, beneficiaries, approach and activities, personnel, budget, collaboration with broad network of partner indigenous NGOs, support services and warehousing facilities and control system.

Thereafter, the evaluator conducted a series of meetings with directors of other YMCA of Lebanon programs, field workers and volunteers in order to understand the extent of interaction, mutual reinforcement and integration between these efforts and the Humanitarian Assistance Program under scrutiny as well as to learn in greater depth the dynamics of program implementation, methods used, achievements and outputs, problems encountered, and opportunities for program continuation/expansion and redirection.

### **2.3. Site visits and interviews with cooperating institutions and beneficiaries**

After reviewing the basic documents and interviewing the YMCA of Lebanon leadership and staff, the evaluator selected out of the list of sites, institutions, and groups of beneficiaries a representative sample for systematic visitation and interviewing. This selection was made on the basis of the set of criteria defined in the scope of work statement. A summary matrix of the evaluation sample of institutions visited is presented in Table 1 below.

In order to visit a variety of social welfare institutions, the list had to be expanded in one direction since certain institutions are unique in the type of service they provide, and therefore the religious balance in the sample could not be rigidly maintained (e.g., the Drug Rehabilitation Center, for instance, is the sole specialized center in Lebanon. This center is a Christian non-profit association and no similar institutions could be found under other religious affiliation).

Different institutions, ranging from homes for the elderly, handicapped, orphanages, not-for-profit hospitals, dispensaries to vocational training institutions and free-of-charge schools in war affected areas, as well as groups of displaced villagers and small farmers cooperatives were visited starting 7 September - 12 September, 1993. (Regarding the detailed time schedule and namelist of persons met please see respectively Appendixes I & II).

YMCA Area Coordinators were met in the field, and they presented their views concerning the relief operational procedures, the benefits of the targeted population, and the problems encountered. Thereafter, meetings with field staff and final beneficiaries were conducted. They proved helpful in providing feedback for objective implementation assessment.

**Table 1 - Summary Matrix of the evaluation sample of institutions visited.**

<b>Geographical / Religious Distribution</b>	<b>CHRISTIAN</b>	<b>MOSLEM</b>	<b>DRUZE</b>
<b>BEIRUT</b>	1- Maronite Asylum (Ain El Remmaneh) 2- Rafka School (Jdeideh)	1- Islamic Elderly Home (Sabra) 2- Young Women Moslem Association (Ouzai) 3- Imam El Khou'y Orphanage (Dawha)	
<b>NORTH LEBANON</b>	3- Divine Providence (Zghorta) 4- St. Joseph School (Minyara)	4- Islamic Hospital (Tripoli) 5- Dispensary (Akkar)	
<b>BEKAA</b>	5- Dar El Sadaka (Zahleh)	6- Association of Islamic Orientation (Baalbeck) 7- School of "Al Ain"	
<b>SOUTH LEBANON</b>	6- Villages of Myeh we Myeh (Returnee Farmers)	8- Amel Technical School (Borj El Chemali) 9- Lebanese Welfare Association for the Handicapped (Tyre) 10- Amilieh Orphan Care (Tebnine)	
<b>MOUNT LEBANON</b>	7- Returnee small-scale farmers (Majdel Meouch) 8- Youth Rehabilitation Center (Fonar) 9- Father Robert's Institute (Shayleh) 10- Drug Rehabilitation Center (Reyfoun) 11- SESOBEL Handicapped Center (Aintoura) 12- Elderly Guest House (Jounieh)		1- Orphan Welfare Institution (Baakline) 2- Druze Orphanage (Obey)

**N.B.:** The Druze are one of the minorities in Lebanon. They are mostly located in Mount Lebanon a fact that explains the non existence of any Druze institution in the North, South or Bekaa.

#### **2.4. Community leaders, government officials and other organizations involved in similar activities**

The evaluator broadened the scope of his consultations beyond the YMCA and the direct beneficiaries, who were appropriately consulted. These additional consultations were encompassed to provide some external control and opinion on the program.

External control and opinion on the program were obtained through interviews with the following categories of key informants, who received no direct benefits from the USAID-funded YMCA/L Humanitarian Assistance Program under scrutiny.

1. Interviews with local community leaders
2. Interviews with government officials
3. Interviews with other organizations involved in similar activities, e.g., world Vision and Caritas

Thus, within the scope of the humanitarian assistance program implementation evaluation exercise, interviews with a sample of key community leaders, government officials and other organizations involved in similar activities were conducted in order to obtain external control and opinion on the program, and on the organization's overall role and performance in the social welfare field in Lebanon. The interviewees included (1) the Druze community spiritual leader, Cheikh Akl Gheith; (2) two government officials, the Chief of the Social Development Department of the National Council for Development and Reconstruction, Mr. G. Khoury who is also member of the board of directors of Caritas; and the President of the National Inspection Board, Mr. F. Hbeish; and (3) the Field Director of the USA-based World Vision, Mr. J. Bouchebl who is involved in similar humanitarian assistance activities but received no direct benefits from this USAID-funded YMCA/L grant.

All respondents were found to be aware and sufficiently informed regarding the identify, role, growth and programs of the YMCA of Lebanon. All persons met were requested to formulate their assessments, opinions and judgments in the light of (1) the prevailing situation in the country, (2) priority human basic needs, (3) the public and private sector programs geared to address such needs, (4) the raison d'être of the YMCA of Lebanon Humanitarian Assistance Program, and (5) the rating of its actual implementation.

### **3. MAJOR FINDINGS**

#### **3.1. Program Achievements**

##### **3.1.1. Did the program achieve its overall objectives as contained in the Project Description?**

The evaluator has found that the YMCA of Lebanon has accomplished the set of goals and objectives through the following outputs, as described in the project document:

##### **Output 1:**

- Shelter repairs which enhanced the recovery of several social service, health and education institutions, to the stage of resuming their delivery of social services to vulnerable groups such as: orphans, handicapped, poor families and displaced people (citizens). Shelter repair program was a major help for free of charge schools (e.g., Minyara School roofing and rehabilitation of class rooms. "SESOBEL" walls painting, roofing felt which enabled the reuse of unhealthy, deserted class rooms and dormitories).

##### **Output 2:**

- Agricultural supplies inputs to small-scale farmers which enabled them resume production. These consisted of small amounts of inputs: fertilizers (15-15-15) as in the case of Majd El Meouch where fertilizers helped to start growing vegetables for immediate cash returns or in the case of Mich we Mieh, where the farmers were helped in rehabilitating their fields through the distribution and planting of olive seedlings. In both cases the returnees had deserted these villages for over ten years.

##### **Output 3:**

- Provision of basic emergency relief commodities to the impoverished displaced, of zero-income and/or very limited income families, e.g., sleeping materials, food supplies, essential clothing.

#### **Output 4:**

- Training of 230 volunteers and employees from local NGOs upgrading their skills and improving their managerial capacities for better institutional performance.

