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**YMCA OF THE USA
INTERNATIONAL DIVISION**

**FINAL REPORT
ACCOMPLISHMENTS ACHIEVED THROUGH
MATCHING GRANT NO. OTR-0158-A-00-9077-00
SEPTEMBER 1, 1989 - DECEMBER 31, 1994**

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MATCHING GRANT IV FINAL REPORT

CONTENTS

	<u>PAGE NUMBERS</u>
I. <u>BACKGROUND TO GRANT AND PROJECT CONTEXT</u>	<u>1 - 8</u>
II. <u>PROJECT METHODOLOGY</u>	<u>1</u>
III. <u>MONITORING AND EVALUATION</u>	<u>1 - 2</u>
IV. <u>REVIEW AND ANALYSIS OF PROJECT RESULTS BY COUNTRY</u>	<u>1 - 40</u>
V. <u>MANAGEMENT: REVIEW AND ANALYSIS OF HEADQUARTERS/SUPPORT FUNCTIONS</u>	<u>1 - 6</u>
VI. <u>FINANCIAL REPORT</u>	<u>1 - 7</u>
VII. <u>LESSONS LEARNED AND LONG-TERM PROJECT IMPLICATIONS AND RECOMMENDATIONS</u>	<u>1 - 7</u>
VIII. <u>MATCHING GRANT IV WORKPLAN</u>	<u>1 - 4</u>
IX. <u>APPENDICES TO FINAL REPORT</u>	<u>NO. 1 - 4</u>

**MATCHING GRANT IV - FINAL REPORT
SEPTEMBER 1, 1989 - DECEMBER 31, 1994**

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

The YMCA is a world-wide confederation of one hundred and thirty National Movements which support and conduct local development activities aimed at increasing human resources and development management capacity in addition to providing opportunities in education, training, and small enterprise development. Projects and training activities are in agricultural training, vocational training for youth and young adults, community development and strengthening the development program and institutional capacity of indigenous YMCAs through management training and direct support for development staff.

The YMCA's identity as an organization committed to development was articulated through a forum of the international body and ratified by all YMCAs. In 1973, at the Sixth World Council Meeting of YMCAs held in Kampala, Uganda, the World Alliance adopted the "Kampala Principles". These principles established international cooperation for development as a major program thrust outline policies and guiding principles.

These policies and principles, based on the recognition of the needs of the rapidly increasing number of newly independent Third World countries, were designed to stimulate new models for YMCA relationships.

Local YMCAs throughout the world practice the concept of human development which serves as the underlying philosophy of the YMCA of the USA Development Cooperation program. Development of the total person as represented by the YMCA Triangle is a shared concern reflected in: educational programs (non-formal, formal, and informal) (mind); food production, nutrition, sports and health programs (body); and included in all programs either implicitly or explicitly is values training in cultural context (spirit).

The broad-based, balanced approach to development of the person is coupled with an extension of the concept to the community through integrated community development. The basic human needs of people, and especially those in poverty, are met mostly through primary group and community relationships. The breakdown of group

and community functions contributes to development problems and most YMCA projects are integrated into and strengthen "grassroots" community structures.

Many YMCAs, especially those in the Third World, have extended development programs from urban to rural communities. This rural/urban interface, linkage and exchange represents a viable development concept and responds to national development priorities in the rural/agricultural sector including concerns for food production, health services, water resources, and rural employment. It is supported and encouraged by the YMCA of the USA.

The International Division coordinates international programs for the YMCA in the U.S.A. Since 1973, efforts have been made to directly involve the corporate YMCA associations in the United States in international programs. As of December, 1994, U.S. YMCAs had 335 relationships (partnerships) or linkages with counterpart YMCAs in other countries. The programs and projects resulting from these bilateral and multilateral relationships include a wide variety of cross-cultural activities and exchanges. About 55% of these activities support development projects or programs of institutional strengthening for development. In addition, YMCA National Movements in Canada, England, Germany, Japan, Norway, Netherlands, Sweden and Switzerland provide support to development programs through collaboration and joint-financing.

There are five key program goals for the International Division of the YMCA of the USA. These are:

1. **Development:** To extend the quality and scope of YMCA involvement with social, economic and human development programs that improve the quality of life for people of developing countries.
2. **Development Education:** To integrate international training and education opportunities with existing national and local programs and providing resources and services that directly support international education activities conducted by local YMCAs.
3. **Exchange:** To maintain and create new opportunities for visits, travel, and exchange programs involving U.S. and international YMCAs with the potential of developing mutually supportive long-term relationships between YMCAs.

4. **Intermovement Cooperation:** To collaborate with YMCA Movements to increase the sharing of information and resources including programs undertaken with governmental and private organizations as well as within the YMCA.
5. **Relationships (Partnerships):** To expand the number and quality of direct bilateral and multilateral program relationships (linkages and partnerships) between the U.S. and international YMCAs.

The general method of operation of the YMCA is that each community YMCA in a given country has local autonomy to select its leadership, programs and purpose within the general guidelines established by its national organization and the World Alliance. The YMCA of the USA (a national organization comprised of 960 corporate YMCAs of the U.S.) carries out specific functions of coordination, representation, research, setting of standards and initiation of new programs. The International Division of the YMCA of the USA is responsible for these functions in international programs and manages grant administration of government and private funds awarded for international programming.

The major program and training activities which the International Division supports through the Development Cooperation program are:

1. **Agriculture, including increased crop and livestock production and water resource development.**
2. **Short-term vocational training and job creation for unemployed youth and young adults, including small-scale business management training and small-scale business development.**
3. **An integrated approach to community development working with low income people in specific communities, both rural and urban. This results in health, non-formal education, skills training and job creation projects.**
4. **Projects to interpret to other National YMCA Movements, other international private voluntary organizations, and multinational corporations, development work as carried out by private voluntary organizations, the objective being to obtain new sources for technology transfer and support.**

5. **Strengthening the development program and institutional capacity of indigenous YMCAs through management training and direct support for development of leadership.**

Under the leadership of the World Alliance of YMCAs' program for Intermovement Cooperation, a major effort is being implemented over the decade of the 1990s to consolidate and strengthen YMCA National Movements and their local associations in Africa, Asia, Latin America, Middle East, Caribbean, and the Pacific. The World Alliance has established a new Inter-Movement Cooperation process to assess needs and priorities in YMCAs around the world. With this initiative, the World YMCA Movement is in a position to strengthen YMCAs institutionally, share risks for new innovative approaches (especially for small enterprise development), and to replicate successful programs by communicating results more effectively and sharing human resources more widely.

By strengthening this worldwide network for development, YMCAs are able to draw upon a large resource pool within the YMCA family through other private voluntary organizations and from other sectors such as private foundations, corporations, and government organizations, e.g. Peace Corps. Thus the YMCA serves as a catalyst to bring together a wide range of technical resources to be applied to specific problem areas.

The YMCA of the USA has been working with A.I.D. since 1973 when YMCAs around the world expressed their commitment to social and economic development. The YMCA was one of the first U.S. Private Voluntary Organizations to establish a collegial relationship with A.I.D. for support of its development program. The two major areas of program focus have been:

1. **strengthening the capacity of YMCAs in developing countries as institutions for development, and**
2. **support for specific projects.**

The implementation of Matching Grants from 1978 to the present has provided experience for analysis of the unique approaches to development for which the YMCA is most suited. Unlike PVOs which are organized to specialize in specific social, health, or economic problem, the YMCA is a general service agency. The general service to people approach is made specific for development projects as these are designed to focus on identifiable "people" problems in

specific places and times. Nevertheless, experience has shown there are organizational characteristics of the YMCA which help define its place in the PVO "world" as a development work agency.

These may be identified as:

1. In terms of development theory, the YMCA works with a basic human needs approach. Making the poor more productive is an important component of this approach, as are projects to deal with their basic health, education, food, water, and shelter needs.
2. Human resource development, especially of youth and young adults, is a second characteristic. It is with the homeless and urban poor youth whose only assets are their two hands, a mind, and a willingness to work. In stagnated economies, job creation is a necessary part of any skills training for economic improvement.
3. Because the YMCA is organized in each country and community as an indigenous PVO, it is uniquely fitted to conduct small scale community level projects for which a community leadership structure is needed and used to make decisions and provide volunteer assistance in project implementation. It is uniquely suited to reach those in the lowest 20% of the economic strata in a society, at least those whose morale and health is high enough that their productivity can be increased if new opportunities are provided.
4. The YMCA is a PVO with an expertise and a niche in training. The YMCA provides skills training in a broad, yet specific, sense (rather than training on ideologies) with which development work is concerned. Training is a supplementary or central part of most projects supported by the Matching Grant. The YMCA focus sees its training function as provision of a means to an end and not an end in itself, with additional effort increasingly focused on self-employment or job placement for the graduate. The most prevalent kind of training in Matching Grant projects is short term vocational skills and management training with the objective of improving the productivity (and income) as well as the capacity of the trainee. This is now being followed with skill training and basic support for small scale enterprise development.

In terms of the socio-economic and political conditions which gave rise to the YMCA Development Cooperation program, YMCAs in Africa, Latin America, and the Middle East have identified a series of problems to be addressed in order to meet the needs of their communities.

Africa: A multiplicity of problems affecting development continue throughout Africa (civil strife, food scarcity, expanding population, scarcity of water, erosion of the environment, and internal and international migration). African governments are striving to deal with changing political systems, financial instability, dependent markets, lack of food production and environmental problems, structural weaknesses and unmanageable population pressures.

The crisis problems cannot be solved in the long run solely by adjustments at the national level and while governments work at the local community level on development, it is very important their efforts be joined by community-based organizations representing the needs of rural villages with indigenous leadership. Such an organization is the YMCA in the African countries. The YMCA's principle of the individual's development of Body, Mind, and Spirit now extended to the group and community, coupled with its resolve to be a leading development PVO has given the ideology and motivation to implement projects targeted to long-term solutions to African problems. The new motivation of African YMCAs coupled with the emerging strength of international work in the US provides a new foundation for strong YMCA organizations targeted on development.

Since 1975, the YMCAs in Africa have made significant progress in focusing their efforts, strengthening their infrastructures and increasing their capacity for development work. The projects supported under Matching Grants I, II and III encouraged this advance. Efforts in Matching Grant IV focused on consolidating and strengthening this important foundation.

Additional financial, technical, and human resources are provided from other sources such as the African Crisis Fund, funds for the Middle East, and Intermovement Cooperation activities of the World Alliance of YMCAs. Local US YMCAs' partnerships and linkages with African YMCAs are increasing. Furthermore, experiences and resources from within the African YMCAs are being shared through new opportunities in training, monitoring, and evaluation.

Latin America: In Latin American countries, the problems addressed by YMCAs are mostly in the semi-urban squatter areas of large cities where housing, community infrastructure, educational, health and sanitary services are universally substandard. These problems are major contributors to poor health and infant mortality, illiteracy, social unrest and lack of skills needed for employment.

Most of all the projects in the Central American and Caribbean countries under MG IV are being implemented by paid and volunteer workers who are part of the benefitting neighborhoods. Most projects had varied programs: basic health education, family planning, and oral rehydration therapy, literacy training, basic education, etc.

MG IV focused directly on at least four of the six key development problems identified by the A.I.D. Administration that included: unemployment and underemployment, chronic hunger, illiteracy and lack of education, and health deficiencies, especially through infant and child mortality.

In addition to projects, MG IV focused on strengthening the institutional capacity of indigenous YMCAs in these countries at both national and local community levels. This helped build experienced indigenous leadership and organization in developing countries at the local community levels. Matching Grant IV provided project management training workshops and building on managerial skills among development staff which was started under MG II and III.

Funding Rationale

The YMCA of the USA is a private voluntary organization and 98% of its funding is derived from private contributions. In order to leverage these locally raised funds specifically in support of the worldwide YMCA development programs, the National Board of YMCAs approved the seeking of additional funding from the U.S. Agency for International Development. Since 1978, this government support has stimulated and challenged local U.S. YMCAs to raise more funds for development programs and the relationship has proven to be mutually beneficial. YMCA funds support aspects of programs that A.I.D. funds cannot, such as vehicles, land, etc. A.I.D. funds provided local U.S. YMCAs with the satisfaction that the impact of their contributions was multiplied.

The YMCA of the USA encourages other YMCA National Movements in developing countries to work directly with local A.I.D. Missions.

However, the development management capacity of most of these YMCA Movements prior to Matching Grant IV was not sufficient to enter into a direct relationship. An outcome of this program is stronger YMCAs which will be establishing direct relationships with the A.I.D. missions.

In addition, new efforts have begun between Partners to collaborate on funding and to share information on the support they provide to other National Movements. This is being done to find means to increase effectiveness of resources allocations and to multiply the results through joint financing ventures with "Donor YMCAs" from Canada, Germany, England, Norway, Japan, Netherlands, France, and Switzerland.

II. PROJECT METHODOLOGY

Program Purpose:

To increase the capacity of YMCA associations to respond to some of the more acute problems faced by people in 20 developing countries in Africa, Latin America, the Caribbean, and the Middle East. Program activities increased human resources and developed managerial capacity and provided opportunities for education and training in vocational skills, small enterprise development, health and sanitation, and the environment.

Principal Activities:

To accomplish the goal and purpose, the YMCA addressed four areas:

- A. Insufficient institutional infrastructure in National YMCA movements;**
- B. Lack of managerial and entrepreneurial skills at the local community level;**
- C. Underemployment or unemployment; and**
- D. Necessity of long-term integrated solutions to community problems.**

The program increased the numbers of trained and experienced development staff; promoted small-scale enterprise development; provided skills training; and integrated community development programs. Specific areas of program support included training in project management, vocational training, entrepreneurial skills training, informal education, agriculture/agribusiness, health-care, transfer of technology, and water resource development.

The program's major region of focus was Africa, with priority given to institutional strengthening activities to create a foundation for viable YMCAs. This was complemented by project funds which supported socio-economic development. The second region emphasized was Central America with involvement by Panama and Guatemala. Additional programs in the Caribbean (Dominican Republic) and the Middle East (Lebanon and East Jerusalem) received support. Total significant involvement in Matching Grant IV was 20 countries.

III. MONITORING AND EVALUATION:

The Final Evaluation of Matching Grant IV, which was carried out in May, 1994, made recommendations to the YMCA to increase emphasis on institutional development activities that include training, analysis and revision of structure, and collaboration as well as community development issues of participation and project management:

The recommendations were as follows and the YMCA response and action taken is indicated below:

Recommendation No. 1: In the future, Africa Alliance should provide intensive practical and, when possible, on-site training to assist National Movements to carry out implementation of development projects. This represents an extension of current training practices which are focused on delivery of training through workshops and conferences. It is suggested that the Alliance contract short-term regional development trainers who can assist in the planning and delivery of National Movement specific training. Funds should also be utilized for specific technical training that strengthens the beneficiary Movement's capacity for development activities.

Response No. 1: The YMCA agreed fully with the recommendation and submitted a revised proposal to USAID/PVC to support the intensive training for development practitioners. The support was approved and program activities have commenced under the new Matching Grant V.

Recommendation No. 2: National Movements, with assistance from Africa Alliance, should re-examine structures to ensure that there is a capacity to function as effective development assistance institutions rather than membership organizations. Africa Alliance should develop a check-list of indicators of institutional development for each National Movement. This check-list should describe minimal operational capacities including number and quality of staff, kind of organizational structure, and functions and relationships of each staff position. Once the check-list is developed for each Movement, Africa Alliance should verify that necessary functions are in place and seek and provide financial support or appropriate training and technical follow-up in areas not sufficiently covered.

Response No. 2: The Africa Alliance and the YMCA of the USA are seeking ways to support this process with National Movements. The YMCA of the USA has suggested the use of an Institutional Development Framework Worksheet to facilitate the process of establishing a check-list of indicators. (See Appendix 1)

In addition, the Africa Alliance's last Project Review Committee meeting recommended that the evaluation be shared and discussed with National Movements throughout Africa so that recommendations could be incorporated in their workplans.

Recommendation No. 3: In order to build on the institutional groundwork laid by MG I-IV, The Africa Alliance and International Division should explore ways to promote enhanced partnerships. This should include but not be limited to pursuing new forms of partnership for development and not for the sake of partnership. The International Division should coordinate all funds and technical assistance from the YMCA of the USA to Africa. In other words, Chicago should manage partnership relationships including seeking new partnerships, any new grants, the Africa Crisis Fund, and other sources of funding intended to benefit Africa. New partnership should be based on mutuality. As a start, the Africa Alliance should have representation on the YMCA of the USA's Sub-Committee for Africa.

Response No. 3: The YMCA of the USA has re-organized its structure to improve coordination. In addition, new positions have been created to concentrate on relationships (partnerships) and emphasize quality elements in partnerships such as mutuality. A new committee is being formed to replace the sub-regional committees which shall be responsible for all regions. Consultation on regional issues will be made with the Area Organizations such as the Africa Alliance on decisions pertaining to those regions.

Recommendation No. 4: Africa Alliance should continue to emphasize participatory approach to rural and urban community development as exemplified in the proposal already developed for future development funding. This initiative should be supported and promoted to provide the Africa Alliance with greater capacity to realize the desired impact in community development.

Response No. 4: Participatory methodology towards community development will be a key component of the training work to be undertaken in Matching Grant V.

Monitoring and evaluation visits have taken place in Guatemala, Panama, the Dominican Republic, and East Jerusalem. These visits have been made to assess progress in program activities; to analyze and recommend specific actions on institutional development issues; and to provide technical and managerial assistance. The observations from these visits are elaborated on in the Review of Country Programs (Section IV).

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS BY COUNTRY

Introduction:

Project Review Process: During Matching Grant IV, the decision was made to block grant funds to the Africa Alliance of YMCAs for management and implementation of the Africa Development Program. The Africa Alliance formed a Projects Review Committee that was responsible for the review and analysis of projects submitted by National Movements.

All other projects funded through the grant followed the routine review and approval process: project requests received approval from the sponsoring National Council of YMCAs, were endorsed by the World Alliance and the appropriate Area Organization, analyzed by the International Division staff and approved by and endorsed by the Intermovement Support and Budget Allocation Committee. The following criteria was applied to all project requests which were reviewed for the following:

1. Consistency with general U.S. YMCA International development objectives and priorities;
2. Consistency with the priorities and overall objectives of the Matching Grant Program;
3. Clearly identifiable and measurable development objectives;
4. Field and action orientation;
5. Significant and sustainable development impact;
6. Support from the requesting YMCA and/or beneficiary community;
7. Demonstration or track record in financial management.

Additional support was provided based on successful program achievements and financial compliance and subject to the availability of funds.