#### **3.1.2. What is the actual breakdown of program activities in each of the program categories listed above?**

The breakdown of program activities in each of the program categories has been presented in the final report and verified by the evaluator and found to reflect the realities. As shown in the following table the emergency relief category constituted 52.65% or more than half of the grant funds disbursed.

Program Component/Category	Actual Amount Disbursed (US\$)	Program Share per Category
Shelter Repair	151,269	32.48%
Agricultural Assistance	54,580	11.72%
Emergency Relief	245,153	52.65%
Training Seminars	14,597	3.13%
Total	465,599	100%

**Table 2 - Actual breakdown of program categories and their shares with respect to total program amount.**

#### **3.1.3. What is the cost/beneficiary (direct & indirect) in each of the program categories:**

- a. The cost of the agricultural emergency support is US\$ 54.3 per farmer or US\$ 9.3 per capita when the farmers family members are taken into consideration).

Item	Average Cost/Beneficiary Direct / Indirect		Project Cost (US\$)	Beneficiaries Direct (farmers)	Beneficiaries Indirect (family members)
Bee wax	39.80	6.12	15,840	398	2,586
Transplants	54.40	9.64	24,210	445	2,510
Fertilizers	90.30	18.40	14,530	161	790
Average Mean	54.30	9.30	54,580	1,004	5,886

**Table 3 - Agricultural project component and average cost beneficiary.**

- b. The cost/beneficiary under the training component is US\$ 63.5 resulting from the allocation of US\$ 14,597 for the execution of 6 training courses addressed to 230 participants.
- c. 31 social service institutions benefited from the shelter repair program. These institutions provide services to 12,764 beneficiaries who are considered in the short run the direct beneficiaries from this program component. Total amount spent on shelter repair added up to US\$ 151,269 which leads to a support cost/beneficiary of US\$ 11.85.
- d. The emergency relief suppliers category, (clothing, kitchen utensils, food and hygienic products, sleeping materials), although having different items (expandable and non-expandable) for individual or collective use, amounted to US\$. 245,153 covering 85,678 beneficiaries.

Thus. The average cost/beneficiary is US\$. 2.86. This low value is due to the large number of beneficiaries from relief hygienic products which have a relative low cost per unit.

Project Component	Average Cost/Beneficiary (US\$)	
	Direct	Indirect
Provision of Training	63.50	Indirect beneficiaries are participating institutions & the ultimate people they are serving
Assistance to small-scale farmers	54.30	9.30
Shelter repair	11.85	Unpredictable
Emergency relief	2.86	None

**Table 4 - Summary table of project components' cost per beneficiary. Weighted average of program cost/beneficiary = US\$. 4.45**

**3.1.4. Where the targeted beneficiaries and priority categories of institutions and groups reached through the program?**

The YMCA had developed an effective system for identifying and reaching the target group efficiently. This point will be detailed and discussed further in the following paragraph (Mechanism of implementation, monitoring and management).

**3.1.5. What is the distribution of assistance by geographical area and religious affiliation?**

The distribution of assistance by geographical area and religious affiliation is summarized in the following tables:

Program Component Category/Area	Beirut	North	South	Bekaa	Mount Lebanon	Nation wide	Total
Shelter repair	33,916	14,295	11,410	-	67,837	23,811	151,269
Agricultural assistance	None	None	24,210	15,840	14,530	None	54,580
Emergency relief	31,881	39,790	40,390	9,600	62,506	60,986	245,153
Training seminars	2,430	5,457	-	-	6,710	-	14,597
Total	68,227	59,542	76,010	25,440	151,583	84,797	465,599
Program share per area	17.9%	15.7%	19.9%	6.7%	39.8%		100%

**Table 5 - Distribution of Program components by geographical area.**

Program Component Category/Religion	Christian	Sunnite	Shiite	Druze	Total
Shelter repair	89,702	35,919	13,244	12,404	151,269
Agricultural assistance	38,741	15,840	-	-	54,581
Emergency relief	85,833	52,767	64,495	42,056	245,153
Training seminars	Participants	were mixed			14,597
Total	214,276	104,528	77,739	54,460	
Program share per religious group	47.5%	23.1%	17.2%	12.2%	

**Table 6 - Distribution of Program components by religious affiliation**

**3.1.6. What is the actual impact of assistance on beneficiaries and institutions?**

This question when asked by the evaluator revealed a smile of satisfaction on faces of beneficiaries interviewed, emotional people, immediate reaction was to ask for God's blessings to the YMCA staff and volunteers. All this was very pleasant to hear but for an evaluator requiring and expecting measurable impact things were becoming difficult. Nevertheless, except the real value of each item, some measurable impacts were either calculated or provided by the beneficiaries themselves:

\* In Basbina (North Lebanon) the Director of the Beekeeper Cooperative certified, after showing samples of beewax, that the wax provided by YMCA induced an increase in (production) honey yield of 21% based on an experimentation he undertook 2 years ago since this kind of relief had started. He even gave us the proof by enumerating the characteristics of the special kind of wax purchased and supplied by YMCA:

- Smell (rich, attracting)
- Softness (reduced heterogeneity inside the bee-hive).

Emphasizing the quality of the relief, the beekeepers said that such an assistance has never taken place and never been so valuable.

\* Everywhere the first impact mentioned was: "YMCA improves our working and living conditions, and gives us prompt assistance though small

in material but effective and important in terms of moral support. To believe that someone is here to help strengthened our will to work and survive". These words were expressed by several interviewees comparing the contribution of YMCA to the yeast. For instance Mr. Massry at the Islamic Hospital raised the point that YMCA assistance in kind (sheets, blankets) amounting to US\$. 3,500 which is half of one day hospital expenditures, is still very valuable if just considered that it constitutes up to 14% of the total annual internal funds gathered from charity actions provided in support of the hospital.

**3.1.7. How is the YMCA training program linked to program activities and interventions? What impact has training had on institutional development of local NGOs? How do participating institutions evaluate the training and consultation received?**

The training program offered intensive training sessions cut to fit the emanating needs of the institutions. These addressed staff and volunteer training needs as reported by the staff and volunteers of the PVOs involved.

Training organized by YMCA/L on management issues has been gratefully appreciated by the participating institutions. The 230 NGO volunteer leaders and staff gained a lot through knowledge and experience sharing during the training. According to evaluation records of individual participants and trainee groups it is clear that skills and professionalism were improved which positively affected respective institutional performance. New functions were introduced in the institutions for the first time, e.g., bookkeeping in the beekeepers cooperative (Basbina - North Lebanon). This was a step forward according to the members and director of this cooperative.

Several social institutions became more demanding by setting new recruitment criteria, by engaging in more efficient planning and by assisting beneficiaries more promptly and cost/effectively.

Team work, and the philosophy, concepts and methods of social service, team work, and organizational development have been promoted directly through training.

### **3.2. Mechanisms of Implementation, Monitoring & Management**

#### **3.2.1. Discuss in some details the effectiveness of the YMCA program's selection and implementation mechanism for project activities?**

Several project activities undertaken by the YMCA would qualify as timely adequate intervention measures. This is due probably to the experience acquired during the last years. For instance, when the political decision of allowing the displaced to resettle in their original villages was taken by the government, the YMCA in collaboration and full coordination with Caritas, Pontifical Mission, and MECC promptly launched a concerted reconstruction effort, with each agency in its own specialized field. The YMCA in this special case assisted in institutional repairs (Myeh we Myeh School), and in the provision of agricultural input supplies (Majed El Meouch, Fawara, and East Sidon villages).

Determination of relief assistance is based on needs assessment. In the agricultural field, East Sidon villages received olive seedlings whereas Majed El Meouch and Fawara received fertilizers; choice of the assistance was based on the nature of the soil, availability of water and irrigation systems and type of cultivated products.

As for the other emergency relief commodities, selection of type was based on need as identified by the beneficiaries, partner indigenous organizations and YMCA/L specialized staff. Most frequently target groups of beneficiaries received their share at their place without going through the humiliating way of standing in the queue waiting for their turn in unsecured military conditions (this is the case of the ongoing emergency relief assistance in the South). People revealed to the evaluator their surprise of dealing with such a humanitarian, accurate, honest and careful organization in Lebanon where mistrust of agencies has been on the increase.

#### **3.2.2. Assess the YMCA's field monitoring and follow-up mechanism**

The YMCA/L area coordinators directly monitor and follow-up emergency relief operations and the end users of relief supplies whether under sub-grants

or direct procurement. Whenever specialized tasks are involved, YMCA/L civil engineers, agronomists and social workers conduct field visits to provide technical assistance as required. They systematically report on progress. Sub-grantee institutions report in writing to the YMCA/L in appropriate stages during the implementation process. Monitoring reports were examined by the evaluator. As a result of this sound field monitoring and follow-up mechanism the YMCA/L has gained increased credibility and excellent reputation.

**3.2.3. What implementation, monitoring and follow-up linkage are necessary for achieving the stated objectives and/or improving program effectiveness?**

The YMCA/L has since 1978 been operating on a country-wide scale in collaboration with and through existing NGOs in the field instead of establishing numerous YMCA branches all over the country. The reasons for this option were the following:

- Local NGOs are close to and knowledgeable about their communities and capable to identify the most needy among the poor.
- Local NGOs through such collaboration could be institutionally improved, strengthened and upgraded for sustainable development and in order to guarantee continuity in case funds are withdrawn.
- Local NGOs reduce costs and their involvement promotes inter-agency co-ordination and concerted action.

It has become evident that this system for providing the assistance is comparatively more economical and more efficient. All institutions visited by the evaluator attested the importance of upgrading the skills of their staff and volunteers to fit the eligibility criteria for receiving YMCA sub-grants.

It has been revealed to the evaluator that the implementation, monitoring and follow up linkages already existing are efficiently leading to the achievement of the stated objectives.

**3.2.4. Did the YMCA of Lebanon meet the reporting requirements as outlined in the Document of Understanding satisfactorily? How could reporting be improved to convey a better presentation of program achievements?**

On the basis of the records and related materials made available to him, the evaluator certifies that YMCA/L is submitting on time the required reports in conformity with the DOU reporting schedule.

However, in order to convey a better presentation of program achievements more descriptive and analytical materials could be added, e.g., using retabulations of raw data of relief figures with simple frequencies (percentages) thus giving a broader meaning than the real figures.

**3.2.4(a) Financial Reports**

The table below reflects the dates when reports were submitted to the YMCA of the USA International Division.

<u>Date Due</u>	<u>Date of Submission</u>
1st Quarter Sep. 1, 1992 - Nov. 31, 1992	Dec. 12, 1992
2nd Quarter Dec. 1, 1992 - Feb. 28, 1993	Mar. 4, 1993
3rd Quarter Mar. 1, 1993 - May 31, 1993	Jun. 14, 1993
4th Quarter Jun. 1, 1993 - Aug. 31, 1993	Sep. 8, 1993

The content of these reports fulfill the requirements. They cover listings of actual expenses for the quarter, financial activity plan for the following period and a note about discrepancies between actual expenses and previously projected cash needs. This latter issue has been presented as balance between amounts budgeted and amounts paid.

In detail financial reports included:

- Financial Plan
- Cash Advance Status Report
- List of Sub-Grants, of Direct Procurement and of Training transactions.

### **3.2.4 (b) Program Reports:**

Submission of the program semi-annual report took place on the 17th of March and the final annual report on the 8th of September, meeting efficiently the reporting time requirements by several days ahead of the deadline.

As for the report content it is recommended that the YMCA/L develop more the part relevant to collaboration with other institutions. This could be of substantial significance. The evaluator noted during his assignment the very fruitful inter-agency collaboration which has been greatly appreciated by all concerned.

The YMCA/L ongoing emergency relief operations in the South of Lebanon is a good example of this collaboration. The evaluator had the chance to observe the team of enumerators working in 3 damaged villages of the UNIFIL zone, where the YMCA collaborates with the United Nations (HABITAT), UNIFIL and many PVOs.

The YMCA/L team, made of 15 social workers and 6 engineers, carried out 500 interviews and damage assessments in an attempt to figure out through a detailed questionnaire (which was later analyzed) the reconstruction requirements of 360 partially and totally destroyed houses as a result of the latest events which took place in the South.

### **3.2.5. How Is the YMCA of Lebanon coordinated with other local and international relief efforts in Lebanon? Has coordination achieved practical benefits?**

Coordination is a very important and essential part of the YMCA/L's work in the country. This coordination is carried on and followed up through:

#### **a. The Lebanese NGO Forum**

The YMCA took the initiative of bringing together 14 umbrella groups of PVOs and NGOs where together they form the above coordinating organization (LNF).

The Chief Executive Officers of these member umbrella groups get together in formal meetings where they exchange information and coordinate the work of their organizations to use resources wisely and cover the needs without any duplication. They often participate in supporting joint projects. The YMCA/L has been requested to serve as implementing agency on behalf of the Forum in the case of several projects.

- b. **The coordination meetings of USAID-funded PVOs:**  
These meetings are held monthly by USAID. They bring USAID and PVOs representatives together on emergency issues. YMCA is an active participant member.
- c. **The monthly coordinating meeting of NGOs concerned with the resettlement of the displaced.** This meeting includes the following agencies: CARITAS, World Vision, Pontifical Mission, MECC and YMCA/Lebanon. Information as to who is doing what reference the displaced is exchanged and concerted programs are discussed at these meetings.
- d. **The YMCA programs that are all implemented in collaboration with Lebanese community based grassroots organizations, i.e., the Medical Program which deals with 112 dispensaries serving 26,000 chronically ill patients; the Vocational Training Program; the Leadership Training Program; the Camping Program for war affected children and orphans, and the management training program for human service organizations.**

### **3.2.6. YMCA of Lebanon Human Resources**

From the first and up to the last interview with the YMCA of Lebanon leadership and staff. the evaluator was positively impressed by a prevailing high level of motivation, zealous dedication to program service, and strong conviction in the effectiveness of teamwork and value of benefits that accrue to the poorest segment of the population, especially vulnerable groups among the displaced and returnees.