The following 20 countries received support, either through management training or for direct project support for program activities under Matching Grant IV:

YMCA MATCHING GRANT ELIGIBLE COUNTRY LIST

<u>AFRICA</u>	<u>AFRICA</u>	<u>AFRICA</u>	<u>LATIN AMERICA</u>	<u>MIDDLE EAST</u>
Gambia	Liberia	Zambia	Guatemala	Lebanon
Ghana	Tanzania	Nigeria	Panama	E.Jerusalem
Zimbabwe	Sao Tome	Rwanda		
Kenya	Togo	Ethiopia		<u>CARIBBEAN</u>
Uganda	Senegal	South Africa		Dominican Republic

All YMCAs that applied for in-country program support under the Matching Grant inform the A.I.D. Mission in the respective country. A.I.D. mission approval of the proposed project was obtained by concurrence before Matching Grant funds were made available.

NAME OF REGION: Africa Alliance of YMCAs

PROGRAM DESCRIPTION AND ANALYSIS:

The Africa Development Program began on September 1, 1989 and terminated on December 31, 1994. The program's purpose was to build and consolidate the institutional capacity of both the Africa Alliance and National YMCA Movements in Africa through a series of institutional strengthening activities. Furthermore, it aimed at encouraging and supporting community development activities within 15 African countries. The program's objective was to build the institutional infrastructure to ensure long-term sustainability of development programs within the overall mission and scope of YMCA activities. YMCA Movements had been active in community development programs for a number of years, however a focus on impact driven programs was not common to all YMCAs. The institutional strengthening focus created an environment for the establishment of integrated programs rather than isolated project-specific actions. Past experience demonstrated that development projects had been successful during their term, but did not have the required institutional support or affiliation to ensure their long-term viability.

SUPPORT SERVICES(professional/clerical, travel monitoring, communication):

The YMCA of the USA provided assistance through monitoring and evaluation and participated as a member of the Final Evaluation Team.

TRAINING AND EVALUATION:

The Africa Alliance participated in the final evaluation of the program during May, 1994. The Alliance provided input to the critique of the Matching Grant IV program. A key recommendation from the evaluation dealt with the observed need and demand for increased and more comprehensive leadership training for development professionals throughout the YMCAs in Africa.

PROJECTS:(Subgrants, World Service, Africa Crisis Fund):

The Africa Alliance garnered significant leadership strength through the implementation of Matching Grant IV. The role of the Alliance became more widely understood and the potential for the Alliance to serve as a catalyst for institutional development of YMCAs through areas such as leadership development became more clearly defined. Through MGIV, the Africa Alliance provided core institutional development through salary support to Development Secretaries, purchase of office equipment, provision of funds for strategic planning in conjunction with oversight and guidance of the implementation process, and technical training seminars on issues of institutional capacity-building and design of development programs. This

process resulted in the Africa Alliance's formulation of a YMCA program to emphasize a participatory approach to rural and urban community development which was expressed through a proposal for future development program funding.

During program implementation, the Matching Grant IV funded projects provided a learning laboratory for design, implementation, and monitoring and evaluation of appropriate development programs in communities in Africa. Each of the YMCAs in the 15 participating countries were faced with political, economic, and social challenges that affected programs. A capacity to modify program objectives and find solutions became essential. One example of the YMCA's adaptability and resilience was demonstrated in Togo when the political crisis precipitated bank closures throughout the country. The YMCA opened an account in Benin and traveled back and forth to carry out their banking transactions. A similar example was seen in Liberia, where the constant turmoil has destroyed many peoples homes and caused great loss of lives, where the YMCA building became a shelter for those who lost their homes and families. Similarly, although communication has been difficult, in Rwanda the YMCA has geared its actions to respond to the crisis with support from the Tanzania YMCA, the Africa Alliance, the World Alliance, and Partner YMCAs.

In situations of less acute strife, such as Kenya, Uganda, and South Africa, where political dialogue has been changing to attempt to encourage multi-party democracy, such change has not been easy or completely endorsed by all leaders. This has had influence on the economic context which in turn has an impact on YMCAs and their operations.

African YMCAs are not isolated institutions but are part and parcel of their contexts. This reality presents a challenge to each YMCA to be effective not only in program development but to be visionary in its leadership capacity as a civic organization.

The major outputs of the Africa Development Program are qualitative and increasingly measurable in the longer term of a YMCA's institutional development. For example, a strategic plan and its implementation can be measured as an isolated event or can instill a process to nurture and build a YMCA. Events undertaken through MGIV such as the Mornbasa Meeting and Follow-up, identified some indicators of weakness within the African Movements, a process that helped to define for each YMCA the sources of strength and measurements for each individual National Movement. A training workshop in financial management helped to build depth in the staff in terms of knowledge and familiarity with financial reporting, tracking, and management of budgets.

The Matching Grant served as an effective learning tool for the Africa Alliance by helping it to better define its role and responsibility and to provide it with a platform for action to address the concerns and needs of the YMCAs of Africa. The Projects

Review Committee evolved in its guidance role by setting standards and criteria for project development and implementation. This function was assisted through the expertise of a consultant who helped to provide the critique and counsel on project analysis and follow-up. Regional responsibilities designated through the Projects Review Committee encouraged the regions to serve as a resource to facilitate implementation of the programs. This process motivated the exploration of options to de-centralize activities such as training and monitoring to the regions.

The approvals during 1994 included the following National Movements:

- The Gambia:** Young Leaders Project
- Senegal:** Rehabilitation of Recreational Site for Young Senegalese
- Zambia:** Institutional Support to provide Development Secretary Salary support.
- Togo:** Staff Exchange Training to provide technical expertise in implementation of re-forestation programs and organic agriculture.
- Liberia:** Institutional Support for Development Secretary Salary Support.
- Uganda:** Institutional Support for Development Secretary Salary Support.

The project portfolio of the Africa Development Program comprised the following National Movements and Projects:

- The Gambia:** Talokoto-Medina Consolidation of Village Gardening for Community Economic Development Program;
- The Gambia:** Sponsorship of a Strategic Planning Workshop;
- Ghana:** Institutional Capacity Strengthening through Development Secretary Salary Support;
- Kenya:** Strategic Planning over six-months to establish a base-line and involve all 23 branches in development of a comprehensive plan. (Key features of each plan were a self-reliance component and development and retention of high caliber staff).
- Kenya:** Anyiko Vocational Training Center which developed a boarding facility, increased the caliber of the teaching staff, and greater visibility and participation by the community in events at the Center.

- Liberia:** Sponsorship of a Strategic Planning Workshop.
- Nigeria:** Sponsorship of a Strategic Planning Workshop held from March 13-19, 1994.
- Senegal:** Sponsorship of a Strategic Planning Workshop held in March, 1994.
- South Africa:** Sponsorship of a Strategic Planning Workshop.
- Togo:** Sponsorship of a Strategic Planning Workshop.
- Uganda:** Sponsorship of a Strategic Planning Workshop held in December, 1993.
- Zimbabwe:** Support for a day-care program in Bulawayo.
- Tanzania:** Purchase of office equipment.
- AAYMCAs:** Support for oversight and guidance on implementation of the Strategic Plans.

WORLD SERVICE:

The YMCA of the USA provides institutional support to the Secretariat of the Africa Alliance of YMCAs.

NAME OF COUNTRY: Dominican Republic

PROGRAM DESCRIPTION AND ANALYSIS:

The YMCA of the Dominican Republic underwent a leadership change and re-organization that enabled it to focus on training and orientation of key volunteer and professional staff leadership. The training provided skills development in management and organization and allowed the YMCA to assess its entire process of program design, monitoring, and evaluation and enabled the YMCA to analyze the organization's institutional and physical infrastructure. This provided the YMCA of the Dominican Republic with an opportunity to critically appraise the current programs at the Maquiteria Community Center, Don Gregorio, Ninos en Marcha, La Yuca, Camp Pinopolis, Santiago, and La Noria.

The purpose of this effort was to assess the current program portfolio of the YMCA in the Dominican Republic and focus on areas of strength. This was undertaken to channel efforts and resources into the priorities of the communities served by the YMCA. The education program was expanded and underwent new course development in tourism and hotel management, which includes training in food preparation and basic management (accounts) and expansion in tailoring, dress-making, and administration of small businesses involving 40 students.

Due to the need for improved economic opportunities for women, in particular, the YMCA financed 25 small businesses (20 beauty technicians and 5 seamstresses) and provided training to 30 women. The fund for small businesses was an outcome of the training program for women since the graduates needed a means to find self-employment. This option was approved for fields which demonstrated positive economic viability.

This program enabled graduates to set up a business and has spirited the YMCA into additional support activities for small businesses such as identification of formal forms of financing and collaboration with sectors of commerce and industry that support development and strengthening of small businesses.

The following chart describes the individual profile of each of the participants in the small business program:

<u>Profile Category</u>	Beauty Salons	Tailoring Workshop	Small-Scale Agriculture
<u>Gender</u>	Female	Female	Both Male/Female

<u>Age</u>	20-30 years	20-30 years	10-18 years
<u>Marital Status</u>	Single mother	Single mother	Single
<u>Location</u>	Rural/urban marginal zone	Rural/urban marginal zone	Don Gregorio Community
<u>Education</u>	YMCA Beauty School Graduate Training in Small Business Administration	Coursework in Tailoring Training in Small Business Administration	Coursework in Agriculture Training in Administration
<u>Facilities</u>	Access to utilities and appropriate location accessible to the public	Access to utilities and appropriate location accessible to the public	Access to land for cultivation owned by their families
<u>Occupation</u>	Informal sector	Informal sector	Student

Each recipient of financial support undergoes a process of application, screening, and follow-up by the YMCA to provide technical support to their businesses. The training in business administration is a pre-requisite for all recipients so that they are familiar with accounting and management of a small business.

Further, as a result of assessment of the Centers in the rural areas, training components in agriculture and small animal husbandry as well as environmental education are being developed, with a specific focus on the youth. Ten young people in Don Gregorio received financing to develop a small plot of marginal land on their parents' land. This group formed part of a group of 200 children and adults that participated in training at the Agricultural Training Center.

SUPPORT SERVICES(professional/clerical, travel monitoring, communication):

The YMCA of the USA sent a delegation to assess the YMCA's infrastructure and provide recommendations to improve the efficiency of the facility. In addition, the YMCA of the USA assisted the YMCA of the Dominican Republic in establishing measurements and a system for tracking the beneficiaries of the small business program. Although guidance was provided the YMCA of the Dominican Republic produced the materials for the management of the program.

WORLDWIDE NETWORK(salary/institutional):

The Dominican Republic YMCA participated in a regional meeting sponsored by the

Latin American Confederation to design a workplan for the Caribbean region. This event covered the following areas: Analysis of Latin America and the Caribbean's Critical Situations, Orientations and Working Priorities of the LAC, Report of the Participating YMCAs regarding their work on the National Level, YMCA Mission Review Process, Integration of the Caribbean Sub-Region at the LAC Level, Design of an Action Plan for the Caribbean Sub-Region, and Evaluation.

Significant outcomes of the meeting include planned participation and leadership in events such as the Andean Sub-region Youth Encounter, the Voluntary Youth Leadership Program, First Youth Encounter in the Caribbean Sub-region, and participation by Caribbean YMCAs in leadership development events.

Training is currently being provided to two young men from the Dominican Republic YMCA by the YMCA in Venezuela.

OVERSEAS PERSONNEL:

The Dominican Republic YMCA has received the support of a World Service Worker through the YMCA of the USA to provide organizational support and specific program support in the environment program.

TRAINING AND EVALUATION:

The YMCA of the USA has provided training and technical assistance to the Dominican Republic YMCA. The training included sessions on Board orientation, program development, monitoring and evaluation, proposal development. In addition, technical assessment was made on YMCA property (facilities of the Downtown building, La Yuca school, Camp Pinopolis, plans for a new building in Santiago de los Caballeros). The evaluation visit included a review and assessment of the strategic planning process and the achievements to date including an analysis of the organizational structure.

PROJECTS(Subgrants, World Service, Africa Crisis Fund):

The YMCA provides training for urban marginalized youth through skills training (such as basket weaving) and provides orientation on alternatives for income-generation. Additional projects include the "Children on their way program"; a primary and secondary School in La Yuca; a primary school and community center in Don Gregorio; and the Pinopolis Camp.

WORLD SERVICE:

The Hartford, Connecticut YMCA maintains an active partnership relationship with the YMCA of the Dominican Republic, which it initiated in the mid 1980's. In

addition, the YMCA of the Dominican Republic has relationships with the A-OK Cluster of YMCAs, Chicago Metropolitan YMCA, Bolsinger, New Jersey YMCA, the YMCA of Canada, YMCA of Germany and the YMCA of Switzerland.

Additional support has been received from Y-Care and Y's Men International through the Latin American Confederation of YMCAs.

NAME OF COUNTRY: East Jerusalem

PROGRAM DESCRIPTION AND ANALYSIS:

The YMCA of East Jerusalem continues to prioritize vocational training and extension in Jerusalem, the West Bank, and Jericho and Gaza. The YMCA Vocational Training Center (VTC) in Jericho, which received Matching Grant support at the beginning of the grant period, continues to offer training in auto-mechanics, carpentry, metal work, painting, upholstery, and maintenance. Student participation was approximately 180 during 1994 although the political change caused delay in opening of the school to receive students. The political situation continues to thwart activities through closures and more recently, through a new regulation and approval process by the new Palestinian authority.

The YMCA continues a pro-active collaboration strategy with other institutions and the extension initiative for training within industry in particular demonstrates the YMCA's commitment and accomplishments in achieving greater self-reliance for program participants. The production unit at the Center continues to operate in the four areas: metal (which produces doors, windows, verandas, cupboards, etc.), carpentry (beds, doors, tables, chairs, etc.), upholstery (which re-upholstered all the chairs of the municipality of Jericho), and automechanics.

The East Jerusalem YMCA Women's Training Program comprised of school girl counseling and training in handicrafts and house skills is becoming a core program of the East Jerusalem YMCA. Key professional staff have been hired and a detailed workplan designed to increase women's economic productivity outside and within the house. The program focuses on psycho-social counseling for school girls and development and improvement of skills for women adults. Following the first year of program implementation, increasing emphasis has been focused on the following: income generating courses to introduce a self-sustaining element in project activities, a measurable increase in activities in rural villages, and on increasing the depth and content of the training for women. The assessment process analyzed the different needs of Palestinian women based on age, economic status, social background, and geographical location.

The YMCA Vocational Training Extension Services Unit, financed by USAID's Near East Bureau, continues to provide support services for small business development and management training for vocational training graduates throughout the West Bank and Gaza through regional management training courses, field support and technical assistance, provision of equipment and machinery through a rental unit, and a revolving loan fund. The Unit has successfully tracked the outcomes of the training with regards to employment; changes in income; standard of living, etc.

OVERSEAS PERSONNEL:

The YMCA of the USA seconded a staff member to the East Jerusalem YMCA to provide technical assistance and support in management and implementation of programs.

TRAINING AND EVALUATION:

The East Jerusalem YMCA participated in the Final Evaluation of Matching Grant IV during May, 1994. Recommendations from the report were acted upon through re-assessment of priorities and results and expansion of the activities directed towards village women.

PROJECTS(Subgrants, World Service, Africa Crisis Fund):

The vocational counseling program provides knowledge, support and orientation, and skills to young women regarding their opportunities for careers. In the Palestinian context, young women will be able to assess and determine their roles and identify means to improve their socio-economic position. 258 school girls participated representing 9 schools and villages in the Ramallah region. The counseling program will be continuing in 4 schools with the participation by 73 school girls.

The training program in alternative skills for women held 5 courses, with 72 women participants from rural villages outside of Ramallah and Nablus and the old city of Nablus. Training modules in two additional fields are being developed to train opticians and technicians in maintenance of electronic equipment. The criteria determining the selection of these fields was based on market demand, technical feasibility, and social feasibility for women.

Results of the training demonstrated measurable increases in the women's perception of their level of skills. These are shown as follows:

handicraft courses	43% (pre-training)	66% (post-training)
home economy	44% (pre-training)	88% (post-training)

The skills in home economy were found to have direct application in the home economy and therefore, a greater increase in capacity was demonstrated.

Implementation of the program was complicated by a variety of factors. These ranged from pressure from tradition and customs (which caused 8 women to drop out), to difficulties with opposition by families to male trainers, disagreement with some of the content of the counseling, and resistance on the assumption that the YMCA would impose Christian religious beliefs on participants (an attitude which

has been overcome through careful attention and explanation by YMCA staff).

Problems encountered in the outreach aspect of the training arose in locating appropriate venues and moving equipment. In addition, delays were caused in requesting approval for the counseling program in government schools and through closures and difficulties in passing through checkpoints.

Successful experiences include Azziza Nassar (Um Shaban), a 55-year old woman from Kufer-Nimee, mother of eight children. Two of her sons and her husband are political prisoners serving sentences from 7-10 years. Her house was demolished by Israeli authorities.

She participated in the "Environment and Occupational Health" course where she learned how to produce fertilizers, thereby saving 15% on expenditures for farming inputs. She has maximized use of water wells on her land, saving resources she would spend buying water, and has learned greenhouse cultivation which will increase her agricultural productivity.

In the village of Asira Al-Qebliya 17 women learned skills in home food production. The methods included nutrition, food preservation (drying and pickling), and food processing (marmelade, syrup, and juice).

WORLD SERVICE:

The YMCA of the USA collaborated with Y-Care International of England which leveraged additional funds from the European Economic Community (EEC) to support the Women's Training Program.

The YMCA of East Jerusalem has partnerships with the Salem, Oregon and Hot Springs, Arkansas YMCAs, and a linkage with the Grand Rapids, Michigan YMCA.

NAME OF COUNTRY: The Gambia

PROGRAM DESCRIPTION AND ANALYSIS:

The political context in The Gambia was set in turmoil in July, 1994 when there was a military takeover and continues to remain uncertain. The military rulers have taken power against the will of the Gambian people and have caused considerable fear and uncertainty. Immediate adverse effects have been demonstrated by the pullout of the donors and have affected people across the spectrum of sectors from the economy, to tourism, to human rights. This impact was felt significantly due to the fact that 85% of the Gambia's annual budget is dependent on donors. Large numbers of tourists from Britain, Sweden, and Norway have left or are no longer planning visits. This has had a major impact on the economy given that tourism is the 3rd largest income earner. One particularly sobering development is the frequent occurrence of arrests without cause and statements by the military leadership that they are not supportive of democracy which is being termed a foreign concept imposed from outside by the British and Americans.