These qualities combined with many years of cumulative field work experience underlie the YMCA of Lebanon organizational chart which deliberately retains just the essential number of high caliber staff at the top. The YMCA of Lebanon is strong at the field and grassroots level, where it optimizes the involvement of the human and material resources of partner social welfare institutions in addition to its own, thus as a catalyst ensuring the proper delivery of humanitarian assistance to the intended beneficiaries at a feasible minimum cost.

### **3.3. Institutional Development**

#### **3.3.1. Have the YMCA program interventions had a measurable impact on the institutional development of local Lebanese institutions who have benefited from and/or are involved in the YMCA Humanitarian Assistance Program? What role has training played in this?**

The YMCA Humanitarian Assistance Program has had an extremely positive impact on institutional development. Throughout the collaborative process each institution is revived as a whole institution. For instance "Minyara School" or the "Maronite Asylum", and several others were not operational because of material problems such as water leakage, broken windows, This constitutes a great loss in institutional resources. The impact of the YMCA program intervention is not to be compared to the ratios YMCA contribution/institution fixed assets value or YMCA support/monthly or annual expenditures which might appear to be insignificant in real figures but highly significant in the sense that it activated the institution and made again productive its assets in the field of social service or education sector and launched it on the right direction to raise funds and to try to be more autonomous and operational on a sustainable basis. Real institutional development is ongoing indirectly through YMCA/L training of staff and volunteers of local Lebanese institutions. Fruitful interaction is offering local NGOs a chance of acquiring a know-how in social work administration, organization and monitoring of programs.

The cost sharing in the shelter repair component has been an excellent experience for most of the institutions. The beneficiary institution provides labor while the YMCA donates the materials. This practice of co-sharing has proved successful as method in appreciating the in-kind donation from the recipient side, using it more rationally and economically.

YMCA/L distributed good quality products which impressed the recipients. Local PVOs are following the YMCA/L example, e.g., the Imam El Khou'y Orphanage is recently emphasizing the advantage of purchasing different clothing items for the orphans with the view of helping to preserve each kid's identity.

**3.3.2. How has the YMCA Humanitarian Assistance Program affected the institutional capacity of the YMCA of Lebanon? How does the program fit into the institutional identification of the YMCA of Lebanon? What would be the institutional impact on the YMCA of Lebanon if external funds are withdrawn?**

- a. To answer this question it is easier to compare what and where was the YMCA before the relation with USAID had started and where does the YMCA stand today, that is 1978 onward:

The support from USAID required the improvement, the upgrading and the expansion of staff and their skills. The YMCA/L was capable to meet those conditions and augment its staff and volunteer corps and enrich their experiences with national and international opportunities of training and exchanging of experiences both in country and abroad. Today YMCA/L enjoys the image of an organization which maintains an outstanding variety of highly experienced senior staff (in different areas of activities). The credibility and transparency which the YMCA/L and its staff enjoy, is one of its kind. Throughout the war years, the YMCA/L was able to carry its work all over Lebanon, among all religious and political groups, and continued to be welcomed and accepted by all parties irrespective of their political or religious affiliations. This could not have happened had it not been for the

**absolute neutrality of the YMCA/L Board, the integrity of its staff, the introduction of a modern management information system (fully computerized) and disposition to share all these institutional developmental aspects with other NGOs, through conferences, training seminars, and joint task forces. There is no doubt in any body's mind that the relation with USAID was a major factor in accomplishing these major institutional developments including the upgrading of human resources working in different YMCA programs.**

- b. The influence of this relation meant a lot to the YMCA/L who was able to adjust the focus of its activities from a building bound recreational program to become a lead agency in outreach with multi-sectoral programs encompassing vocational training, medical aid assistance, community-based rehabilitation and reconstruction, and management training and consulting for NGOs. The YMCA/L has been able to strengthen substantially its economic base by attracting and maintaining the support of a diversity of donors: multi-lateral, bilateral and non-governmental at the international, regional and national levels. The YMCA/L annual budget has increased many fold.**

**Today YMCA/L donors include:**

- World Alliance of YMCAs**
- YMCA of the USA/AUB Foundation**
- YMCA of Canada**
- YMCA of England**
- YMCA of Japan**
- YMCA of Germany**
- YMCA of Holland**
- YMCA of Norway**
- USAID**
- DIAKONIA**
- Government of Sweden**
- Government of Canada**
- Government of Norway**
- Government of Germany**
- Government of United Kingdom**
- Government of Holland**

- c. The evaluator believes that the YMCA/L has been able to build an excellent reputation during the difficult times Lebanon has been going through. This reputation speaks out of technical know-how, broad acceptance by the different communities, transparency, and credibility. The YMCA/L continues to build further on these strong foundations, which should in the light of improvements in the political and economic situation enable the YMCA to raise more funds locally from individuals, from businesses and the Lebanese government. As a case in point, the evaluator found out that recently the Lebanese Ministry of Health has decided to provide substantial financial support to the YMCA/L Medical Program which involves 120 dispensaries all over the country. So the future of the YMCA/L financially, once foreign funds will stop, should not lead to very serious adverse consequences.

### **3.3.3. Evaluation controls**

As stated earlier under the section on evaluation methodology, the evaluator conducted interviews with a sample of key community leaders, government officials, and representatives of other organizations involved in similar activities, in order to obtain external views and additional objective assessments of the YMCA of Lebanon Humanitarian Assistance Program. The main findings based on an analysis of these interviews may be summarized as follows:

- (a) All respondents were aware and well informed of the identity, role, organizational growth, public image and various programs of the YMCA of Lebanon.

A statement made by a senior government official is worth quoting:

"During the war several dividing boundaries (political, military, religious, geographic, psychological) were erected. But, the YMCA of Lebanon worked across all such boundaries. It was practically the only organization accepted and trusted by all kinds of political parties,

militias and religious groupings in all geographic areas. The YMCA of Lebanon operated throughout all regions and worked with all such groupings equitably providing humanitarian assistance in its various forms to the war-affected without discrimination. No other social service organization in the country could have such out-reach to beneficiaries, broad institutional and popular support and high public esteem constantly throughout the most difficult 16 years of war".

- (b) All respondents do not think the YMCA of Lebanon Humanitarian Assistance Program duplicates in any way the assistance provided by government or other organizations carrying out similar activities. In this respect the YMCA of Lebanon is qualified as being among the few organizations that practice close co-ordination with the public and NGO sectors. The YMCA of Lebanon has in this regard established with other national organizations the Lebanese NGO Forum for the purpose of concerted planning and action and systematic co-ordination. Representatives of other organizations involved in similar activities, who todate have neither received sub-grants from the YMCA under the Humanitarian Assistance Program nor engaged in systematic co-ordination within the Lebanese NGO Forum's framework revealed that they look ahead to the prospects of more intensive collaboration and closer coordination with the YMCA of Lebanon whose program and methods they judge as both highly efficient and cost-effective.