Within this context, the YMCA of the Gambia remains committed to seeking means to continue program activities. The YMCA has been active in its support and collaboration with TANGO (the The Association Of Non-Government Associations) which is calling for support and strategies for the future of NGO work in The Gambia.

The YMCA has begun to implement a program to address the needs of idle school-age children. These projects, located in Kabekel and Gunjur, depend on youth leadership and are structured around the concept of elevating skills and self-esteem of youth to undertake programs in agriculture and small animal husbandry.

TRAINING AND EVALUATION:

The Gambia YMCA participated in the Development Training Workshop sponsored by the Africa Alliance in November, 1993.

PROJECTS(Subgrants, World Service, Africa Crisis Fund):

The Gambia YMCA received funds through Matching Grant IV for youth leadership. The program, as outlined above, intends to build youth leadership as well as provide essential skills development for youth to enable them find employment or some economic means. Unfortunately, due to the highly precarious political situation, the Gambia YMCA has encountered unforeseen challenges in program implementation.

WORLD SERVICE:

YMCA of Washington, DC; YMCA of Sweden; YMCA of England; YMCA of Canada.

NAME OF COUNTRY: Ghana

PROGRAM DESCRIPTION AND ANALYSIS:

The Ghana YMCA initiated activities in 1890 in Accra, and now comprises 59 local associations. In 1994, the Ghana YMCA completed a strategic plan process which prioritized membership development, administration and finance and YMCA programs in the areas of vocational training, day-care, and extension to rural communities. The planning process was conducted at three levels: national, regional, and local, involving key leaders and staff. The YMCA also identified key areas for institutional strengthening through salary support and training in program management and evaluation. The Africa Alliance provided valuable input and guidance to the Ghana YMCA in development of the plan.

The Ghana YMCA development work is based on the operating philosophy of assisting communities and individuals to create opportunities for self-reliance. The programs focus on environmental protection; agriculture, food security, and agro-forestry; population control; skills training for youth; small-scale cottage industry promotion and management techniques; empowerment of women; childcare; health and sanitation; and literacy.

TRAINING AND EVALUATION:

The Ghana YMCA participated in the Development Training Workshop sponsored by the Africa Alliance in November, 1993.

PROJECTS(Subgrants, World Service, Africa Crisis Fund):

The YMCA of Ghana received a grant through Matching Grant IV to provide salary support for the Central Regional Secretary. This recommendation was made to increase the scope and impact of the YMCA's institutional development strategy by building staff capacity on a regional level.

WORLD SERVICE:

The YMCA of Ghana has a partnership/linkage with the State YMCA of Michigan, the YMCA of Minneapolis and the Birmingham YMCA involving institutional support, project support, information-sharing, exchanges, workcamps and/or visits.

NAME OF COUNTRY: Guatemala

PROGRAM DESCRIPTION AND ANALYSIS:

The Guatemala YMCA underwent an institutional crisis following the national political crisis. Nevertheless a process of recovery and analysis of programs has re-affirmed the Guatemala YMCA's commitment to community development programs, especially for the youth. A new major program in civic education is being implemented and expects to reach approximately 20,000 children, youth, and adults. The YMCA has placed increased priority on education programs and has begun to review the accomplishments of the economic programs. The economic programs have been adversely impacted by the economic context which has in some cases meant that certain economic activities are creating a minimal impact on the overall economic status of the families. The measurable impacts are seen to a greater extent in the advancements in the home economy and social changes such as increased self-esteem and autonomy demonstrated by the women involved in the family enterprises.

Increasingly the Guatemala YMCA has sought partnership and collaborations with other NGOs and the Government. For example, negotiations are currently underway with the Ministry of Education to assume the responsibility for the primary school in Tierra Nueva. The school has been managed by the YMCA for years in response to a request by the community for a school for their community. The costs for management of the school are beyond the means of the YMCA and an agreement with the Government would be a welcome development to ensure presence of a school in Tierra Nueva.

The reforestation programs in satellite communities around Guatemala City are continuing and the YMCA leadership in this area is visible. Whole areas which are visible from the roads are reforested as a result of this program. In addition, the program provided some economic support through short-term employment in tree planting and maintenance. Unfortunately, the program has been impacted in some areas by squatters who have come from other communities and are not aware of the program. This development increases the challenge and importance of the environmental education component of the project.

The small-scale businesses such as handicrafts production, carpentry, food production, tailoring and animal husbandry continue to operate. In many cases, the businesses experience peaks and valleys in their production and sales where they are extremely busy at times and others have had to hit the street to locate new business or explore alternative products. The major accomplishment of this program is that it allowed women and men to learn skills and make decisions to improve their lives socially and economically to the degree that the family unit as

a whole was impacted. The project demonstrated important characteristics that meant that even if the business or current activity did not succeed that participants had developed skills and self-confidence to seek another opportunity.

In summary, the scope of the Guatemala YMCA's involvement with local communities includes education, health, income-generation, environment, and organization. In education, the program addresses needs for formal education programs including primary school children and basic adult education programs in typing. Non-formal education programs which provide vocational skills training include sewing and tailoring, electricity, carpentry, welding, and craftsmanship. This training which was provided through the services of a technical training institute (INTECAP) equipped participants with technical expertise on skills and crafts. The qualitative results are measurable in the family and the community. The indicators of this impact are seen in the physical improvement of homes and living conditions, discernible changes in self-esteem and personal appearance, and increased school attendance by children.

The programs, as they are being analyzed, re-designed, and in some cases eliminated, involve the communities where the YMCA operates. These are six communities on the edge of Guatemala City (Amparo, Granizo, Sakerti, Tierra Nueva I, Tierra Nueva II, and 1 de julio) and one rural area (Campamento CHICHOJ). The Guatemala YMCA has recently sold the El Refugio farm to consolidate its work in other areas.

SUPPORT SERVICES(professional/clerical, travel monitoring, communication):

The YMCA of the USA has provided counsel, advice, and technical assistance to the Guatemala YMCA on issues of institution building, program analysis, and financial management.

TRAINING AND EVALUATION:

The YMCA of the USA has counseled the YMCA of Guatemala on key areas in training for institution building and organizational development.

PROJECTS (Subgrants, World Service, Africa Crisis Fund):

Key projects for the YMCA of Guatemala are education, with particular emphasis on civic education, re-forestation, and a newly-emerging program for youth which contemplates activities in developing a youth leadership corps. The jobs creation and small business development program which received Matching Grant funding is currently under review and the results are being collated. In the meantime, the small businesses continue to receive some technical oversight by the YMCA but are

for the most part independent. The family businesses include shoemakers' shops, handicraft purses and bags, metalwork, carpentry, bakeries, sports clothes, hairdressers, food and sundries shops, tailors and seamstresses, and floral ornaments. The vocational training institute at Tierra Nueva is being negotiated with another organization to provide the management and oversight of the institute. Recently, the assistance which was provided by INTECAP has not been available to the YMCA and therefore the YMCA has sought other collaborators. Youth leadership training was provided to 250 youth in the basic elements of home maintenance and repair, horticulture, home economics, and orientation on personal development and community responsibility.

During the MGIV project period training was provided in typing and sewing and tailoring. The courses provided, in addition to the skill, a training in personal values, business skills, family values and community responsibility. A total of 135 young people (50 were women) learned typing skills. In sewing and tailoring, 23 women were trained. Unfortunately INTECAP was not able to provide the training service as before due to the increase in demand for their service and lack of adequate staff to service all requests. Nevertheless the YMCA provided the training utilizing the same methodology so that the students would receive the same accreditation as they would for training by INTECAP.

The YMCA continued to supplement the training with orientation on small business tax systems, technical assistance on basic economic concepts and variable costs for production and sale, and legal assistance for registration and formalization.

The women's cooperative (composed of four members) which changed their product from handicrafts to infant supplies (blankets, mattresses, pillows, etc.) that received additional training, obtained the equipment necessary to modify the type and scale of their production, suffered a set-back with the new government since they were supplying the equipment for nurseries for a government nursery program which lost its financing during the change. In the meantime, the women are working on identifying new contracts. The other businesses (bakeries, blacksmiths, weavers, shoemakers, printers, and tailors) continue to provide self-employment for their owners with occasional opportunities for additional jobs depending on the market and the success of the product. Overall the program created 36 jobs, with approximately 216 indirect beneficiaries. Beyond the economic benefits derived from the program, social development, provided through periodic visits, counseling and problem-solving in social, psychological, and organizational issues, strongly demonstrated the impact and importance of the program.

Principal problems affecting economic success include unpredictability of market forces; lack of adequate technical expertise (due to 65% illiteracy rate) so that the training through the YMCA mitigates but does not overcome the challenges;

defects in machinery and equipment; frequent price increases; uncertainty of access to inputs and supplies; and disintegration of family businesses through relatives seeking to capitalize on contacts and agreements negotiated on behalf of family business.

WORLD SERVICE:

The YMCA of Guatemala has partnerships with the YMCAs in Canada (Winnipeg), Switzerland, Sweden, Germany, Uruguay (Montevideo), Brazil (Rio de Janeiro), and Frost Valley, New York. Guatemala and Frost Valley share a mutual interest in environmental programs and education, and have carried out a recycling and treatment program in a community in Guatemala and have collaborated on design and content of environment education curricula used by Frost Valley.

NAME OF COUNTRY: Kenya

PROGRAM DESCRIPTION AND ANALYSIS:

The YMCA of Kenya, established in 1943, comprises 23 local branches and a number of YMCA groups. The Kenya YMCA manages a hostel, swimming pool, canteen, and other real estate which enables it to generate 80% of its income from its own resources. The Kenya YMCA demonstrates leadership in vocational training (a priority program within Kenya due to the fact that unemployment statistics are approximately 40%). In addition to the economic benefit, the Kenya YMCA's achievements in vocational training have given the field greater respect and shown it to be a viable alternative in education. The YMCA vocational training programs are located in branches in Thika, Shauri Moyo, Busia, Kisumu, Chavakali, Anyiko, and other areas. Graduates from Shauri Moyo, Busia, and Thika have had good success in finding some employment. In other areas, depending on the local economy, graduates have either become self-employed or work part-time. Unfortunately due to the tremendous demand on the staff, a comprehensive tracking system has not been achieved. Nevertheless, a result of the strategic planning process is the hiring of some additional staff and re-definition of some responsibilities which may allow for this process to take place.

The Kenya YMCA underwent a six-month strategic planning process which included all branches and both volunteer and professional leadership. The process operated on a principle of building a component for self-reliance into all plans at the branch level. In addition, the planning process required that each branch should assess their current programs, determine current and emerging priorities, and develop plans to modify, eliminate, or develop new programs. New emphasis has been given to leadership development and the Kenya YMCA is assessing how the materials provided by the Alliance can be used in conjunction with its own training materials. A continuing opportunity in Kenya, given the size and scope of the Y's programs, is cross-training and exchange of experience in program development and implementation.

The Kenya YMCA continues to prioritize productive activities to promote self-reliance. Such programs include agriculture (especially, organic), fish farming, training for employment, production units, etc. In addition, social programs such as health care, family planning, education and literacy continue to play an important part in the YMCA mission and identity. This is a reflection of the Kenya YMCA's responsive nature to the variety of needs of benefitting communities.

TRAINING AND EVALUATION:

The Kenya YMCA participated in the final evaluation during May, 1994.

PROJECTS(Subgrants, World Service, Africa Crisis Fund):

The Kenya YMCA received additional funds to support the Anyiko vocational training center. The YMCA hired a new branch secretary, re-organized the Branch Management Committee, and focused on improving the training program. Training is provided in tailoring/dressmaking, carpentry/joinery, and masonry. As of April, 1994, there were 20 students in tailoring and 11 in carpentry. Masonry did not have an enrollment due to the lack of a qualified teacher. Previous concerns with regards to inventory control, security, and hiring and retention of qualified teachers (with the exception of the masonry class) have been addressed as a result of the recommendations made by the Africa Alliance and the Evaluation team. Additional concerns were raised to explore options to provide a sustainable income base for the VTC and to find a means to provide start-up capital for graduating students.

WORLD SERVICE:

The YMCA of Kenya has numerous partnerships and linkages with the YMCA of the USA that include Reading & Berks County YMCA, the Okmulgee Family YMCA, the Nashville YMCA, the Ridgewood, New Jersey YMCA and the A-OK Cluster of YMCAs. These partnerships and linkages involve institutional support, project support, information sharing, exchanges, workcamps, and visits. The A-OK Cluster of YMCAs supported the Naivasha water project, the Nashville YMCA supported the Kamatipa project, the Ridgewood YMCA financed the Kondo village water development project. The YMCA of Kenya received funding from the Rotary Club of Minneapolis for use in the Nairobi YMCA centers.

NAME OF COUNTRY: Lebanon

PROGRAM DESCRIPTION AND ANALYSIS:

The YMCA of Lebanon was transformed by their country's civil war from a traditional organization providing sports activities for the middle class to one of the leading PVOs providing relief and rehabilitation services to Lebanon's war-torn population. The YMCA of Lebanon provides emergency relief services, vocational training for displaced refugee women and unemployed youth, medical assistance for the chronically ill, camping for war-affected children and orphans, and a management and training institute for business and non-governmental organizations in Lebanon. The YMCA has also played a leading role in the organization of the Lebanese NGO Forum, which is composed of 15 of the largest national service organizations. The Forum facilitates intra-agency information sharing, coordination and collaboration within the Lebanese NGO community.

PROJECTS(Subgrants, World Service, Africa Crisis Fund):

Through the Vocational Training program the Lebanon YMCA has trained approximately 25,000 people with skills in carpentry, bricklaying, electrical work, sewing and commercial studies. In the first half of 1991, 3,270 participants enrolled in vocational training courses held at training centers throughout Lebanon (e.g. in Ras Baalbeck, Tripoli, Thoum, Maidel Baana, Al-Qua, Massoudiye, Bint Jbeil, Rmeish, Aitaroun, Zaoutar El-Charqiye, Saksakieh, Baskinta, Ashrafieh, Bkifa, etc.).

The political and economic conditions in Lebanon during the last 17 years have resulted in the emigration of most people with middle and upper management skills. The International Management Training Institute established by the Lebanon YMCA provides training specific to the following: management expertise for all management levels in private and non-profit sectors and specialized job specifications in areas such as administration, banking and insurance. The training activities of IMTI are currently expanding to provide training to other NGOs in the region. Plans are underway for technical assistance to be provided by IMTI to the YMCA of Egypt. Matching Grant IV provided support for IMTI during FY'1991 and continued during FY'1992.

The Medical Assistance Program responds to the need for medicines among the chronically ill population. This is a cooperative project with Interchurch Medical Assistance, Inc. which obtains pharmaceuticals at reduced prices. Because of the high regard for the YMCA of Lebanon and its ability to work with diverse groups, the Ministry of Health requested the YMCA to provide medicines to the 300 pharmaceutical dispensaries throughout the country.

The Camping Program for War-Affected Children and Orphans provides program activities for thousands of war-affected children, ages 6-13, representing a wide variety of religious, political and geographical affiliations. Due to security reasons, the majority of camps are organized as Day Camps (80%) since travel to resident camps outside is difficult. The YMCA of Lebanon collaborates with NGOs, humanitarian agencies and religious leaders to provide these activities.

The Humanitarian Assistance Program continues to provide temporary relief supplies to displaced and war affected beneficiaries, and help reconstruct damaged housing and shelters. This program was expanded to provide community-based rehabilitation and resettlement for war torn regions. The program included components for small-enterprise development and promotion of community planning and problem-solving with a goal to mobilize local resources. The program is currently being financed by USAID.

WORLD SERVICE:

The YMCA of Lebanon has a partnership with Salem, Oregon YMCA and a linkage with the Chicago, Illinois and St. Joseph, Missouri YMCAs.

NAME OF COUNTRY: Liberia

PROGRAM DESCRIPTION AND ANALYSIS:

The unstable context within Liberia continues to be a challenge for the YMCA of Liberia. Nevertheless, the YMCA decided to design a strategic plan and has assessed both the needs in the community and its resources and the possible services it can provide. During a leadership training workshop three main priority areas emerged from an analysis of the situation in Liberia. They are rural community development; training for staff and volunteers; and activities for women's and marginalized groups.

The emergency programs for supplementary feeding and literacy continue to be a major feature of the YMCA's work in this war torn country. The YMCA has been attempting to mobilize new support through increased membership and has been actively trying to liaise with international Partner YMCAs.

WORLDWIDE NETWORK(salary/institutional):

The Africa Alliance has provided guidance and support to the YMCA in elaborating its strategic planning process. The YMCA has a tremendous challenge in determining how and in what form it can be effective in a chronically unstable context. Despite the context, the Liberia YMCA is the oldest YMCA in Africa and continues to strive to overcome its obstacles. Essential support has been provided by neighbors such as The Gambia YMCA.

PROJECTS(Subgrants, World Service, Africa Crisis Fund):

Matching Grant IV funds supported the YMCA's strategic plan workshop and provided critical salary support. The Liberia YMCA also received institutional support from the Africa Crisis Fund.

WORLD SERVICE:

The Indianapolis YMCA has a partnership with the YMCA in Yekepa. This linkage involves institutional support, project support, information sharing, exchanges, workcamps and visits. The Fort Wayne YMCA has a linkage with the YMCA of Liberia and the White Plains YMCA has a linkage with the Liberian National Council of YMCAs. YMCA of the USA continues to maintain ownership of a multi-purpose building in Liberia for the income-generating purposes of the YMCA of Liberia.

NAME OF COUNTRY: Nigeria

PROGRAM DESCRIPTION AND ANALYSIS:

The context in Nigeria has been characterized by political and economic strife and disruptions and a series of strikes that have inevitably impacted the work of the YMCA. Despite the difficulties the YMCA continues to persevere. The Nigeria YMCA, which was established in 1945, formed its National Council in 1964, and consolidated program activities in 1989. During March, 1994, the Nigeria YMCA held a strategic planning workshop to determine the YMCA's key areas of strength and priorities. The YMCA provides local leadership training in Owerri, Abeokuta, Lagos, and Kaduna, and other areas. Program activities include four vocational training centers for placement in industry in carpentry, printing, metalwork, and agriculture/farming, adult education/literacy training, child care/health, and a family life education project. More recently, the YMCA has expanded agricultural training and extension services through establishment of a training center that promotes exploitation of corn, yam, cassava, and rice and developed a program in Kaduna to create economic opportunities for women which include tie dye, soap-making, home economics and general domestic activities.

TRAINING AND EVALUATION:

The YMCA of Nigeria participated in the Development Training Workshop held by the Africa Alliance in November, 1993.

PROJECTS(Subgrants, World Service, Africa Crisis Fund):

The YMCA of Nigeria received a grant through Matching Grant IV to provide salary support to the Development Secretary. This core institutional support has enabled the YMCA to invest its efforts increasingly in program development, through which the YMCA has recently undertaken a program in agricultural training and extension services. The program received funds from Bread for the World in Germany.

In addition, MGIV funds supported a strategic planning workshop.

NAME OF COUNTRY: Panama

PROGRAM DESCRIPTION AND ANALYSIS:

The YMCA of Panama (founded in 1966) identify's the YMCA's mission in Panama to respond to and serve the needs of the low-income and marginalized urban youth of society, and select rural areas, such as the indigenous population in Darien. The YMCA has undergone significant institutional strides through a process of evaluation and re-design of objectives. This process defined the following contextual features from which a strategic plan would be designed: growth in urbanization, large marginalized populations, increase in violence, disintegration of the traditional family model, drug and arms traffic, generalized corruption, increasing external debts, structure of the society and challenges faced by the youth, lack of a sense of responsibility and presence of paternalism. The majority of the population is composed of youth below the age of 25 years who have been found to experience abandonment, isolation, marginalization that has been manifested by juvenile delinquency, drug addiction, early pregnancy, and unemployment. The YMCA determines these signs as indicators of youth that lack security, protection, and guidance and are searching for hopes, ideals, and a positive environment.

During 1994, the Panama YMCA had the good fortune to sell the YMCA buildings (formerly owned by the U.S. Armed Services YMCA). Maintenance and ongoing costs of these buildings consumed a substantial amount of the YMCA's resources and were the buildings not providing the YMCA and the key beneficiaries of YMCA programs with comparable gains. This was acutely demonstrated by the fact that the site and location of the building in Balboa contrasted with the YMCA's priorities for youth programs in low-income, marginalized communities.

The YMCA of Panama received assistance through Matching Grant IV to provide training and institutional development for professional, volunteer, and youth leadership corps, and to provide skills development and training for employment. The training for employment program was designed for individuals from low-income households that possess a high level of motivation and desire to change their socio-economic status. Participants were drawn from the communities of Juan Diaz, Pacora, Chorrillo, Calidonia, San Miguelito, Arraijan, Tocumen, Chorrera, and Santa Ana. They were selected from households of an average of 5 members and earned a monthly salary of \$250-\$300 Balboas (US\$1 = 1 Balboa). These individuals had an intermediate level of education, a factor which had served to limit their access to better jobs.

SUPPORT SERVICES(professional/clerical, travel monitoring, communication):

The International Division provided monitoring and program oversight to the Panama YMCA. Recommendations were made during the monitoring visit in July, 1994 to set a goal for job placement, seek apprenticeship opportunities for the students, effectively utilize the Advisory Committee to leverage support for the program, and to provide increased opportunity for follow-up and support for students. These areas have been pursued with interest and the results at the program's conclusion have showed important developments in follow-up to the training.

TRAINING AND EVALUATION:

The Panama YMCA provided training and orientation to 459 participants, through the "Training and Skills Development for Trainers" program. The program provided skills development for all levels of management including professionals, volunteers, and the youth leadership corps. The results of the training activities demonstrated a qualitative growth in performance based on high motivation and commitment to deepen understanding and competence in assignments and, provided essential follow-up on the principles and concepts with design of individual and institutional action plans. This process allowed the YMCA to re-structure and sequence activities.

YMCA staff participated in sessions on project planning, project design, program analysis, exploration of alternative management styles including bi-monthly planning, and methodology for assessment of needs of urban communities. Specialists were interviewed (pre-screened) and invited to give workshops on the topics to ensure consistency of thematic content and to provide materials that were relevant to the institutional and country context. Specific material on urban communities was developed to respond to the YMCA's priority to identify needs of the children and youth in urban areas.

Staff have requested additional training on computer skills to enhance their capacity to perform in their assignments and to build the organizational capability to systematize information.

PROJECTS(Subgrants, World Service, Africa Crisis Fund):

The YMCA of Panama carries out youth leadership development training, organization of youth service clubs, activities for street children, and the youth in civic development program. Through the funds assisted by Matching Grant IV, the YMCA provided training for employment (96 beneficiaries, 77 of them women) in computer skills development, management of legal and commercial documentation,

home electronics, and office skills and business practices. Two other areas were dropped, hotel management and childcare training, as these areas required a higher educational standard which would divert the program from serving those in greater need. While the YMCA did not conduct its own baseline and market survey prior to the establishment of the program, it did take advantage of recent university and professional association research to target the specific areas of concentration. Participants received certifications through the Ministry of Education and the Panama YMCA. Outputs from course participants' practicals are kept on display and included as part of the individual's portfolio of accomplishments. The majority of the participants have found short-term employment which, although not permanent employment, has increased family income.

One example of a successful experience was Itzela Miranda, who has an educational background of 3rd year secondary, is the mother of two children, and was unemployed. She now holds a job as a receptionist in a textile factory. Similarly four other colleagues found employment in different companies and two others have temporary work assignments. The training has proved successful not only in terms of employment and the academic content, but also for the personal (motivation and self-esteem) and spiritual development of the participants.

Trainees in computers skills have joined clubs that have provided them with access to and use of the computers. The membership allows participants to have critical time for practice and to benefit from additional supervision. The YMCA has tracked four of the students who have been successful in finding work associated with their computing skills. Two graduates have been employed on a full-time basis, one in a bank and the other in the Legislative Assembly. The YMCA is facilitating contact between the graduates from the trade course and the Free Trade Zone Authority to find opportunities for employment.

WORLD SERVICE:

The Panama YMCA has a partnership with the Cincinnati YMCA.

NAME OF COUNTRY: Rwanda

PROGRAM DESCRIPTION AND ANALYSIS:

The YMCA of Rwanda underwent an institutional crisis immediately prior to the outbreak of civil war. The institutional crisis was responded to by the Africa Alliance through the following actions: The Alliance assisted the YMCA by undertaking an institutional assessment, assisting in formation of committees, analysis and recommendation on modification of the Constitution, assessment and designation of training priorities, and establishment of systems for administration and financial management. The Africa Alliance undertook a series of technical assistance visits to provide support in designing a strategic plan, re-organization of systems and establishing guidelines for institutional strengthening of the YMCA.

Immediately following this process, the country was thrown into turmoil culminating in the tragic loss of thousands of lives. The situation in Rwanda, especially in relation to the former YMCA, was unclear and only recently, following the visit of an international YMCA delegation and a follow-up visit by the Africa Alliance, has more information become available. The report from the Alliance's recent visit in November, 1994 revealed the following details which have been summarized below:

The vocational training center at the Nyabisindu branch was vandalized during the war. The residential house nearby has been occupied by returnees from Burundi. The branch secretary was killed and none of the members could be located since many have not returned. The Oruyange nursery school buildings were not affected by the war, but few people could be seen in the area. A soldier told the visiting delegation that the army had taken over the premises to be used as an outpost. The Musambira vocational training center was being used by the Rwandese government as a detention center. The soldiers agreed they would vacate the premises if the YMCA wanted to resume vocational training at the center. At the Gatizo local union, 14 of the 38 members had been killed.

Over 50% of the Rwandan population is under the age of 20. Of these, there are large numbers of demobilized young soldiers, disabled soldiers, orphans, displaced youth, and returnees. There are approximately 350,000 displaced people, about 180,000 of them youth and some 400,000 returnees, about 200,000 of them youth.

Representatives of the government and organizations suggested that the YMCA re-establish and develop new programs for Rwandan youth, such as education (including civic) and skills formation (including masonry and bricklaying, brick and tile making, carpentry, and plumbing (electrical and sanitary). Government officials were anxious to see the YMCA provide skills training for self-reliance to assist the government with the resettlement program.

WORLD SERVICE:

The YMCA of the USA provided emergency assistance to the Rwanda YMCA to rehabilitate the YMCA and to provide relief services to the Rwandese population. In addition, the Africa Crisis Fund earmarked funds to assist the YMCA in recovery and development of appropriate programs to serve Rwanda's desolated population, especially the youth. The Rwanda YMCA and Rwandese refugees in Burundi, Tanzania, and Uganda have received support through the World Alliance of YMCAs and Partner YMCAs.

NAME OF COUNTRY: Sao Tome and Principe

PROGRAM DESCRIPTION AND ANALYSIS:

The YMCA of Sao Tome and Principe was officially recognized in 1990. Program activities were initiated when the YMCA, in collaboration with the Peace Corps, carried out a pilot course in English. Since then the program was expanded to include environmental awareness and education for the youth. The YMCA provided assistance to street children by supplying medicine, food, clothing, and education. Program areas include an agricultural camp, leadership training, rural community projects.

Given the location of Sao Tome and Principe, communication and information-sharing has been limited.

TRAINING AND EVALUATION:

The Africa Alliance plans to make an institutional assessment during 1995 to be apprised of the context and programs.

PROJECTS(Subgrants, World Service, Africa Crisis Fund):

The YMCA purchased office equipment to formally establish the YMCA office and to begin to plan and implement development activities.

WORLD SERVICE:

The Virginia Tech YMCA is involved in fund-raising for the Sao Tome and Principe YMCA to support a skills development project for women.

NAME OF COUNTRY: Senegal.

PROGRAM DESCRIPTION AND ANALYSIS:

The Senegal YMCA, which was experiencing a very difficult institutional crisis, was given valuable attention and support by the Africa Alliance of YMCAs during 1994. The context was reviewed and a strategic planning workshop held to plan for the future direction of the YMCA. Mechanisms were set in place to review the constitution, establish new policies, analyze the financial situation, and elect new leadership. The issues covered during the workshop included: purpose and strategy, organizational culture, accountability and control, programs and services, growth and change, resources, communication, leadership, structure and systems, problem-solving and decision-making, planning, organization and monitoring and evaluation, financial management, cross-cultural issues and external relationships. The same process shall be repeated as a training program for volunteers and staff at national, regional, and branch levels.

TRAINING AND EVALUATION:

The Africa Alliance provided leadership in the strategic planning workshop which also served as a training event which covered key institutional development issues.

PROJECTS(Subgrants, World Service, Africa Crisis Fund):

The Senegal YMCA received funding for a strategic planning workshop and a program allocation for the children's recreation park.

WORLD SERVICE:

The YMCA of Senegal has partnerships and linkages with the YMCAs of Milwaukee; the Harrisburg (PA) YMCA; the Waynesboro (PA) YMCA; the St. Joseph (MO) YMCA; the London City (VA) YMCA; the Quebec, Canada YMCA; YMCA of England; the YMCA of France and the YMCA of the Rockies. These partnerships or linkages involve institutional support, project support, information sharing, exchanges, workcamps and/or visits.

Milwaukee has participated actively in the institutional recovery process of the Senegal YMCA and remains committed to its partnership.

NAME OF COUNTRY: Tanzania

PROGRAM DESCRIPTION AND ANALYSIS:

The Tanzania YMCA comprises 12 branches, with an approximate membership of 6,902. The programs have broad support within the communities and local funds are often raised through individuals, agencies, and organizations such as the Lions Club, Y's Men Clubs, etc. The Tanzania YMCA's program activities include a farm school, 3 secretarial vocational training schools, 1 metalwork and refrigeration vocational training school, a hotel management school, and five health centers located in Mbeya, Bukoba, Tabora, and Mwanza. The health centers provide medicines, counseling and health education, and health exams for school children.

TRAINING AND EVALUATION:

The Tanzania YMCA participated in the Development Training Workshop held by the Africa Alliance in November, 1993.

PROJECTS(Subgrants, World Service, Africa Crisis Fund):

The Tanzania YMCA has projects in community awareness building, staff training, child-care, vocational training, health care, environment, and family life education. The YMCA has also been active in refugee programs and has provided assistance in the Rwanda crisis.

WORLD SERVICE:

The YMCA of Tanzania has a partnership with the YMCA of Louisville, KY.

NAME OF COUNTRY: Togo

PROGRAM DESCRIPTION AND ANALYSIS:

The national context continues to suffer from political and economic turmoil and efforts to build democracy have been undermined. Nevertheless, the YMCA leadership remains dynamic and innovative and has build a good base for its programs.

The Togo YMCA, established as an NGO in 1990, comprises 6 branches with an approximate membership of 1,500. Major program areas include leadership training, community development, environment programs, and international workcamps. The Togo YMCA in its strategic planning exercise identified development as participatory, centered on communities and managed by them as the agents of their own development. From this process the Togo YMCA identified its strategic objectives based on input from the beneficiary groups (rural and urban, women and youth); as sustainable development focused on leadership development, women in development, and the environment and institutional development based on membership, organization, human resource development, communication, and finances.

The Togo YMCA provides training in organization and management, skills development, and leadership capacity building to promote the formation of youth leaders. Activities are underway in agriculture and livestock development at the Bagbe center to provide training to youth in techniques for food production.

WORLDWIDE NETWORK (salary/institutional):

The National General Secretary of the Togo YMCA served for eighteen months as the Development Secretary for the Africa Alliance Development Program funded by MGIV. In that capacity, he provided leadership and technical assistance to National Movements throughout Africa.

TRAINING AND EVALUATION:

The Togo YMCA participated in the Final Evaluation of Matching Grant IV in May, 1994. In addition, the National General Secretary, in his capacity as Development Secretary of the Africa Alliance, participated as a member of the evaluation team.

A volunteer from the Togo YMCA participated in a training workshop on small business development and product development and marketing in Ottawa, Canada. He was selected to participate based on his commitment to return to the YMCA to provide technical assistance in marketing.

In addition, the Togo YMCA received funds through the technical training exchange fund to receive training on reforestation programs and organic agriculture.

PROJECTS (Subgrants, World Service, Africa Crisis Fund):

The Togo YMCA received project funds to support the women's vocational training program. The program has trained young women in sewing and tailoring, design, food preparation, home economy, and family planning.

NAME OF COUNTRY: Uganda

PROGRAM DESCRIPTION AND ANALYSIS:

The political and economic situation has continued to stabilize and growth and recovery can be seen at many levels throughout Uganda. YMCA work was initiated in Uganda in 1950, however the prolonged civil war prevented the YMCA from functioning and, only recently, following the stabilizing context has YMCA work been revived. In YMCA history, the Uganda YMCA has the honor of being the YMCA that hosted World Alliance meeting in 1968 where the "Kampala Principles" were written. The Principles endorsed the YMCA commitment to socio-economic development.

The Uganda YMCA programs include the Kakinzi youth center, the Kasese appropriate technology center, water resource development through protected water springs, education and health, and vocational skills training.

The Uganda YMCA, with key support from the Africa Alliance, carried out a strategic planning workshop. The workshop sessions revealed important institutional deficiencies evidenced by lack of communication and appropriate planning. The Uganda YMCA, through the planning experience, was able to see clearly the need for leadership training. One key priority that emerged was leadership training for both professional staff and volunteers.

WORLDWIDE NETWORK(salary/institutional):

The former Development Secretary for the Uganda YMCA serves as the Refugee Secretary for the Africa Alliance. His leadership in refugee programs for the Alliance has been important in providing support to the Alliance's ever-expanding effort in refugee programs.

TRAINING AND EVALUATION:

The Uganda YMCA participated in the final evaluation in May, 1994.

PROJECTS (Subgrants, World Service, Africa Crisis Fund):

Matching Grant IV funds provided salary support for the Development Secretary, purchase of office equipment and furniture, and the Strategic Planning Workshop.

The Conference on the African Village in the Year 2000 follow-up project in Kakinzi, known as the Kakinzi Youth Center, received funds through Matching Grant IV that helped support the education and training activities to benefit orphans of HIV AIDS

victims and other village children. The program's components are basic health, safe water, primary education, vocational training, boarding facilities, production workshops, and a school farm. In these areas the following results have been achieved:

Basic Health: Voluntary workers have been trained in primary health care. Each worker will be equipped with a medical kit donated by the Ministry of Health. The trainees will provide education on preventive health in the village and offer basic health care treatment.

Health Center: The operation of the clinic has been affected due to lack of drugs. The Branch Management Committee has been charged with studying the possibility of a user fee to raise the needed funds to purchase drugs. A new facility needs to be constructed during the next phase since the facility is no longer being made available at no cost.

Safe Water: A borehole, which was sunk at the school, provides water for the entire community since it is the only source of clean water. Concern is being expressed that an additional borehole may be necessary to avoid a breakdown of the current one. The shallow well construction began but has not been completed due to shortage of funds.

Primary Education: The school is being attended by over 300 students. Seven classrooms have been completed and an eighth is planned for during the next phase. Education materials (246 textbooks and supplies consisting of 120 desks for adults, 30 desks for children, 8 teachers' tables and chairs, and 1 headmaster's desk and chair) have been purchased. Additional books and resource materials in social studies, agriculture, math, science, English, and Luganda are being purchased.

WORLD SERVICE:

The YMCA of Uganda has a partnership with the YMCA of Pittsburgh.

NAME OF COUNTRY: Zambia

PROGRAM DESCRIPTION AND ANALYSIS:

The Zambia YMCA was founded in 1966 and is comprised of 8 branches. The programs include refugee work, pre-school education, skills training and agriculture, cultural activities, and sports. During the drought crisis the YMCA prioritized work in water resource development and humanitarian relief through provision of a feeding program.

TRAINING AND EVALUATION:

The YMCA of Zambia participated in the Africa Alliance's Development Training Workshop in November, 1993.

PROJECTS(Subgrants, World Service, Africa Crisis Fund):

The Zambia YMCA manages a poultry self-help project for refugees. Matching Grant funds provide salary support for the Development Secretary.

WORLD SERVICE:

The YMCA of Zambia has a partnership with the YMCA of Nashville.

NAME OF COUNTRY: Zimbabwe

PROGRAM DESCRIPTION AND ANALYSIS:

The political and economic context in Zimbabwe has been stable and favorable for growth of YMCA programs. The YMCA of Zimbabwe has been providing income-generating skills to young people and adults and encouraged community self-help projects since 1959. The Zimbabwe YMCA prides itself in providing high quality, affordable, educational training opportunities from pre-school to college as well as vocational training to provide economic opportunity for individuals in Zimbabwean society. The training centers are Nhamburiko College City Campus which provides academic, commercial, dress-making and computer training for some 850 students and Nhamburiko College Highfield Campus which provides academic and commercial training for over 250 students. The Nhamburiko College Kadoma Campus provides dress-making and pattern-making courses for approximately 50 students.

In addition to training, the Zimbabwe YMCA operates day-care programs in Mabelreign which provides full and part day child-care for 60 preschool children and the program in Bulawayo which has been recently established.