These representatives related that the training opportunities which the YMCA of Lebanon International Management Training Institute offered to their organizations' staff have been constructive and that they would like their staff to benefit from similar training in the future.

- (c) It was made clear from the opinions gathered that the government of Lebanon cannot replace the role played by NGOs generally and the YMCA of Lebanon specifically, particularly in the field of inservice social work training and grassroots medical assistance at the local level for the provision of medicines for the impoverished chronically ill, since the government is using its potentials in rehabilitation of the

urban infrastructure, electricity, communications and roads. Therefore, several vital actions would not be taken unless NGOs interfere using their expertise and resources. One of these actions could be the resettlement of displaced people. Thousands of displaced families are gradually settled.

Emergency relief programs remain of high importance for these groups and others with mounting needs of such groups like children and elders.

Withdrawing external funds will certainly affect the level and areas of YMCA/L interventions. Generating local funds is still a difficult task for local NGOs, specially in view of the sweeping economic depression. "Withdrawal of external funds would lead to the collapse of many organization," (Cheikh Akl Druze).

- (d) The strategy to work in partnership with a country-wide geo-confessional network of social welfare institutions is viable. Its cost-effectiveness in the delivery of humanitarian assistance to the poorest vulnerable groups among the war-affected is adequately documented. The strategy enabled the YMCA of Lebanon to meet program implementation requirements without having to increase the number of staff on its own payroll as has been the case with other USAID-funded PVOs (e.g., Save the Children).
- (e) The strengthening of indigenous partner NGOs operating at the various levels through YMCA of Lebanon International Management & Training Institute consulting services and manpower training has been in the right direction. It is an intervention that should be continued at the appropriate level with commensurate project resources allocated to the strengthening of grassroots community-based socio-economic institutions, a strategy that has not been sufficiently supported.

#### **4. INTEGRATED SOCIAL ASSISTANCE APPROACH**

The relief program which was mainly the focus of this evaluation employed all means available from other programs, i.e. nationwide clothing relief used available empty space in dispensaries for warehousing.

Most of the USAID-funded emergency relief volunteers are graduate trainees who participated in the YMCA/L activities years ago but kept the contact since. The typical example the evaluator observed was in Akkar (North Lebanon) where the building trade trainees implemented what they have learnt voluntarily by building the dispensary of the village which was subsequently provided with medicines from the YMCA/L country-wide program that provides medicines to the poorest of the chronically ill.

This falls within the integrated social approach of the YMCA which is multi-sectoral and considers the basic needs of all community members: the poor, unemployed and ill.

The flow chart from figure 2 shows the 5 different departments of YMCA/L which reflect the organization's diversification of program activities.

Through a tight internal structure, information exchange and human inputs, an increase in efficiency, economy in time and resources have been the characteristics of program achievement.

## **5. RECOMMENDATIONS**

**On the basis of the main findings of this program implementation evaluation exercise, the following recommendations are proposed:**

- 1. Emergency relief should be continued as a main component under the 1993-1995 USAID-YMCA project.**

**This is in view of the evidence that a large number of the displaced and returnees are still surviving in dire poverty, experiencing daily human sufferings as a result of country-wide socio-economic crises, which continue to be intensively severe. The impoverished displaced/returnees and vulnerable groups of orphans, disadvantaged children in specially difficult circumstances, widows, elderly, small farmers and artisans are the hardest hit by the on-going economic depression, featuring drastic devaluation of the Lebanese currency, galloping inflation, loss of purchasing power, soaring prices of necessities and cost of living, and very high rate of unemployment. The public deficit, still huge despite the variety of government measures recently enforced to reduce it, continues to constrain public spending on humanitarian assistance programs that address the basic needs of the displaced/returnees for food, clothing, income, education, health care, etc.**

- 2. The 1993-1995 emergency relief component should be designed with due weight given to assisting the displaced and the returnees, thus reinforcing the national government's policy and program for the gradual resettlement of the displaced in their rural villages and urban neighborhoods of origin.**
- 3. The following four sub-components of the 1992-1993 Humanitarian Assistance Program should continue to receive due emphasis in future project design, with decreasing stress on item (1) and allocation of increasing resources to item (3) below:**
  - (1) Provision of emergency relief commodities.**
  - (2) Repair of social welfare institutions, free-of-charge schools, and not-for profit health centers and dispensaries.**

- (3) Emergency assistance to small farmers victimized by war and natural disasters.
- (4) Provision of training for local managerial skills to help them identify needs of their communities, particularly those that can be addressed on a self-help basis.

There exists an urgent need for the continuation of these four sub-components. The YMCA of Lebanon has a track record of high performance in all these four areas of assistance and should continue to be an executing agency.

The evaluator recommends that sub-component (3) be boosted by the allocation of increased level of future project resources so as to (1) expand the scope of assistance to small farmer productive agricultural rehabilitation activities within the framework of a YMCA supported community-based integrated rehabilitation and redevelopment thrust, (2) improve the levels of food security at the individual, household and community through local food production activities, (3) establish a pivotal loan revolving fund that would provide small farmers access to sorely needed short-term productive credit, and (4) launch an accelerated vocational and technical training that would up-grade rapidly the skills of small farmers in agriculture and non-agriculture sectors. The evaluator has been impressed by the experience, expertise and capability of the YMCA of Lebanon in non-formal accelerated vocational and technical skills training and strongly believes that sub-component (3) could be substantially strengthened by offering such training to the small farmers target group.

4. The emergency relief component should be implemented along the same PVOs sub-grant and YMCA direct procurement strategy, because of its proven and tested comparative advantages. The evaluator found substantial evidence in support of its flexibility, efficiency and cost-effectiveness in the provision of humanitarian assistance to intended beneficiaries. Besides using existing human and material resources of co-operating indigenous social welfare institutions, the strategy realized program equity among needy and vulnerable groups of different political and geo-confessional backgrounds. As a delivery system, the strategy (sub-grants to PVO and YMCA direct procurement) has succeeded in ensuring broad access by reaching out across the country to the target

**beneficiaries, whether in institutional or under-served community settings.**

**As by-product of the humanitarian assistance program, cooperating social welfare institutions and organized groups of vulnerable segments like women and small farmers have been strengthened. These organizations and community-based socio-economic groups can be used as a basis for designing new approaches for assisting the displaced and returnees on a sustainable basis.**

- 5. At this time of scarce resources for humanitarian assistance, there emerges a pressing urgency for an "enabling assistance" of the type that systematically seeks to help people at the grassroots to help themselves, particularly through organized community/neighborhood collective mutual aid and social action.**

**The improved political climate is now supportive of a gradual shift from emergency relief to a community/neighborhood-based democratic self-help program focused on poverty eradication and improvement of living conditions through social community rehabilitation and redevelopment methods and processes.**

**The evaluator recommends that the USAID-YMCA 1993-95 project encompasses an additional component entitled "community rehabilitation and redevelopment." Under such component, pilot models in urban neighborhood rehabilitation and rural village redevelopment could be designed and implemented by the YMCA for future replication on a larger scale. During the initial phase, these pilot models would be launched in a small number of strategically selected depressed urban and rural impact areas with concentrations of displaced/returnees. It is expected that many valuable lessons would be learned from such well-monitored pilot models, which embody the features for cost-effective replication on a larger scale, as required financial support becomes available.**

- 6. Reports from recipient institutions and groups of beneficiaries should be improved. The evaluator reviewed random sample of program sub-grants and YMCA of Lebanon direct procurement activity files, invoices, implementation and monitoring reports and found out that program**

records are adequately kept and systematically organized. Records are classified : (1) by intervention (PVOs sub-grants or DPs), (2) by institution, and (3) by chronological order. The system reflects pragmatically the various stages of each approved activity - from application, to sub-grant agreement, to disbursement, to distribution substantiated by acknowledgment of recipients, to full implementation.