The Zimbabwe YMCA also provides key programs for young adults that include group organization for income-generation projects, community service activities, artistic and cultural performance, and recreational, social, and fellowship activities. There are nineteen active groups located in Highfield, Kuwadzana, Chitungwiza, Harare Central, Inyati, Tanda, Rowa, Mutare Central, Bulawayo, and Kadoma. The YMCA plans to help these groups to evolve into project centers and eventually into community centers.

The YMCA has also carried out drought relief programs through food distribution in schools affected by the drought and has been involved in water resource development.

TRAINING AND EVALUATION:

The Zimbabwe YMCA participated in the Development Training Workshop sponsored by the Africa Alliance in November, 1993.

PROJECTS (Subgrants, World Service, Africa Crisis Fund):

The Zimbabwe YMCA completed a five-year strategic plan in May, 1992. Since then, the YMCA has consolidating training and undertaken community projects that

include job creation, AIDs awareness campaigns, tree planting, literacy work, and cultural and recreational activities. The Zimbabwe YMCA received funds through Matching Grant IV to establish a day-care center in Bulawayo. Various delays caused by the process to obtain a permit, consultation with lawyers, and identification of the site resulted in late opening of the center in February, 1994. Projected capacity for the school is estimated at 30 children due to limitations of size and facilities.

WORLD SERVICE:

The YMCA of Zimbabwe maintains partnerships and linkages with the YMCA of Minneapolis, the Town and Country Cluster of YMCAs (II), the YMCA of Metropolitan Chicago and the Chattanooga YMCA. These partnerships and linkages involve institutional support, project support, information sharing, exchanges, workcamps and/or visits.

V. MANAGEMENT: REVIEW AND ANALYSIS OF HEADQUARTERS/SUPPORT FUNCTIONS

A. Project Planning and Management Activities:

The YMCA of the USA's International Division underwent a process of re-structuring which has been institutionalized as of January 1, 1995. This re-organization was undertaken by the Division Director (a determination which was consistent with the recommendations in the final evaluation report on Matching Grant IV) with regards to facilitating communication and channels of information to Chicago; to enhancing partnerships and stimulating formation of new ones; and to dedicating more efforts to mobilizing resources through the YMCA international system and developing a comprehensive plan for financial development for the long-term.

Matching Grant sub-grant recipients completed their plans for the remaining grant period, and for those not included in Matching Grant V, have begun exploring other sources of financing for programs. The Division remains committed to continuing to provide technical assistance and support to those sub-grants and plans follow-up monitoring visits to assess the long-term results of the programs.

The Africa Alliance and African National Movements have developed a workplan for Matching Grant V activities in professional training for development practitioners. The training component of the grant has been received with much enthusiasm by the National Movements. Nevertheless, they have shared with the Africa Alliance and the YMCA of the USA a concern vis-a-vis the decrease in direct project support which was a feature of MGIV. This issue is recognized by both parties and efforts are being made to promote increased project funding from other sources. Both the Africa Alliance and the YMCA of the USA are committed and enthusiastic about the future direction of Matching Grant V. Volunteers and professional staff at the local, regional, and national level strongly agree that the development and consolidation of a strong cadre of leadership will build a strong future for the YMCAs in Africa and the communities they serve.

Prior recommendations vis-a-vis planning of training methodologies have been integrated into the workplan of MGIV and include training

exchanges, experiential/practical field visits, specific technical training to be provided by YMCA expertise or technicians from collaborating NGOs (particularly indigenous, and often NGO umbrella organizations).

Financial management standards are being rigorously applied within the Division and the YMCA of the USA, through inter-action with other National Movements, offers practical insights and technical assistance to National Movements if they require it in the following areas: determining indirect costs, enhancing and streamlining financial management systems, reconciling financial needs of non-profits with demands of rigorous financial accounting standards, effective utilization of skills of personnel, etc.

The International Division is involved in a one-year strategic planning process for 1996-1998 to be completed by the International Committee meeting in November, 1995. This coincides with the worldwide Mission review process being promoted by the World Alliance. The purpose of these review processes is to analyze the past accomplishments, through the lens of the YMCA Mission, and determine the future directions. This effort must also be consistent with the national context of each YMCA and therefore, the International Division's process requires participation and input from all interested parties around the world.

Similarly, the Africa Alliance of YMCAs has promoted strategic planning for all African National Movements. The Matching Grant IV grant greatly facilitated the delivery of the message through financing of workshops in planning. The Alliance has been receiving the plans, providing counsel, and begun monitoring implementation of the plans at the country level. The Africa Alliance's plan has been discussed by international partners in a forum in October, 1994. During the meeting the plan was endorsed and a follow-up meeting scheduled for February, 1995 when Partners will present plans for support for the Africa Alliance Plan for self-reliance.

B. Staff Resources (management and technical):

Staff composition remained constant during fiscal year 1994 in the International Division. The staff who hold responsibility for oversight and management of the Development Cooperation program are: Sam Evans as Director of the International Division, Scott Charlesworth as Associate Director for Development Cooperation, Selma A. Zaidi as Assistant Director for Programs for Development Cooperation, and

Boon Chin Tan as Associate Director for Finance. However with regards to regional responsibilities, the de-centralized system was reviewed and a process established to centralize and integrate the regional functions for Africa, Asia, Latin America and the Caribbean, and Europe into operations in Chicago. The International Division has created new positions for international relationships and Inter-Movement Cooperation to further its commitment to increase local YMCA associations in the United States involvement in collaborating with overseas YMCAs through partnerships, joint programming, staff and volunteer exchanges etc. In addition, communication and collaborative efforts are being actively promoted between YMCA of the USA staff and representatives from the Area Organizations.

C. Training (staff and beneficiary) and Technical Assistance:

The YMCA of the USA continues to offer assistance for workshops in strengthening institutions, in the areas of financial development, program and financial management for grants, monitoring and evaluation techniques, and analysis of development projects.

Training will be greatly emphasized and increased in the Africa region through MGV. The Africa Alliance has evaluated the Consolidation of Leadership Development Programme. The Alliance has reviewed the input and prepared a plan for the next stage of the training. The training, which targets all aspects of training and provide a long-term program for accreditation will work in concert with the training for development practitioners envisioned in MGV.

A continent-wide training event which was financed by Matching Grant IV was the Development Training Workshop, held by the Africa Alliance in November, 1993, with staff and volunteers from the National Movements to address multiple aspects related to development work. Work sessions included baseline surveys, participatory development through community leadership and organization, establishment of systems for community based data collection and processing, training of community- based planners, development of strategic plans, proposal development, records maintenance and reporting, monitoring and evaluation, and impact assessment. This event was highly successful and participants requested future trainings of a similar style.

Training and technical assistance activities with the other sub-grant recipients was provided during monitoring and evaluation visits when specific technical issues were raised and discussed. Some examples

include training in volunteer development, training in program development, proposal preparation, financial reporting, indirect cost analysis, etc.

D. Project Fund-Raising and Marketing:

The International Division, with the help of key volunteer leadership, has successfully increased participation in the World Service campaign. During 1994, 399 YMCA associations gave funds to support the three areas of World Service; Emergency relief, Socio-economic development projects, and International programs.

The International Division, during 1995, plans to develop a communications plan to increase exposure of the work of the Division and to generate increased interest and participation by local YMCAs in the international work of the YMCA.

During 1994, significant steps were taken to promote collaboration between "donor" YMCAs to provide coordinated support to YMCAs in developing countries. The Africa Alliance convened a meeting with Partners of African YMCAs in Frankfurt in October, 1994 to promote information-sharing and present a proposal for self-reliance of the Africa Alliance. This initiative was well-received and a follow-up meeting planned for in Amsterdam in February, 1995.

The Women's Training Program in East Jerusalem, which received key support from Matching Grant IV, has recently received additional and longer-term funding from partners. This program had the benefit of being a jointly-funded program during the pilot phase which provided for greater continuity in the long-run.

The Guatemala YMCA will convene a multilateral meeting with partners to be held on January 26 and 27, 1995. This event will bring together partners from Switzerland, Sweden, USA, and the Latin American Confederation. Partners from Germany, Canada, Uruguay, and Brazil--although unable to attend--will be informed of the outcomes of the meeting.

E. Role of the Board of Directors:

The International Division Committee is a subcommittee of the National Board of the YMCA of the USA. The International Division Committee, composed of volunteers from local U.S. YMCAs, the International Directors and their Committee Chairpersons and

Executive Directors of their YMCAs, and other selected staff and volunteers recommends policy on international work. The I.D. Committee reviews the direction and activities of the International Division and reports to the National Board. The National Board is the policy making body for the YMCA of the USA. The International Division Committee reviewed and approved the Strategic Planning Process which was launched at the November, 1994 meeting and will be finalized at the November, 1995 meeting. The International Division continues to work through the Field and Cluster International Liaison (FACIL) system of the YMCA. Through the system of YMCA Clusters, the International Division promotes international programs through training and education opportunities to foster increased understanding of global issues.

F. Development Education:

The YMCA's development education program continues to be managed within the international education and opportunities section of the Division. One new initiative of particular interest is the newly approved YMCA World Volunteers Program which is scheduled to be launched during 1995. The program is an evolution of the former World Service Worker program which has a specific purpose to "help local U.S. YMCAs acquire practical, state-of-the-art training and experience in community development and programs for youth and families."

The impetus to conceive the program was a result of a visit by the National Board Chair to Latin America who, upon seeing the community development work being undertaken by Latin American YMCAs, visualized an opportunity for YMCAs in the USA to learn from the programs overseas and find application for the work in the U.S. context.

The World Volunteers program will place current and prospective YMCA professionals in 6-month to 1-year positions overseas followed by a 1-2 year placement in a local U.S. YMCA. The program will be phased in over a five-year period, beginning with 7-10 placements in the first year and reaching up to 50 placements annually by the fifth year. YMCA World Volunteers will receive practical training in a range of YMCA community development approaches and initiatives, including community organizing and collaboration, outreach with at-risk youth, environmental education and conservation, and efforts to reach the economically disadvantaged. Upon returning to the U.S., YMCA World Volunteers will apply their community building skills in a YMCA

committed to expanding its community development activities and programs for youth and families.

The YMCA of the USA has been negotiating a cooperative agreement with the Peace Corps to cooperate on mutual areas of interest in the program. This may entail assistance by the Peace Corps in placement overseas either in a YMCA or another institution with volunteer responsibility for a YMCA.

A World Class Retreat is planned for youth programs to be held in Las Vegas in November, 1995. The workshop will follow the same methodology of the previous World Class Retreats by identifying a core group of overseas YMCAs to serve as resource YMCAs on youth programs. The event will promote exchange and sharing of program experience and will have the same process of providing seed funding encourage follow-up up development education programs.

VI. FINANCIAL REPORT:

MATCHING GRANT IV - BUDGETED VS ACTUAL EXPENDITURE

Project Elements	AID		PVO	
	Budget	Expend	Budget	Expend
Year 1				
<u>Sept 1989 - Aug 1990</u>				
Program Costs	483,199	350,513	524,955	898,011
Indirect Costs	146,801	98,611	61,846	44,420
Procurement	0	0	0	0
Evaluation	26,000	13,566	57,400	0
TOTAL AMOUNT	650,000	462,710	644,201	942,431
Year 2				
<u>Sept 1990 - Aug 1991</u>				
Program Costs	401,949	301,487	741,474	2,084,005
Indirect Costs	150,551	155,110	96,476	26,237
Procurement	75,000	0	75,000	0
Evaluation	38,750	81,242	91,984	0
TOTAL AMOUNT	666,250	537,839	1,004,936	2,112,242
Year 3				
<u>Sept 1991 - Aug 1992</u>				
Program Costs	401,949	376,366	741,474	553,420
Indirect Costs	150,551	87,128	96,476	16,330
Procurement	75,000	0	75,000	0
Evaluation	38,750	93,379	91,984	0
TOTAL AMOUNT	666,250	556,893	1,004,936	569,750
Year 4				
<u>Sept 1992 - Aug 1993</u>				
Program Costs	476,949	418,324	741,474	1,354,424
Indirect Costs	150,551	109,507		41,361
Procurement	0	0	0	0
Evaluation	38,750	(4,515)	91,984	0
TOTAL AMOUNT	666,250	522,316	833,458	1,395,805
Year 5				
<u>Sept 1993 - Dec 1994</u>				
Program Costs	70,446	773,311	1,626,052	134,559
Indirect Costs	150,551	294,783	192,957	1,774
Procurement	(150,000)	0	(150,000)	0
Evaluation	193,302	187,148	246,537	0
TOTAL AMOUNT	264,301	1,235,242	1,917,546	136,333
SUMMARY				
<u>SEPT 1989 - DEC 1994</u>				
Program Costs	2,236,443	2,220,021	3,636,300	5,024,419
Indirect Costs	749,005	744,139	447,759	132,142
Procurement	0	0	0	0
Evaluation	329,552	350,840	579,899	0
TOTAL AMOUNT	3,315,000	3,315,000	4,663,948	5,156,561

54

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization YMCA OF THE USA		Grant/Contract Number OTR-0158-A-00-9077-00
Start Date (MM/DD/YY) 09/01/89	End Date (MM/DD/YY) 08/31/94	AID Project Officer's Name Mary Herbert

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1988-89	\$ 650,000	1991-92	\$1,300,000
1989-90	\$ 957,000		
1990-91	\$ 408,000		
LOP			\$3,315,000

Activity Description

The YMCA Vocational Training Center (VTC) in Jericho underwent a recovery period from the long-term effects of the political economic crisis resulting from the intifada since 1987 and of the more immediate constraints caused by the Gulf War of 1991. Funds were provided to improve and upgrade training materials and equipment for the vocational training center.

Status

Support for this program has been completed.

COUNTRY INFORMATION (SECONDARY)

Country East Jerusalem	Location in Country (Region, District, Village) East Jerusalem
PVO Representative's Name Scott Charlesworth, Associate Director	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992-93				
AID \$	\$3,000				
PVO \$					
INKIND					
LOCAL					
TOTAL					

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0630
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number		
Appropriation	Level		
Country Code	Fund Type	Technical Code	
Project Officer	Key 1	Key 2	

PROJECT INFORMATION (PRIMARY)

Name of Organization YMCA OF THE USA		Grant/Contract Number OTR-0158-A-00-9077-00
Start Date (MM/DD/YY) 09/01/89	End Date (MM/DD/YY) 08/31/94	AID Project Officer's Name Mary Herbert

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1988-89	\$ 650,000	1991-92	\$1,300,000
1989-90	\$ 957,000		
1990-91	\$ 408,000		
LOP			\$3,315,000

Activity Description

The YMCA of Lebanon continued the International Management Training Program through specialized training in management, administration, banking, and insurance. The program is now expanding to serve other NGOs in the region.

Status

Support for this program has been completed.

COUNTRY INFORMATION (SECONDARY)

Country Lebanon	Location in Country (Region, District, Village) Lebanon
PVO Representative's Name Scott Charlesworth, Associate Director	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992-93			
AID \$	\$8,100			
PVO \$				
INKIND				
LOCAL				
TOTAL				

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization YMCA OF THE USA		Grant/Contract Number OTR-0158-A-00-9077-00
Start Date (MM/DD/YY) 09/01/89	End Date (MM/DD/YY) 08/31/94	AID Project Officer's Name Mary Herbert

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1988-89	\$ 650,000	1991-92	\$1,300,000
1989-90	\$ 957,000		
1990-91	\$ 408,000		
LOP			\$3,315,000

Activity Description

The YMCA of Guatemala continued to expand the Vocational Training and Jobs Creation program. The core function of the program is the provision of technical assistance and working capital to small-scale family production units in the communities of Sakerti, Tierra Nueva, and Amatitlan.

Status

Activities are on-going.

COUNTRY INFORMATION (SECONDARY)

Country Guatemala	Location in Country (Region, District, Village) Communities of Tierra Nueva, Sakerti, and Amatitlan
PVO Representative's Name Scott Charlesworth, Associate Director	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992-93				
AID \$	\$13,362				
PVO \$					
INKIND					
LOCAL					
TOTAL					

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization YMCA OF THE USA	Grant/Contract Number OTR-0158-A-00-9077-00
Start Date (MM/DD/YY) 09/01/89	End Date (MM/DD/YY) 08/31/94
AID Project Officer's Name Mary Herbert	

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1988-89	\$650,000	1991-92	\$1,300,000
1989-90	\$957,000		
1990-91	\$408,000		
LOP			\$3,315,000

Activity Description

The East Jerusalem YMCA provides skills training and counseling to women and girls in Jerusalem and the West Bank. The training promotes alternative economic fields to women in areas such as wood carving, home maintenance, pickling, photography, silk painting, etc. to provide them with enhanced economic opportunities and self-reliance.

Status

Activities are on-going.

COUNTRY INFORMATION (SECONDARY)

Country East Jerusalem	Location in Country (Region, District, Village) East Jerusalem
PVO Representative's Name Scott Charlesworth, Associate Director	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992-93				
AID \$	\$24,000				
PVO \$					
INKIND					
LOCAL					
TOTAL					

OK

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

OMB No. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization YMCA OF THE USA		Grant/Contract Number OTR-0158-A-00-9077-00
Start Date (MM/DD/YY) 09/01/89	End Date (MM/DD/YY) 08/31/94	AID Project Officer's Name Mary Herbert

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1988-89	\$ 650,000	1991-92	\$1,300,000
1989-90	\$ 957,000		
1990-91	\$ 408,000		

LOP 

Activity Description

The Africa Alliance of YMCAs continues to implement the Africa Development Program. The program seeks to strengthen National YMCA Movements in Africa by providing organizational, technical assistance, training, and project/program assessment and support.

Status

Activities are on-going.

COUNTRY INFORMATION (SECONDARY)

Country Africa Alliance of YMCAs	Location in Country (Region, District, Village) Nairobi, Kenya
PVO Representative's Name Scott Charlesworth, Associate Director	Local Counterpart/Host Country Agency

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992-93				
AID \$	\$164,012				
PVO \$					
INKIND					
LOCAL					
TOTAL 					

AID 1550-11 (6-86)

(See Instructions & OMB Statement on request)

65

VII. LESSONS LEARNED: LONG-TERM PROJECT IMPLICATIONS AND RECOMMENDATIONS

Civil strife, turmoil, political upheaval, and resistance to overtures towards democracy are common themes that permeate the country project analyses. All the same, in every case, even the most difficult and despairing, the YMCA has continued and remains committed to serve the populations in their community. One of the reasons is simple. YMCAs are comprised of individuals whose native lands are those very regions where the difficult circumstances lie. They have a will and determination to overcome the misery and despair that affect their people. In many cases a YMCA operates on a very limited budget, with few if any staff, depending on the good will of the volunteers, and relying on the determination of the communities to help themselves. The YMCA role serves as a catalyst, facilitator, and bearer of a message of hope.

The following revealing and moving statement was made by Sam Nkomo, the President (Chief Volunteer) of the Africa Alliance of YMCAs, in an address to members of a partner YMCA in Minneapolis:

"We need to live our faith in practical action to abolish misery and suffering in our midst. We must be willing to be actively involved, to sacrifice for others, to take risks, and to venture even into what is seemingly beyond our capabilities."

His speech went beyond to discuss the context in Africa today and the challenges but at the same time seeing the opportunities to which the YMCA has also made a contribution across the continent. (See Appendix 2)

- 1). One of the major lessons of Matching Grant IV is a simple and self-evident one. Development is a process of change over time. This is demonstrated clearly when the results of Matching Grant IV are analyzed over the five year period. In quantitative terms, the results may seem limited but the important fact is that seeds have been sown and that for every participant in a training event or project, an impact has been created and the lives have been changed. Small business projects may have yielded less economic results, due to the highly unpredictable economic contexts in many countries than expected. However these programs achieved an impact that goes well beyond the economic indicators. The major result is seen through those who have participated who have been able to take control over their lives and find an economic opportunity which they would not have otherwise experienced. Through this process and experience, they

have the capacity to search for an alternative which they may not have ever pursued without the training and organization they received through a YMCA program. Moreover, it should be pointed out that the individual alone does not gain from the experience but that the family to which that person belongs is changed as is the community where they live. Individual and community self-determination and growth has been demonstrated through programs that respond to crises of AIDs orphans, settlers from earthquake disasters, drugs and violence, political repression, discrimination, etc. In each example, YMCA members have pulled together to face and overcome a difficult circumstance.

Vocational training continues to be a cornerstone of YMCA work. The YMCA does not consider its training as an end but as a means to an end which can bring about or secure the economic well-being of its trainees. Trained individuals were given economic opportunities through a loan or provision of working capital. The YMCA, through its association with industries, provides placement for its graduates through its contacts and track-record as an institution of learning as demonstrated in East Jerusalem. YMCA programs in Panama, the Dominican Republic, and Guatemala have helped trainees with placement or self-employment. YMCAs through the years of experience have seen that a trained and skilled individual cannot penetrate the market without additional assistance whether it comes in the form of advice and counsel from the YMCA staff or facilitating the contact for the individual with the company or organization where they hope to work. For those interested in starting their own businesses, the YMCAs have explored different ways to help through machinery rental, loans, or working capital.

- 2). A second lesson is that the process of development is dependent on strong capable leadership that can motivate, inspire, mentor, and accomplish their objectives. YMCAs learned through their experience the painful reality when strong leadership does not have committed, young leaders to assume leadership in the future. They have also seen through the years numbers of strong potential leaders who leave the YMCA for better terms of employment. Nevertheless, the will and commitment to continue to identify, nurture, and form strong leadership is there.

The lessons learned from the training events of Matching Grant IV have demonstrated how different methodologies and processes can change both the motivation and results of work with the participants.

The Development Training Workshop, which brought together volunteer and staff leadership showed how a training event can create conditions for establishing a critical mass of solid leadership within a National Movement. The other important finding was that the methodology of the workshop helped to stimulate greater enthusiasm and desire on part of the participants to increase and enhance their personal and their own YMCA's performance.

- 3). A third lesson is one which has reminded the YMCA that, because of its origins, it must demonstrate a renewed commitment to the youth. The percentage of the world's population today that occupies the category of youth demands that the YMCA provide a response to this group. YMCAs, perhaps because of their status as general service agencies, have sometimes lost their focus on the youth. Through the Matching Grant period, several YMCAs have undergone a period of self-reflection and re-affirmed their commitment to the youth. They now have re-focused their strategic objectives to better serve the youth. A key priority in many youth programs is formation of youth leadership corps, who will serve not only as leaders for their YMCA but also as the future leadership of their countries. In Guatemala, a new program area has been developed for youth programs. In Togo, the Strategic Plan focuses on programs for youth employment. In Panama, the YMCA has sold the buildings and focused efforts on programs having direct impact on young people in marginalized communities. The YMCA of the USA has designed the World Volunteers program which will primarily benefit the youth and young adults.
- 4). A fourth lesson was learned in administration and grant management where it was seen that proper investment should be made in training and orientation in advance to assure that capability is transferred along with responsibility. The YMCA of the USA made a block grant to the Africa Alliance of YMCAs to be managed and administered by the Alliance. However, the training and orientation on grant management and administration was not given appropriate attention when the initial decision was made. Furthermore, it was seen that monitoring must be conducted by competent, skilled individuals who have the capacity to identify problems and solutions. The lesson learned through this process was that time, effort, and appropriate resources must be mobilized to create conditions for successful performance. The results of this effort have been positive, but the process of transferring knowledge and building capacity in administration has been time-intensive.

Moreover, the process of development depends on a partnership philosophy that relies on shared commitment to the goals of the programs. The partnership between the YMCA of the USA and the Africa Alliance was both challenged and reinforced through the implementation of Matching Grant IV. Communication became the ultimate determinant for success. This partnership experienced tremendous positive growth as each partner identified and built its skills in mutual understanding and cooperation. This process has established a solid foundation for the future of Matching Grant V.

Matching Grant IV results have demonstrated a marked increase in accountability, responsibility, and professional commitment within YMCAs. The strategic planning process for many has introduced a new hope to situations where YMCAs have operated under crisis management and have never been able to structure their programs, systems, and policies around defined priorities that are a reflection of their own local reality.

- 5). The fifth lesson in fact became a challenge to the YMCA by cautioning it not to try to respond to all issues but to concentrate on those where it can achieve an impact. YMCAs exhibited a tendency to try and respond to all issues and concerns on the local, regional, or national level. However, at the same time resources are extremely limited and the YMCA must select those areas where it can make an impact and find means to collaborate with other organizations in other areas. As a general service agency, the priorities and distinctions between what can and cannot be achieved are not always clear. YMCAs work in diverse communities with pressing issues of great magnitude.

Nevertheless, the Strategic Planning process has forced YMCAs to analyze their own accomplishments, objectives, and areas of strength to try to respond to this reality. Such a process has resulted in definition of some key areas of strength for YMCAs. For example, the YMCA re-forestation program in Guatemala has been recognized by other organizations as a leading program in the field of environmental education. Similarly, the work in civic education has begun to demonstrate the potential of the YMCA in providing education on democratic principles of civic rights and responsibilities of individuals. Leadership provided by the YMCA in Lebanon through the Management Training Institute continues to demonstrate the YMCA's strength in formation of leadership for other organizations. In Jerusalem, the women's training program provides a strong demonstration of the need and potential to train women in non-

traditional fields, thereby increasing their earning potential and self-esteem simultaneously. The Togo YMCA's commitment and initiative to train young people in alternative agriculture techniques at Bagbe demonstrates the Y's leadership in tackling issues related to economics and the environment.

- 6). A sixth lesson was learned on the issue of sustainability. The issues of institutional sustainability and sustainability of programs have been a preoccupation for the YMCA. During the design phase of Matching Grant IV, there was a strong sentiment that the YMCA could become self-sufficient by investing in a building and establishing an income-generating program. Such programs often work better in the theoretical form than in practice. In the Africa context, the YMCAs, with the exception of Kenya, for the most part did not have a building or any asset that could be used to generate income. Consequently there emerged a concern to find a means to finance a building. This conclusion was reached based on the positive experience of other YMCAs and organizations through building hostels which had the result of raising some income locally. Sadly, the YMCA experience shows however that having a building is not a panacea for income generation woes. Examples through YMCA history have seen these buildings become a drain on the institution and have caused YMCAs to compromise their commitment to programs that serve the disadvantaged.

As a result, the income generation/sustainability theme continues to confound YMCAs. Those that have had the good fortune and insight to establish an endowment have partly overcome the challenge. However, the true facts are that if YMCAs serve the communities they need to serve they will not have the economic independence they desire. The closest resolution to this quandary is to find a means for YMCAs to diversify their funding base through a combination of local and external funds from different organizations. By the nature of the fact that they are non-profits, YMCAs do not have the luxury to do otherwise.

As such, income-generating programs for YMCAs such as the computer skills training centers which were part of the original Matching Grant IV workplan were removed from the project plan due to the difficulties encountered in establishing and operating the centers. This difficulty was primarily due to the lack of facilities and resources. Following this decision, the overall program effort in income generation and economic growth in the final portion of

Matching Grant IV emphasized increasing economic opportunities within beneficiary communities in skills training, provision of working capital, operation of a loan fund, and technical assistance to increase production and improve marketing potential.

- 7). A final lesson learned through Matching Grant IV was the need to build a comprehensive strategy. It became clear that activities financed through Matching Grant IV or other programs cannot be carried out in isolation or independent from one another. A program is one element or aspect of the overall organization that both depends on and contributes to the overall strength of an institution. The development program had a training component that was and is also part of the leadership training program of the Alliance. The responsibility for contributing to the success of a program lies not only on the staff or participants in a program but also is a part of the responsibility of every individual involved in the YMCA. One of the major aspects of the success of the Africa Alliance's Development Training Workshop in November, 1993 was the shared level of competence and commitment dedicated to making the training event a success.

The same observation applies on the world-wide level. The issue of sustainability of the Africa Alliance was not a concern only for the Africa Alliance or the African YMCAs but an issue of concern for the worldwide YMCA movement. Such a determination has led to the dialogue between the Africa Alliance and the Partner YMCAs to build a strategy to seek resolution to the question of self-reliance for the Africa Alliance.

The learning process showed that what in fact was required was a process of strategic thinking which identified a means to understand the inter-relationship between programs; the need for partners to understand and identify the needs, resources, and appropriate coordinated actions that could be taken; and to channel resources into a process that made effective use of them. Preliminary steps have been taken as a result of the Matching Grant IV. The process of time will show whether they will bear fruit.

In summary, the YMCA, through implementation of Matching Grant IV, has tried to integrate the lessons it learned into the management and implementation of the grant. For the most part that objective was realized and a new learning process and planning phase is underway.

The future direction of the Matching Grant V is a testimony of the

YMCA's and USAID's vision of a direct response to one of the most pressing and challenging issues facing the African YMCAs today--that is one of the development and retention of strong, committed leadership capable of carrying the mission of social justice and economic development forward .

January, 1995

VII-7

72

Actual Accomplishments

Goal: As outlined in the Matching Grant IV Workplan, MGIV's goal was to contribute to improving the quality of life of an estimated 1.1 million rural and urban people living at subsistence levels in Africa, Asia, and Latin America and the Caribbean during the five year period of the grant.

Objective A: To strengthen and consolidate institutional capabilities in development sectors of YMCA National Movements and their local associations in countries of Africa, Asia, Latin America and the Caribbean.

<u>Year</u>	<u>Planned Activities</u>	<u>Outcome</u>	<u>Actual Accomplishments</u>
1-2	A1. Produce, adopt and implement a Master Plan for International Cooperation	A1. Master Plan completed	A1. The YMCA's five-year Strategic Plan for the 1989-1995 period was approved and adopted by the YMCA of the USA International Committee in November 1989. Since then, the plan has been implemented and results of the previous period are being analyzed and a new one-year planning process underway during 1995 for a Strategic Plan for 1996-1998.
1-5	A2. Strengthen or establish partnership relations between U.S. and other developing countries YMCAs	A2. Fifty relationships strengthened or established and functioning.	A2. The YMCA of the USA currently has 335 partnership and linkages with international YMCAs.
1	A3. Establish a tracking system for partnerships and resource support	A3. Tracking and quantifying systems established to monitor resource support provided national movements by U.S. and other country partners, including funding, technical asst. and exchange programs.	A3. Data and information on partnerships, linkages, and resources is being compiled on an ongoing basis.
1-5	A4. Increase activity and contribution of DCTF	A4. DCTF will engage in regular meetings held under the auspices of International Division and will carry out the following tasks; development education; policy related to partnership and development	A4. The Field and Cluster International Liaison (FACIL) system has absorbed the de-centralized functions through the 63 contact points in the field. A committee responsible for analysis and recommendations on structure has decided to centralize operations to improve effectiveness and concentrate increased resources on development of relationships (partnerships) and increase fund-raising capacity.

<u>YEAR</u>	<u>PLANNED ACTIVITIES</u>	<u>OUTCOME</u>	<u>ACTUAL ACCOMPLISHMENTS</u>
		support; and review, facilitate and broker development proposals from National Movements	
1	A5. Establish a Technical Bank for resource mobilization	A5. Technical Bank established	A5. The YMCA of the USA continues to broaden the technical bank and seek collaboration from individuals and agencies to complete program and financial objectives.
1-2	A6. Develop a working collaboration between the International Division and the Peace Corps	A6. Collaboration agreement established and functioning	A6. The YMCA of the USA is negotiating an agreement with the Peace Corps for co-operation on the new YMCA World Volunteers program.
1-5	A7. Draft and approve ten National plans which include development goals, purposes and activities in priority countries	A7. Ten national plans drafted and approved by the National Movements and the international Division	A7. Kenya, South Africa, Uganda, Nigeria, Togo, Zimbabwe, Ghana, Liberia, Senegal, and The Gambia have developed National Plans. The Africa Alliance has developed a five-year plan. The Dominican Republic has developed a three-year plan.
1-5	A8. Write, approve and implement DOUs between International Division and all 13 of the first priority countries and at least 15 of 19 second and third priority countries	A8. At Least 28 DOUSs approved and implemented	A8. Documents of Understanding have been signed and are currently being implemented with the Africa Alliance and through them thirteen National Movements in Africa. In other regions, six DOUs have been signed and are being implemented with YMCAs in East Jerusalem, Lebanon, Guatemala, Dominican Republic and Panama.

24

MATCHING GRANT IV - FINANCIAL PROFILE

	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5		TOTAL	
	A.I.D.	P.V.O.	A.I.D.	P.V.O.	A.I.D.	P.V.O.	A.I.D.	P.V.O.	A.I.D.	P.V.O.	A.I.D.	P.V.O.
A. PROGRAM EXPENDITURES:												
Support Services:												
Professional/Clerical	114,314		120,221		173,386		166,893		114,020		688,834	
Admin (travel, telex, cable)	15,866		26,859		14,702		1,779		3,747		62,953	
Projects:												
Subgrants	220,333		123,464		145,220		249,852		613,660		1,352,329	
World Service		831,810		1,839,781		522,093		1,191,584				4,385,248
Africa Crisis Fund		22,951		35,000		7,700		162,840		60,000		288,491
Worldwide Network:												
Salary/Institutional		43,250		209,244		23,627				62,559		338,680
Training/Technical Assistance			30,943		43,078				41,818	12,000	115,839	12,000
Evaluation	13,586		81,242		93,379		(4,515)		157,215		350,907	
Indirect Costs	98,611	44,420	155,110	28,237	87,128	16,330	108,507	41,381	294,782	1,774	744,138	132,142
TOTAL MATCHING GRANT IV PROGRAM	462,710	942,431	537,839	2,112,242	556,893	569,750	522,316	1,395,805	1,235,242	136,333	3,315,000	5,156,561
B. SOURCE OF FUND												
A.I.D. Matching Grant IV	462,710		537,839		556,893		522,316		1,235,242		3,315,000	
* YMCA Private:												
Cash		942,431		2,112,242		569,750		1,395,805		136,333		5,156,561
In-kind												
Host/Other Government:												
Cash												
In-kind												
Other (Specify)												
TOTAL SOURCE OF FUNDS	462,710	942,431	537,839	2,112,242	556,893	569,750	522,316	1,395,805	1,235,242	136,333	3,315,000	5,156,561

* NOTE: The YMCA Private (match) funds are calculated on a Calendar basis.

1/24/95

<u>Year</u>	<u>Planned Activities</u>	<u>Outcomes</u>	<u>Actual Accomplishments</u>
1-5	A9. Establish working collaboration between at least 10 of 13 first priority National Movements and U.S.A.I.D.	A9. At least 10 National Movements have established collaborative relationships with A.I.D. Missions	The following YMCAs have become registered with the USAID missions: Kenya, Togo, the Gambia, Tanzania, Zambia, Guatemala, Dominican Republic, Lebanon, and East Jerusalem.
1-4	A10. Carry out feasibility studies in Kenya, Panama and the Dominican Republic for establishment of commercial skills training centers	A10. Feasibility studies completed for Kenya (Year 3), Panama (Year 3), and Dominican Republic (Year 3)	A10. Funds for the commercial skills training centers were re-programmed to build financial development capacity and support direct income generating activities at the local level. A11. National Development Secretaries in Africa in Zimbabwe, Nigeria, Gambia, Ghana, Kenya, South Africa, Tanzania, Togo, and Zambia are being retained and funded. Additional training is being offered by the Africa Alliance through the Development Program. B1. N/A
1-5	A11. Retain and fund national and regional directors and coordinators for development in Africa, Asia and Latin America/Caribbean	A11. Twenty directors and coordinators retained and funded	
2-5	B1. Establish commercial skills training centers in three priority countries	B1. Commercial skills training centers established in Kenya (Year 3), Panama (Year 4) and Dominican Republic (Year 5)	B2. Development of national plans has been completed and are now being implemented. Development programs are being implemented in Africa, in cooperation with the Africa Alliance of YMCAs, in Zambia, Zimbabwe, Kenya, Uganda, Gambia, Liberia, Nigeria, Ghana, and Togo. These include education and training and small enterprise development; agriculture and water resource development; strategic planning and institutional development initiatives. In Guatemala, the YMCA vocational training and jobs creation program and in East Jerusalem the women's vocational training program has received additional support. (See section IV: Review and Analysis of Project Results by Country)
1-5	B2. Design and implement development programs and projects in priority countries	B2. See Country budgets	

6/9

<u>Year</u>	<u>Planned Activities</u>	<u>Outcome</u>	<u>Actual Accomplishments</u>
1-5	B3. Monitor and evaluate development programs and projects in priority countries	<p>B3. Annual Evaluations completed by country for each region</p> <p>Midterm Evaluation of MGIV completed</p> <p>Final evaluation of MGIV completed</p>	<p>B3. On-going</p> <p>Completed in December, 1992</p> <p>Completed in June, 1994.</p>

10

IX. APPENDICES

APPENDIX NO. 1: Institutional Development Framework Worksheet

APPENDIX NO. 2: Address by Mr. Sam Nkomo, President of Africa Alliance of YMCAs to Minneapolis YMCA.