The YMCA of Lebanon has been meeting the programmatic and financial requirements as scheduled in the document of understanding. They reflect operational realities and are commendable.

However, the evaluator is of the opinion that reports from recipient social welfare institutions and groups of beneficiaries (e.g., small scale farmers) can and should be improved upon in terms of content, analysis, human interest stories, etc. Such improvements, if built into the existing reporting system, would greatly enrich the understanding of all parties concerned about the program in action.

7. Data on organizational effectiveness should be built into the existing monitoring and information management system.

Sample evaluation questions on organizational effectiveness would relate to such dimensions and elements as the following : (1) purpose and strategy, (2) organizational culture, (3) control and accountability, (4) products, programs and services, (5) growth and change, (6) financial resources and management, (7) human resources and management, (8) communication, (9) leadership, (10) problem solving and decision-making, (11) structure and systems, (12) planning, monitoring and evaluation, and (13) external linkages.

8. Non-Formal Vocational and Technical Training:  
Should be included as sub-component

With many years of experience in the design, implementation, management and evaluation of systematic accelerated non-formal vocational and technical skills training particularly in building and construction trades (e.g., masonry, carpentry, electricity, plumbing, and tiling) and income-generating skills for women (e.g., sewing and dress-making), the YMCA/L has an outstanding capability in this substantive

area that should be increasingly capitalized upon in order to provide disadvantaged and unemployed young men and women with appropriate accelerated non-formal vocational and technical skills training opportunities so as to enhance their employability and optimize their contributions to the reconstruction of their war-torn communities, particularly to low-cost repair and rebuilding of war-damaged houses and community basic amenities.

The evaluator strongly recommends that accelerated technical skills training in building and agricultural trades be included as a sub-component of a forthcoming USAID-YMCA humanitarian assistance project on relief, rehabilitation and redevelopment of the displaced and returnees in Lebanon.

9. A broad-based inter-agency "consulting group" should be established with YMCA of Lebanon as steering organizations for the purpose of sharing experiences and up-grading the organizational effectiveness of local PVOs on a constant basis.

As in previous years, the YMCA of Lebanon has, within the framework of the USAID-funded 1992-1993, Humanitarian Assistance Program, networked with numerous indigenous socio-economic institutions across the country involving them systematically as channels and providers of emergency relief assistance (including materials for shelter repair, basic food, sleeping materials, clothing and hygienic products) that benefited a large number of war-affected vulnerable groups at low cost to the project.

This inter-organizational partnership strategy has proven both efficient and cost-effective. This strategy also fostered organization and institution-building and eventual sustainable development.

The YMCA/L has developed over the past years valuable field experience in working together with other NGOs, thus reaching out to all geographic areas and needy vulnerable groups from different religions and ethnic backgrounds. Accordingly, the YMCA has the capability to build further upon this cumulative field experience. The YMCA possesses basic knowledge of the level of performance of these NGOs, their strengths and weaknesses. The YMCA can play a lead role in

strengthening these NGOs and in enabling them to be more effective in the area of community-based integrated organization and development. The evaluator strongly recommends USAID-support to the YMCA of Lebanon to play such a much needed role in the post-war reconstruction and redevelopment of Lebanon. With such support the YMCA of Lebanon Management and Training Institute would assist local PVOs in such areas as needs assessment, program management, manpower training and organizational effectiveness.

10. Self reliance of recipient institutions and individuals should be stressed

(a) Institutional level

The organizational effectiveness of recipient institutions should be increasingly stressed. Sub-grants for shelter repair and emergency relief commodities for vulnerable groups in care of recipient institutions have proven timely effective. These institutions have also received emergency management consultation and manpower training services from the YMCA/L International Management and Training Institute (IMTI). These services should be continued and at a higher level with more USAID grant resources allocated in their support with the view of accelerating organizational effectiveness and sustainability of institutional assistance to the vulnerable groups.

(b) Individual level

Similarly, YMCA direct procurement interventions have reached needy recipient individuals in non-residential settings. The YMCA has involved the local community, interest groups and the recipient families in these interventions. Some of the foundations for community participation in addressing basic human needs of displaced and returnees have been laid. USAID and YMCA should give increasing attention to strengthening community participation and community problem solving capacity by allocating additional human and financial resources to the YMCA for achieving greater self-reliance objectives at the local community and individual family levels.

**APPENDIX I**

**FIELD VISITS SCHEDULE  
EVALUATION AID GRANT No.  
(ANE-0342-G-00-2064-00)  
September 1, 1992 - August 31, 1993**

<b>Tuesday 7th of September</b>	<b>: North Lebanon</b>
<b>Wednesday 8th of September</b>	<b>: Kesserwan/Mount Lebanon</b>
<b>Thursday 9th of September</b>	<b>: South Lebanon</b>
<b>Friday 10th of September</b>	<b>: East &amp; West Beirut</b>
<b>Saturday 11th of September</b>	<b>: Shouf, El Harf/Mount Lebanon &amp; Zahlch/Beka'a</b>
<b>Sunday 12th of September</b>	<b>: Baalbeck-El Ain/Beka'a</b>
<b>Monday 13th of September</b>	<b>: YMCA offices</b>

**TUESDAY 7th of SEPTEMBER  
NORTH LEBANON**

- 7: 30 AM** : **Departure YMCA offices**
- 9: 00 till 10: 00** : **Islamic Hospital-Tripoli**
- 10: 45 till 11: 30** : **Home of the Divine Providence/  
Aarjess Z.ghorta-Elderly**
- 12: 30 till 1: 30** : **St. Joseph School-Mnyara**
- 1: 30 till 3: 00** : **Lunch Break**
- 3: 30 till 5: 00** : **Akkar El Attika Dispensary  
Agriculture-wax Distribution  
Meeting with area coordinator & Y Representative**
- 5: 00** : **Return to Beirut**