APPENDIX NO. 3: YMCA World Volunteers Concept Paper

APPENDIX NO. 4: International Relationships and Contributions Report

Institutional Development Framework Worksheet

Date of Completion:

Organization:

Resources	Criteria for each progressive stage			
	Start-up	Development	Expansion/Consolidation	Sustainability
<i>Oversight/Vision</i>				
BOARD	Board partially identified	Board identified, but in flux and not influential	Board membership stable, and well-targeted	Board comprised of recognized leaders
	Roles of members and of members vis a vis CEO are unclear	Board understands role and how to relate to Exec. Dir.	Board assists project through access to key people.	Board provides hands-on policy direction for political action
	Board not yet active partner	Board becoming active and contributes and pursues resources	Board provides some leadership. Committees formed, but only one or two active members	Significant funds raised by board Many members of Board play active role.
	Board may act as a drag on organization	No longer a drag on organization	Able to help advance organization, but chair not yet able to take to higher level	Active strong chair and board in place help advance organization
MISSION	No formal Mission Statement. Group coalesces around general environmental or development objectives	Mission Statement exists, but is unclear. Diverse portfolio of projects and proposals is not consistent with Mission Statement	Mission statement is clear and is generally consistent with portfolio. However, staff are not uniformly capable of articulating it and outsiders may not identify it with organization.	Clear Mission statement. It can be articulated by board and staff and consistent with portfolio. Outsiders identify same mission with organization

Resources	Criteria for each progressive stage			
	Start-up	Development	Expansion/Consolidation	Sustainability
AUTONOMY	Organization is implementing agent of one donor	Organization is able to respond interests of more than one donor and its board	Organization is able to obtain funding to support its program, in consultation with the board	In addition to managerial and financial autonomy, organization is able to advocate to government and private sector
Management Resources				
LEADERSHIP STYLE	All leadership emanates from founder	Leadership comes from founder and one or two board members	Vision increasingly comes from Board with increasing input from staff	All employees participate to some degree in management.
	Staff provide technical input only	One or two staff provide organizational impetus, in addition to founder	Staff increasingly provide vital drive to organization	Staff understand where boundaries of their participation lay Organization would survive without current Board President and CEO
PARTICIPATORY MANAGEMENT	Decisions handed down to organization from CEO with little or no feedback	Most decisions take by CEO and Board. Some input from one or two staff members	Management decisions increasingly delegated to line managers;	Management decisions delegated to appropriate level.
	Organization run by CEO, but criteria for decisions are over-personalized and unclear	Management decision criteria generally shared with Board	Decision-making is increasingly transparent to staff	Transparent decision structure.

Resources	Criteria for each progressive stage			
	Start-up	Development	Expansion/Consolidation	Sustainability
	Staff roles and responsibilities unclear and changeable	Staff roles better understood, but fragmented	Staff understand role in organization more clearly and how to participate in management.	Staff increasingly able to shape the way in which they participate in management
	Poor intra-staff communications	Modest amounts of staff communications	Communications are open and inter-heirarchical	Organization periodically reviews communication flow to ensure free flow of information
PLANNING	<p>Planning is predominately ad hoc, incremental, and reactive to circumstances</p> <p>Planning is scattered on diffuse and unrelated matters</p>	<p>Planning is structured around mission statement</p> <p>Planning is more forward-oriented;</p> <p>Annual organizational workplans are developed, but not tracked during year</p> <p>Planning is heirarchically imposed</p>	<p>Annual <u>individual staff and organizational</u> plans are developed and reviewed during course of year;</p> <p>Mid/long-term strategic plan is developed</p> <p>Wide participation in planning among staff</p> <p>Plans are result of cooperative Board/Staff effort</p> <p>Plans relate specific resources needed to accomplish objectives</p>	<p>Annual plans continue as operative instruments, supplemented by updated long-term plans.</p> <p>Data is gathered and analyzed to track progress against plan.</p> <p>Annual and strategic plans are specific enough to permit accurate budgeting but flexible enough to be modified as warranted.</p> <p>Beneficiaries participate in planning</p>

Resources	Criteria for each progressive stage			
	Start-up	Development	Expansion/Consolidation	Sustainability
MONITORING & EVALUATION (M&E)	<p>No formal evaluation mechanisms exist. Word of mouth and "gut" feelings are used</p> <p>No systematic monitoring systems exist</p>	<p>Occasional evaluations are undertaken, usually at request of donor and implemented by outsiders</p> <p>Rudimentary monitoring of service provision initiated</p>	<p>Evaluations are initiated by staff; staff increasingly involved in their execution; some management decisions are taken based on data; ongoing M&E system is in place. M&E still isolated management function</p>	<p>M&E data and analysis are integrated into decision-making</p>
	<p>No feedback from beneficiaries/clients</p>	<p>Informal channels for beneficiary/client feedback</p>	<p>Formal mechanisms exist for beneficiary/client feedback via evaluations and surveys</p>	<p>Continuous feedback and input from beneficiaries/clients used in planning and decision making</p>
MANAGEMENT SYSTEMS	<p>No formal personnel systems (job descriptions, recruitment and firing procedures, etc.) exist</p>	<p>Some, but not all necessary personnel systems exist. Informal employment practices persist</p>	<p>Virtually all necessary personnel systems are institutionalized; occasionally informal mechanisms are used</p>	<p>Formal personnel systems are institutionalized, understood by employees, and redress can be pursued.</p>
	<p>No formal file system exists</p>	<p>Files are maintained, but are not comprehensive or systematic</p>	<p>Files are systematic, and accessible, but significant gaps remain</p>	<p>Files are comprehensive, systematic, and accessible</p>
	<p>Few administrative procedures formalized</p>	<p>Administrative procedures increasingly formalized. No operating manual</p>	<p>Administrative manual in place, although not up-to-date or considered the "Bible"</p>	<p>Administrative manual updated, as needed. Considered the arbiter of procedures</p>

Resources	Criteria for each progressive stage			
	Start-up	Development	Expansion/Consolidation	Sustainability
<i>Human Resources</i>				
STAFF SKILLS	Too few people are filling too broad a range of technical skills	Specialists are brought on (or contracted) for key skill areas, such as accounting and fund raising. Some gaps remain	All core skill areas are covered with staff	All skill areas are covered and capacity exists to contract out for other needed skills
	Staff not fully capable of providing skills required of their positions	Staff capable of providing technical skills of their positions	Staff recognized for excellence outside organization. Papers and speeches solicited from staff	Staff offered higher paying employment (UN, WB, AfDB, etc.) and refuse them
STAFF DEVELOPMENT	No conscious human resource development strategy or practice	General direction provided for staff development	Staff development needs assessment and action plan exists	Professional development considered part of job performance
	Little coaching, counselling, or training provided	Some coaching, counselling, even training provided	Staff receive coaching, counselling and training	Intra-Office mentoring and guidance considered important part of job
	Little or no formal recognition of employee performance	Performance recognized informally, but no formal mechanism exists	Formal performance appraisal system established. Skills development not included in performance appraisal	Employees participate in objective setting & know what is expected of them. Skills development is included in performance appraisal
ORGANIZATIONAL DIVERSITY	Organization has little consciousness of importance of, or interest in, diversity	Consciousness and interest increased, but still no policy regarding diversity.	Organization expresses commitment to diversifying staff via formal policy	Active recruitment from traditionally disadvantaged groups for board and staff

Resources	Criteria for each progressive stage			
	Start-up	Development	Expansion/Consolidation	Sustainability
	Staff is under-represented by traditionally disadvantaged groups	Some traditionally disadvantaged groups are on staff	Significant representation of traditionally disadvantaged groups among staff	Composition of staff adequately represents traditionally disadvantaged groups
	Board is under-represented by traditionally disadvantaged groups	Some traditionally disadvantaged groups are on Board	Significant representation of traditionally disadvantaged groups on Board	Composition of Board adequately represents traditionally disadvantaged groups
<i>Financial Resources</i>				
FINANCIAL MANAGEMENT	Financial records are incomplete and difficult to understand. Organization often needs to be prodded to produce them.	Financial reports are produced and clearer, but still incomplete. Somewhat timely.	Financial reports are clear and complete, even as portfolio becomes more complex. Usually timely.	Reports and data system can quickly provide a sense of financial health. Reports are always timely and trusted.
	Budgets are not used as management tools	Budgets are developed for project activities, but are often over- or under-spent by more than 20%	Total expenditure is usually within 20% of budget, but actual activity often diverges from budget predictions	Budgets are integral part of project management and are adjusted as project implementation warrants
	No clear procedures exist for handling payables and receivables	Financial controls exist, but lack a systematic office procedure. Bookkeeper is not a trained accountant	Improved financial control systems. Trained accountant is in charge of books.	Excellent cash controls for payables and receivables and established budget procedures.

Resources	Criteria for each progressive stage			
	Start-up	Development	Expansion/Consolidation	Sustainability
	<p>Audits are not performed</p> <p>Project funds are not separated</p>	<p>External audits are only rarely performed</p> <p>Project funds are separated, but some temporary cross-project financing may occur</p>	<p>External audits are performed frequently, but aperiodically</p> <p>Standard procedure is to avoid cross-project financing and most funds are separated</p>	<p>External audits are performed with a regular, and appropriate, frequency</p> <p>All project funds are separated and adequate controls exist to avoid cross-project financing</p>
FINANCIAL SECURITY	<p>Financing comes from only one source</p>	<p>Financing comes from multiple sources, but 90% or more from one source.</p>	<p>No single source of funding provides more than 60% of funding</p>	<p>No single source provides more than 25% of funding</p>
	<p>Local fundraising (including goods and services) for operational income is untried or unsuccessful</p>	<p>Up to 5% of unrestricted operating expenses are from membership fees, revenues, trust funds, unrestricted gifts, earned interest and fees charged by organization</p>	<p>30% of unrestricted operating expenses are from membership fees,... and fees charged by organization</p>	<p>50% of unrestricted operating expenses are from membership fees,... and fees charged by organization. Some funds for capital or project expenditures also raised locally</p>
FINANCIAL SOLVENCY	<p>Project funding is insufficient to meet project management goals</p>	<p>Funding is available to cover short-term project costs.</p>	<p>Funding is available for short-term costs and medium-term funding strategies exist</p>	<p>All projects have long-term funding plans and current funds are adequate to meet needs of management plan</p>

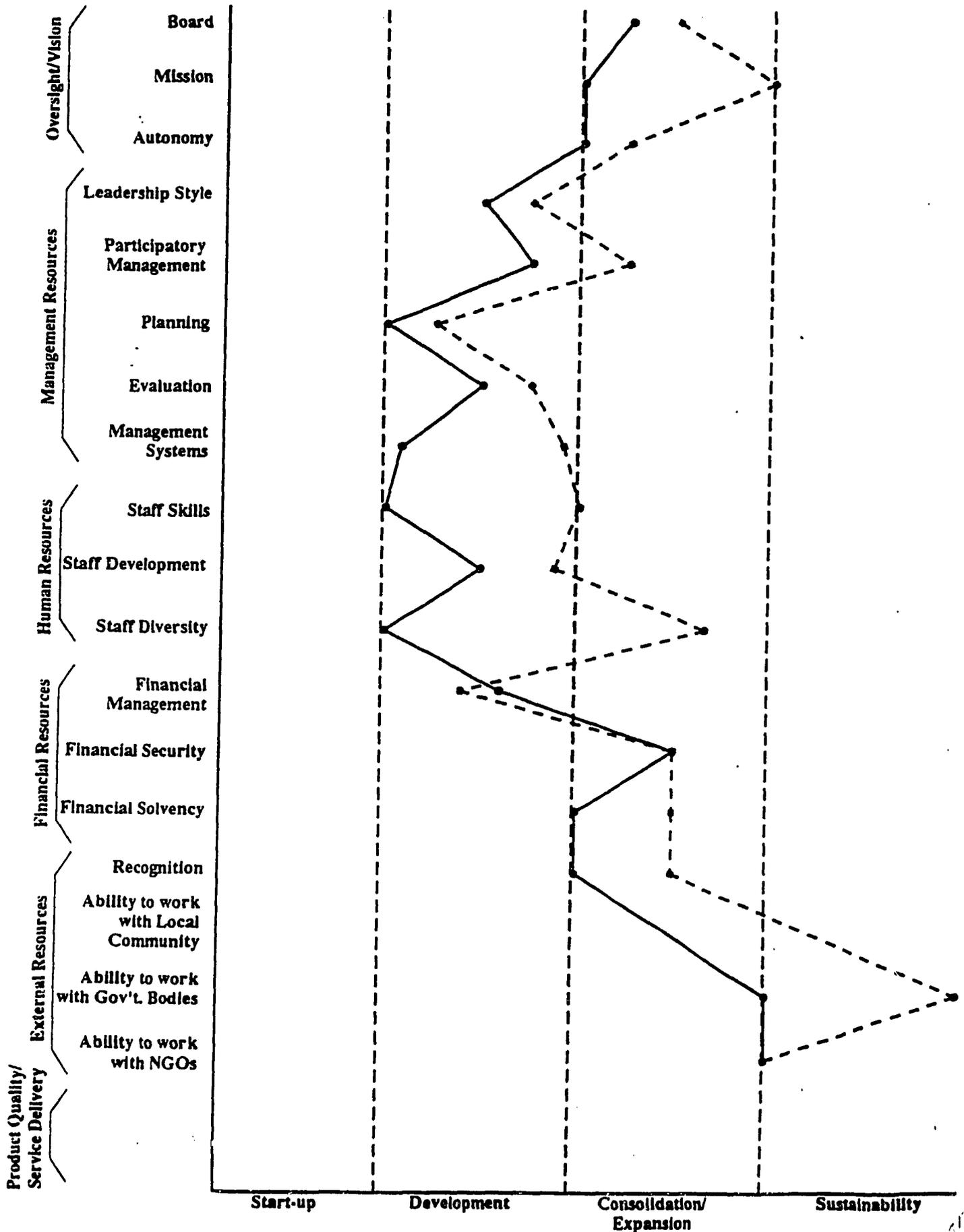
Resources	Criteria for each progressive stage			
	Start-up	Development	Expansion/Consolidation	Sustainability
<i>External Resources</i>				
RECOGNITION	Organization little known outside the range of its direct collaborators	Organization is kn among technical peers, but does little to promote its activitis or broader sustainable development to public and key decision-makers	Organization has limited contact with key decision makers and has limited lines of communication with public	Organization and its work well known to public and policy makers. Able to engage decision-makers in dialogue on policy. It has a loyal constituency and commands respect outside the constituency
Ability to work with local communities	Work is centered in Windhoek, or is based on top-down structure	Work is focused on field, and organization is viewed as ally of community	Community input solicited for key decisions. Organization and efforts viewed as service provided to community	Community input integrated into most management considerations. Organization viewed as a community resource.
Ability to work with government bodies	Viewed as "we", "they". Tension is frequent between government and organization	Relations are friendly. Collaboration occassionally occurs on specific tasks and projects	Collaboration is frequent, usually on informal level. Relations are friendly, but imbalanced.	Formal mechanisms exist for collaboration and are often used. Relations are as full partners.
Ability to work with other NGOs	Organization does not have experience working with NGOs. Not known or trusted by NGO community.	Organization increasingly known and trusted by NGO community, but little experience with collaboration.	Organization works with international or local NGOs, and participates in NGO networks, but has not played a leadership role in promoting NGO coalitions and projects	Organization plays leadership role in promoting NGO coalitions or projects and supports other NGOs and can help resolve NGO-NGO or NGO-Gov't. conflict

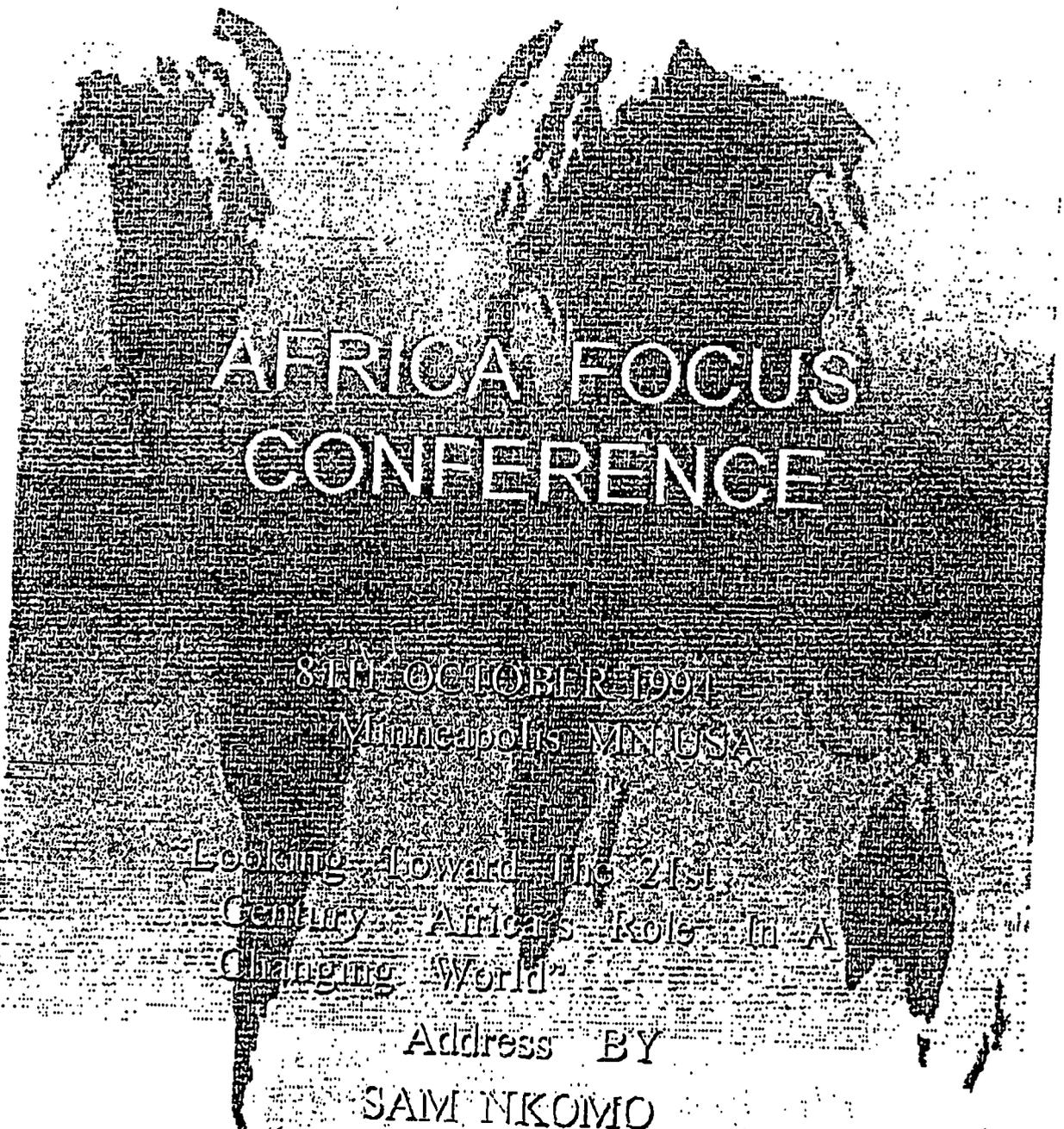
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Resources	Criteria for each progressive stage			
	Start-up	Development	Expansion/Consolidation	Sustainability
<i>Product Quality/Service Delivery</i>				
To be determined by each organization, based on monitoring and client/beneficiary feedback				

Institutional Development Profile:

Baseline: — Current: - - 6/94 End of Project: —





AFRICA FOCUS CONFERENCE

8TH OCTOBER 1997

Minneapolis, MN, USA

Looking toward the 21st
Century - Africa's Role in a
Changing World

Address BY

SAM NKOMO

Chairman - Africa Alliance of
YMCA's

The Chairman, distinguished guests, Friends, Ladies and Gentlemen, I bring greetings from your friends in Africa!