**WEDNESDAY 8th of SEPTEMBER  
KESSERWAN**

- 8: 00** : **Departure YMCA Offices**
- 8: 30 till 9: 30** : **Youth Rehabilitation Center-Fanar**
- 10: 15 till 11:15** : **Sesobel (Handicapped Center)-Aintoura**
- 12: 00 till 1: 00** : **Beit El Dyafeh Restaurant-Jounieh**
- 1: 00 till 2: 00** : **Lunch Break**
- 2: 30 till 3: 30** : **Father Robert's Institute-Shayleh**
- 3: 45 till 4: 45** : **Tajamoh Oum El Nour/Drug Rehabilitation Center**
- 5: 00** : **Return To Beirut**

**THURSDAY 9th of SEPTEMBER  
SOUTH LEBANON**

- 7: 30 : Departure YMCA Offices/  
Meeting with Area Coordinator**
- 8: 00 till 9: 00 : Al Imam El Khouy Orphanage**
- 10: 30 till 11: 30 : Myeh & Myeh-East Sidon Villages/  
Agricultural Assistance**
- 12: 30 till 1: 15 : The Lebanese Welfare Association for the  
Handicapped-Tyr**
- 1: 15 till 2: 00 : Jabal Amel Technical School-Bourj El Chemali**
- 2: 00 till 3: 00 : Lunch Break**
- 3: 30 till 4: 15 : Amilieh Orphan Care-Tebnine  
Tebnine Hospital**
- 4: 15 : Return to Beirut**

**FRIDAY 10th of SEPTEMBER  
EAST & WEST BEIRUT**

- 8: 00 : Departure YMCA Offices**
- 8: 30 till 9: 30 : Dar El Ajazi El Islami-Sabra**
- 10: 00 till 11: 00 : YWMA School-Ouzai**
- 11: 45 till 12:30 : Maronite Asylum-Ain El Remmanch**
- 1: 00 till 2: 00 : Rafka School-Jdeidch**
- 2: 30 : Lunch YMCA Offices/  
Meeting with Agricultural Engineer**
- 3: 30 till 5: 00 : Relief Files & Documents**

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**SATURDAY 11th of SEPTEMBER  
SHOUF-EL HARF/MOUNT LEBANON  
& ZAHLEH/BEKA'A**

- 7: 00 : Departure YMCA Offices**
- 8: 00 till 9: 00 : Druze Orphanage-Abey**
- 10: 00 till 11: 00 : Druze Orphan Welfare Institution-Baakline**
- 12: 00 till 1: 00 : Majd El Mouch Agricultural Assistance/Fertilizers**
- 2: 00 till 3: 00 : Lunch Break**
- 3: 00 till 4: 00 : Dar El Sadaka-Zahleh**

**SUNDAY 12 of SEPTEMBER  
BAALBECK-EL AIN**

- 8: 00 : Departure YMCA Offices**
- 10: 00 till 11: 00 : Islamic Guidance Association-Baalbeck**
- 12: 00 till 1: 00 : Al Ain School-Hermel**
- 1: 00 : Lunch Break & Return to Beirut**

**MONDAY 13 OF SEPTEMBER**

**Meeting with various YMCA program directors, field officers, staff.  
Humanitarian assistance program files and reporting documents.**

**APPENDIX II**

**NAME LIST OF PERSONS VISITED**

NAME	INSTITUTION	TITLE	DATE
Mr. Ghassan Sayah	YMCA-Lebanon	Chief Executive Officer	4/9/93
Mrs. Leyla Kenaan	YMCA-Lebanon Relief Program	Program Director	4/9/93
Mr. Hassan Nazer	YMCA-Lebanon	Area Coordinator (North)	7/9/93
Mr. Ahmad El Masri	Islamic Hospital	Managing Director	7/9/93
Mr. Khaled Chahine	Akkar Dispensary	In charge	7/9/93
Mrs. Franjeh	Divine Providence	Assistant	7/9/93
Sister Stephany Saliba	St. Joseph School	In charge	7/9/93
Mr. Abdallah Kenaan	Beekeepers Cooperative	Director	7/9/93
Mr. George Matar	Youth Rehabilitation Center	Director	8/9/93
Mr. Nassib Osseiran	Youth Rehabilitation Center	Teacher	8/9/93
Mrs. Carmen Yammine	Social Service for Children Welfare	Social Assistant Management	8/9/93
Mrs. Salwa Khoury	Elderly Guest House (Restaurant)	In charge	8/9/93
Sister Emile Joseph Haji Chahine	Father Robert's Institute	In charge	8/9/93
Mr. Charbel Salameh	Drug Rehabilitation Center	In charge	9/9/93
Dr. Khoder Dabbous	Orphanage Al Imam Khoury	Director	9/8/93
Dr. Seman Abou Saba	Municipality of Miyeh & Miyeh	Mayor	9/9/93
Dr. Choukry Jabbour	Farmers Union of Miyeh & Miyeh	Farmer	9/9/93
Mr. Rifaal Charara	YMCA-Lebanon	Area-Coordinator (South)	9/9/93
Mr. Hassan Bitar	Jabal Amel Technical School	Director	9/9/93
Mr. Ali Fawaz	Hospital of Tebnine	Manager	9/9/93
Dr. Bassam Al Mohamad	Lebanese Welfare Association for the Handicapped	Dentist	9/9/93
Mrs. Noha Agha	Young Women Moslem Association	Board Member	10/9/93
Mr. Azzam Hawi	Dar El Ajaji el Islami	Manager	10/9/93

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**APPENDIX II**

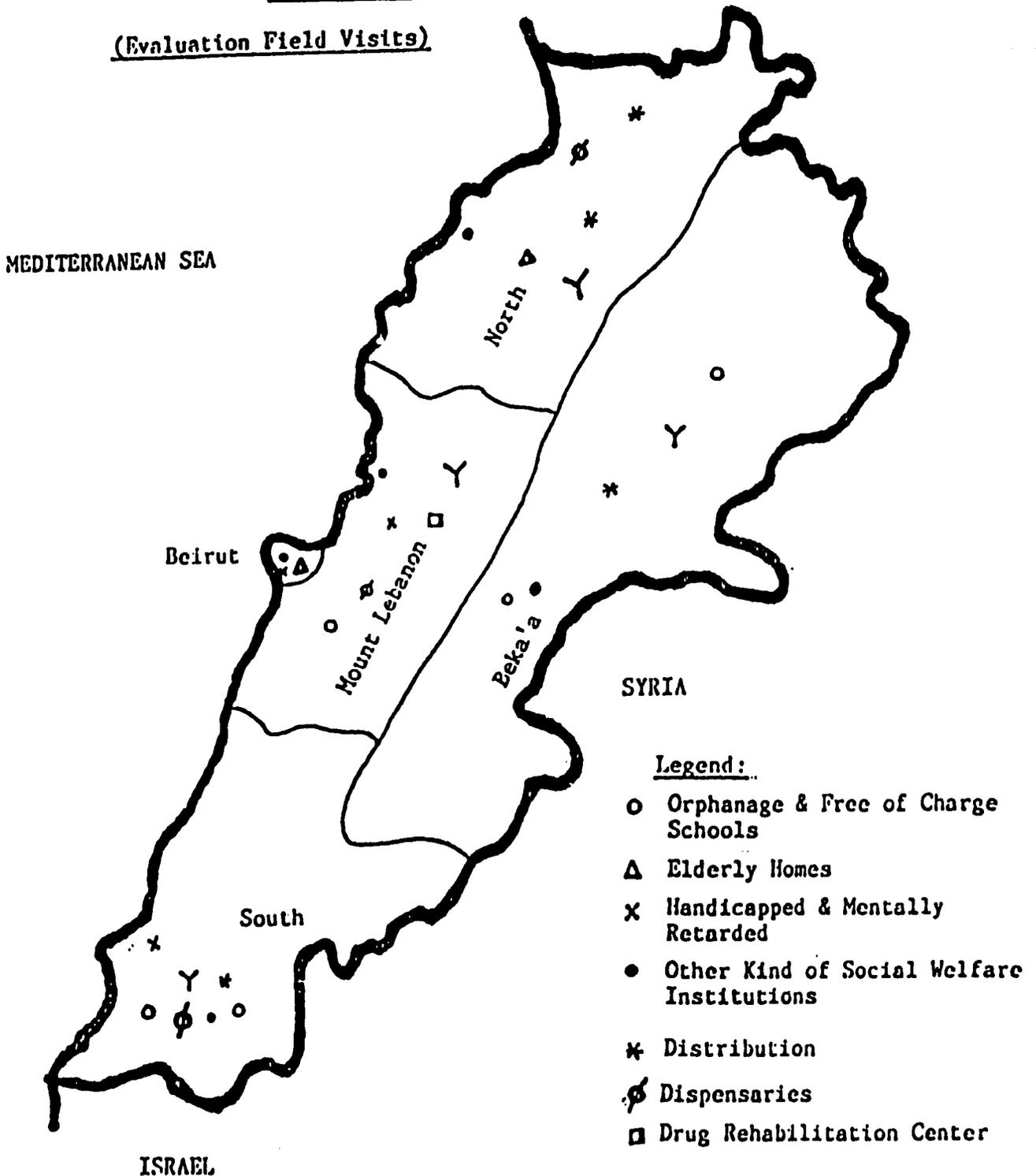
**NAME LIST OF PERSONS VISITED**

NAME	INSTITUTION	TITLE	DATE
Father Selim Nammour	Rafka Free of Charge School	Director	10/9/93
Mr. Selim Zohroub	YMCA-Lebanon Green Plan (Ministry of Agriculture)	Agronomist	10/9/93
El Sheikh Zeid Shaar	Druze Orphan Welfare Institution - Baakline	Director	11/9/93
Mrs. Hayat Nakadi	Druze Orphan Home -Obey	Director	11/9/93
Mr. Adib Merhej	Farmers Union - Majdel Meouch	Moukhtar	11/9/93
Miss. Zeina Ammouy	"Dar el Sadaka" - Zahleh	Social Assistant	11/9/93
Mr. Hammoudy Awada	Association of Islamic Orientation	Director	11/9/93
Mr. Albert Helwe	YMCA-Lebanon	Area Coordinator in charge of VTP	13/9/93
Miss. Jocelyne Assaf	YMCA-Lebanon Medical Program	Program Director	13/9/93
Mr. Edgard Zoghbi	YMCA-Lebanon	Civil Engineer	13/9/93
Miss. Jenny Nawfal	YMCA-Lebanon	Field Officer IMTI Trainer	13/9/93
Mr. Joseph Awad	YMCA-Lebanon	Financial Manager	13/9/93
Mr. Jean Hajj	YMCA-Lebanon	Area Coordinator In charge of IMTI	13/9/93
Mr. Pierre Felfilli	YMCA-Lebanon Youth & Children Program	Program Director	15/9/93
Miss. Hind Shaarawi	YMCA-Lebanon Relief Program	Field Officer	15/9/93

Appendix III

Map of Lebanon showing the Five Governorates  
and Location of the Humanitarian Assistance Program by  
the YMCA of Lebanon

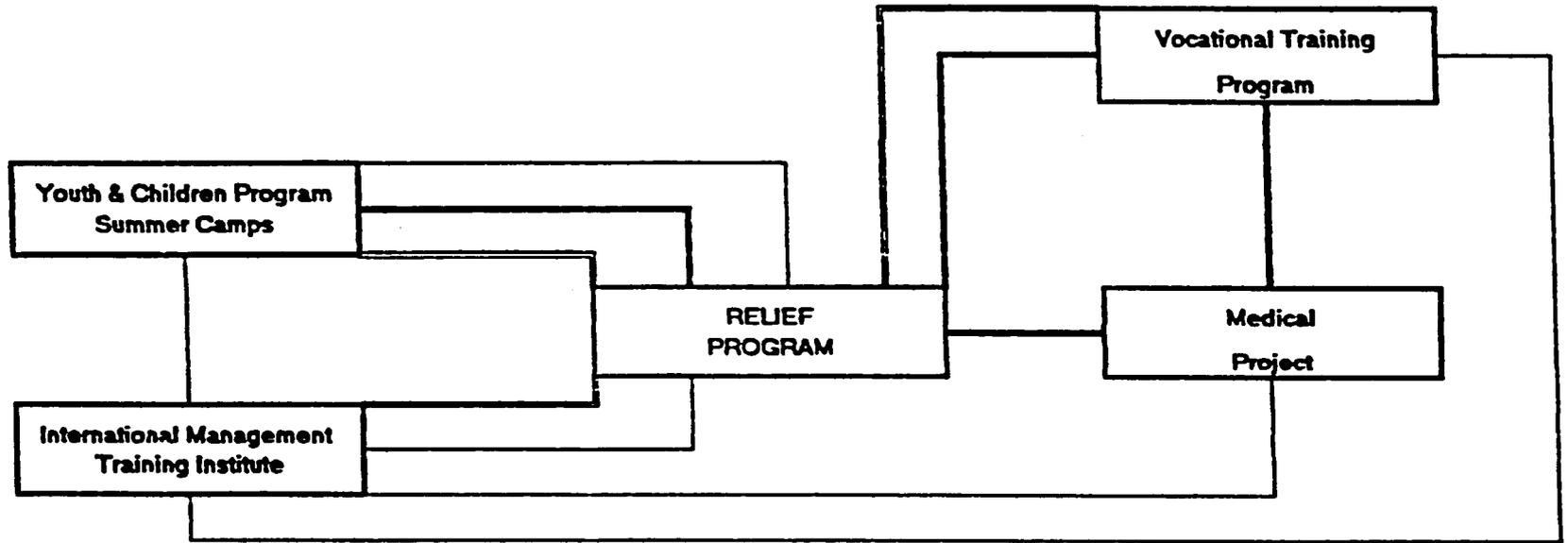
(Evaluation Field Visits)



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Figure - 2 RELIEF ASSISTANCE PROGRAM  
COLLABORATION AND LINKAGES WITH OTHER YMCA DEPARTMENTS



-  Volunteers, Human Input
-  Assistance to serve common target groups
-  Information Exchange