I also wish to express very sincere thanks to the organisers of this conference for inviting me from - Africa to come and share my thoughts with you on the continent of Africa.

A story is told of a high-ranking government official who received an invitation to make a Labour Day address. The invitation read: "You are invited to be one of the speakers at our Labour Day Service. The programme will include a talk by the Mayor, a recitation by a student, your talk, and then the firing squad"! I am lucky to be among friends here without a firing squad.

I have been asked to speak on "Looking Toward The 21st Century : Africa's Role In A Changing World"

Mr Chairman ----

Africa is a continent steeped in a striking diversity of cultures, colours, languages, religions, a whole host of nationalities and ethnic groups. Even the colonial intervention failed to bring about unity; it only succeeded in the imposition of artificial boundaries, some of which ended up cutting across communities, dividing and separating related peoples who had lived as a united entity. The post-colonial African states exhibit no discernible pattern, but form a haphazard, chaotic and ununiform mosaic of divided and alienated tribes either forcibly separated, or conversely, coerced to live together as one nation. For anyone, therefore, to pretend to give a "true picture" of the African scene is both presumptuous and arrogant in the extreme. All that one can do is to give a generalised impression that is heavily coloured by his or her little corner of the vast expanse of land we call Africa.

The late 1950s and early 1960s can aptly be described as the years of Africa's political emancipation, when almost the whole continent (with a few exceptions) became free and independent. These were years of great rejoicing throughout the length and breadth of the continent - even those of us who were still yet to be free joined in the bliss of our brothers and sisters who had attained the status of self-determination and sovereign nationhood.

Political independence inevitably created a crisis of expectations, and the new leadership was faced with the urgent task to satisfy the needs of their citizenry. Consequently, we embarked upon grandiose projects that consumed rather than created wealth; there was unbridled consumption of whatever reserves there were, without any replenishing of the resources that were being depleted. Little did we appreciate the true extent of our backwardness, deep rooted poverty, the little or

no capital to fall back on, and the almost non-existence of real industrialisation. Because of the unfulfilled realisation of the expectations that were aroused, wittingly or unwittingly, a serious credibility gap began to develop between those governing and the governed. Thus, the heydays of bliss that accompanied the attainment of independence were soon followed by nights of disillusionment and despair.

The unfortunate thing is that the struggle to rid the continent of the offensive and brutal colonial system became the be-all and end-all. The total pre-occupation with things political distracted Africa's attention from other equally important aspects essential to sovereign nationhood, eg the importance of economic development. Indeed, it was one of the pioneering fathers of Africa's political independence, Dr Kwame Nkrumah, who coined a slogan to the effect that Africa should seek first the political kingdom, and the rest would follow automatically. The majority of African states have been independent for over three decades and yet, sadly, economic independence has continued to elude them. Today we have come more and more to realise that political emancipation is not the panacea for all our problems.

Africa's economy (with one or two exceptions) has remained largely dependent on the exploitation of primary products: mainly agriculture and mining. And these are sold on the world markets mostly in their raw state, and fetch minimum prices. Africa lacks the necessary technology to effect sufficient beneficiation that will enhance the quality of these products, and consequently increase their market value. In today's world of unequal trading relationships, the moneyed developed world exercises a greater influence on the price of primary products on the world's markets. The little purchasing power generated by our mining and agricultural activities is quickly wiped out through the purchase of goods from the developed countries, and these finished goods fetch higher prices than Africa's raw materials. The river of trade seems to inexorably flow in one direction - to the developed and industrialized nations, away from the struggling

and poor developing nations. We thus have a situation of relatively stagnant agriculture and externally manipulated prices for our mineral output on the one hand, versus a very high birth rate leading to a massive population growth on the other. This type of scenario is a perfect recipe for real poverty.

But we need to get out of this situation; and in order to do this, development has become an urgent imperative for the nations of Africa. Skills acquisition and vocational training are a prerequisite for development in the modern world. This calls for careful planning and a re-appraisal of our education systems, so that we create a pool of qualified manpower in a variety of skills that are essential for the exploitation of our agriculture, water, forestry, mining and other natural resources with which our countries are endowed. Africa suffers from a severe handicap when it comes to skilled manpower. There is a pronounced and conspicuous dearth of blue collared workers: the artisans, technicians, agriculturalists, agronomists, hydrologists and various types and grades of journeymen. We are caught in a paradoxical situation of a high level of unemployment amidst a serious and crippling shortage of manpower.

A closely related problem is that of lack of capital, and the absence of real industrialisation in many countries of the continent. This is largely a legacy of colonialism. The colonial system was geared to ensure minimal industrialisation for the colonies. This was by design, to guarantee a double benefit to the mother country : firstly colonies would serve as reliable sources of raw materials for the colonisers industries; and secondly they were to remain sure and ready markets for the finished goods from the mother country. It was to the colonists' advantage not to develop industries in the colonies, lest these posed serious competition for the goods from the mother country. You Americans know this only too well, as I believe this was one of the reasons that led to your differences with colonial Britain, and ultimately resulted in your fight for independence.

Africa is in dire need of industrialisation of all sorts, but this requires a great deal of capital. Those with the capital are telling us to create "attractive conditions" in order for them to invest in our economies. In response to this, various forms of economic reform programmes (SAP : structural adjustment programme ; or ESAP : economic structural adjustment programme) have proliferated throughout the continent, all in an endeavour to create climates conducive to foreign investment, and thus attract capital into the country. In many instances, this has proved to be extremely bitter medicine to swallow, as it has brought about stringent conditions that have necessitated a drastic and severe curtailment on social expenditure; a cut back in public spending resulting in the retrenchment of the labour force, thus exacerbating the already high and acute level of unemployment. The human suffering has been undoubtedly severe (In my country, people interpret ESAP to stand for "extreme suffering for the African people"!) People do not quite understand the reform puzzle: that you have to throw out of work large numbers of people in order to improve the economy. Africa is dying for a success story of economic reform - will the suffering of the people eventually end? Does the pursuit of any system of reforms, economic or otherwise, justify so much pain and suffering?

The situation in Africa is very difficult to explain, and if you find it baffling to understand, be relieved, it is not your fault - for even the Romans of old found Africa quite intriguing : Gaius Pliny the - elder once remarked:

"Ex Africa semper aliquid novi" (There is always something new out of Africa). There is a sense in which it would be foolhardy and presumptuous of me to pretend to even begin to address adequately in this single talk the topic of the whole of Africa. As said earlier on, my account is inevitably coloured by the experience and vision of my own corner of this vast continent called Africa. We are a kaleidoscope of more than fifty sovereign independent states, with different cultures, languages

and social systems. Even the colonial intrusion failed to bring about uniformity to this myriad of tongues - for we were bequeathed at least three differing linguistic heritages as "official languages": anglophone, francophone and lusophone, with their attendant customs, cultural norms and social values. Needless to say that these were superimposed upon existing indigenous cultures and languages; and in many cases they became the preserve of the educated and Westernised Africans. But our mother tongues continue to be used and thrive, and with them our indigenous social norms and cultural values.

The African ethos, prior to the advent of Western influence was largely determined by the type of polity obtaining in the various communities. Some tribes lived in loose confederacies under their immediate leaders or chiefs, and owing some allegiance and affinity to a larger common cultural heritage. Other tribes were more closely organised, under a strong centralised system, with vassal rulers owing allegiance to an identifiable and recognised king. Social and kinship systems also differed - some were patrilineal, practising exogamous marriages with the women being fully absorbed and integrated into the new society into which they have married; yet some communities lived under a matrilineal system, where marriages were partly endogamous and uxorilocal - with the husbands actually moving to live with the wife's clan or group. But he always remained an outsider, and the offspring of the union belonged to the woman's group or lineage.

Given this scenario, it is more accurate to speak of African cultures rather than a single culture. You will find in any one country a diversity of cultures and a variety of languages. For educational purposes, countries choose what they call official languages to be taught in schools. But the other so-called unofficial languages are alive and vibrant, and are in daily use as mother tongues of the different groups concerned. In Zimbabwe, for instance, apart from English we recognise and teach two indigenous languages, Ndebele and Shona. But there are others such as Kalanga, Venda, Tonga, Nambia, Tswana to name but a few.

These are used in everyday situations by their respective communities - and these are different from each other, and completely non-mutually intelligible. As you know, language is a vehicle of culture, and it therefore follows that each of these communities have a culture unique to themselves, which for them mitigates and interprets the world around them. Even within the major language and cultural groups, there are sub-cultures and linguistic dialects which, though mutually intelligible, are quite different. Within the generic term of shona, there are important dialects of Zezuru, Korekore, Karanga, Ndau and Manyika. I know of one country with a total population of under 7 million, but with at least 73 indigenous languages - and as a compromise, eight languages are recognised for official purposes, and the news broadcast on radio and television uses these. Very recently, the democratic South Africa has recognised eleven official languages. This is only the tip of the iceberg of the complexity of Africa and her cultures!

Africa's role in a changing world will be determined by how much she has learnt from her past. We have made some errors in our economic policies, in our political practices, and in our developmental strategies. But what is heartening is that now there is a refreshing frankness to accept mistakes, and seek solutions to them. We want to move away from being recipients of charity, of loans and grants, to become full partners in development with the rest of the world.

With political independence now in place, and also with the recent demise of apartheid, the overwhelming challenge facing Africa on the eve of the twenty-first century is that of transformation on a number of fronts : including economic transformation, social transformation and transformation in governance. There is an urgent need to strive for equality of persons and equality of opportunity for all. There exists in our societies, to varying degrees, a yawning chasm of disparities - where men and women are still not equal; where the ruling elite and those ruled are not anywhere near being equal; where the

remnant of the whites as a group are decidedly better off than their black counterparts; where the rural blacks are not equal in material wealth and opportunities to life to the urban blacks. In most of Africa the majority live a precarious existence in which everyday life is a long-drawn struggle for sheer survival. Although positive statutory regulations on equality and fair play exist on paper, the means to translate these into actual practice and to enforce them for the benefit of all is either absent or too weak to be of any use to those that are affected.

The situation I have tried to portray is one of dire need, and yet of the real truth in Africa today. Yet it is not one of hopelessness. There is hope in Africa, and a burning desire to change for the better. The political landscape I have alluded to is gradually changing. We are moving towards democracy and transparency in government in many countries on the continent. The previous systems of command economies is being replaced by economic liberalisation. ESAP or SAP has become a catchy acronym throughout the continent. Our economies are opening up to investment, both from local resources and from foreign investors. The progress is at times slow, and often fraught with severe side-pains. But we soldier on, with the hope that all will come right in the end. The problems have been partly of our own making, but also partly inherited, as our countries were often used as sources of cheap raw materials for Europe's development and industrialisation. If colonialism had had an agenda to develop Africa and to industrialise the continent, we would not be facing the problems of poverty and deprivation that we face today.

There is now, however, a healthier attitude of partnership and cooperation between independent Africa and her former colonial masters. The world can learn something from us. Among other things, we are very tolerant and ready to forgive. In spite of our having been on the receiving end of exploitation, discrimination, and unfortunate victims of brutal oppression and racism, at the end of the day, we have stretched out the hand of

friendship to our erstwhile oppressors. Zimbabwe and South Africa experienced some of the worst forms of colonial occupation, and they fought bitter and protracted struggles to achieve universal adult suffrage and majority rule. Immediately, they both enunciated policies of reconciliation, and a forgiving that allowed bygones to be bygones. There have been no criminal charges brought against the losers by the winners in the new political dispensation. Arguments often arise about the spirit of reconciliation being violated by one group or the other, but there is no gainsaying the political magnanimity that the principle of reconciliation expoused. The world can take a leaf out of Africa's example.

Although Africa is a heterogeneity of cultures, multiplicity of languages and varying social systems, our problems and challenges have a lot in common. Basically, we need to develop - in fact, we have to develop in order to survive; there is no choice on that one; and develop rapidly too, for time is not on our side. It is in this vein that we seek to develop with international cooperation. The ordinary person has waited too long for the betterment of his lot - the revolution of rising expectations can no longer be contained. There is a yearning for social well-being and economic justice to complement the political gains that have been made. We have been thoroughly chastened and are now fully aware that political independence is a hollow sham, unless it promotes social and economic progress. Poverty is very degrading and dehumanising. Whoever said "poverty is no crime" was, in my view, never poor himself. Poverty leads to crime; anyone of us in this room would turn to a criminal tomorrow if his children were facing hunger and starvation, and there was an orchard laden with ripe and rotting fruits in a neighbour's plot.

We are re-defining our concerns and re-assessing our priorities, in order to address the needs of the people. People need a great deal more than mere political slogans. They need clean drinking water, decent accommodation, a living wage, food on their plate, and other necessities such as access to health care and to

education. The whole of Africa today is totally free of alien rule and is completely independent; even the last bastion of minority rule, South Africa, has completed the travail, and we witnessed the birth of a majority ruled sovereign nation earlier in the year. Now Africa appears to be taking stock of its past, and mapping out its future. The monolithic one-party system is slowly undergoing a metamorphosis that is translating into political pluralism; and the culture of political intolerance nurtured over the years is being severely assailed by the resurgence of free speech, a critical press, and by the fledgling opposition parties that have rediscovered their voices. Only the other day, about two weeks ago in late September, the BBC reported that at least twenty-five African countries have revised or completely rewritten their constitutions to reflect the new mood of change on the continent. International pressure is playing an important and in some cases a critical and decisive catalytic role in assisting in this transformation.

Our efforts towards greater democracy and political pluralism are still nascent and delicate. But the political winds are definitely blowing steadily in the direction of change. After almost three decades of one party rule, some countries have achieved a peaceful and bloodless transition towards multiparty democracy - Malawi and Zambia immediately come to mind. Of course, there have been setbacks too: in Angola, the losing party refused to accept the verdict of the people, despite the fact that the UN had pronounced the election process to have been free and fair; in Lesotho, there was an attempt to dethrone a democratically elected Government; in Nigeria, the process of transition from military rule to an elected civilian administration was stopped in mid-stream. Sadly we still have bleeding sores on the continent. The killing, suffering and pain in Rwanda defies all description; Liberia has remained a festering sore for a long time; the situation in Somalia remains intractable; and the jockeying for power in Zaire appears to be an endless seesaw. The difference now, perhaps, is that African states are getting concerned about what goes in other sister

states. There have been a series of efforts at mediation in Mozambique, Liberia, Lesotho and so on. The inhibiting non interference stance in the internal affairs of member states no longer holds sway. Hopefully, this concern will gather momentum, and even be extended to all cases and all forms of injustice and suffering whenever and wherever these occur.

There are many forces that work for change in Africa. Some of these include Christian organisations, such as the Young Men's Christian Association, the YMCA, of which I am the current President of the Africa Alliance (of YMCAs). There are, at present, twenty-six national YMCAs in Africa, most of whom are doing sterling work among the communities which they seek to serve. In our limited way, we strive to determine better and more progressive and acceptable ways in which we can bring about changes in attitudes and ways of relating to our people's needs. The YMCA is a Christian organisation that cuts across denominational barriers in its endeavour to address the problems that confront humanity. We operate, particularly in Africa, with extremely meagre resources. The core of full-time staff of our national movements is very small, and a greater part of our activities rests on the shoulders of volunteer personnel, who draw no salary or allowances for the work they do.

There is so much dehumanising poverty and want that enslave our people. We believe that our faith should translate into action in an effort to transform, in some way, the unwholesome conditions our people live in. Christians cannot afford the luxury of indifference to the plight of their fellowmen. As Christians we ache when we see part of God's humanity living in conditions of deprivation, want and squalor. We are thus challenged to bring Christian hope into concrete reality. We cannot afford the luxury of speculating about future eternity when our fellow beings cry for relief in the here and now. We have thus addressed the issues of illiteracy by setting up training institutions; we have tackled the problem of hygiene and health by working together with the local communities to build

latrines; we have attempted to restore dignity and pride to the unemployed by teaching them skills to use to earn a living- eg pattern cutting and design, dressmaking etc; we have been alive to the technology necessary to meet the needs of the modern employment market by introducing computer education in some of our schools.

Christ did not only preach the Gospel, he practised what he preached. As his followers we are challenged not to dream about eternity, but that we should, as far as possibilities permit, bring the hoped-for future into practical contact with the miseries of our everyday situations. It has been said that "Ascetic Christianity called the world evil and left it. But today, humanity is looking for a revolutionary Christianity which will call the world evil and change it." Indeed, the certainty of the Christian hope is practised in the transformation of the present. We need to live our faith in practical action to abolish the misery and suffering in our midst. We must be willing to be actively involved, to sacrifice for others, to take risks and to venture even into what is seemingly beyond our capabilities.

With faith and trust in God's power, people throughout history have discovered such strength they never knew they had. A motley group of twelve semi-literate fishermen, despised tax collectors and others were able to set the world alight, and the result has been that Christ's message has reached far and wide today. The YMCA believes it is called upon to be the instrument of Christ, and to propagate his mission not only in word, but in deed as well. We are challenged to be a caring service organisation to everyone in need - for we do well to remember what Jesus Christ said : that whatever we do to the least of mankind, that we do unto him. At the end of the day, the gospel will gain a fuller meaning and a deeper relevance, if it addresses human needs; if it visits and touches mankind in his most desperate and wretched state. Jesus stooped down and healed the sick, cured the disabled, gave sight to the blind, and when necessary, fed the

hungry. The missionaries of old who brought Christ's good news to Africa knew how to interpret the scriptures - they brought education, medicine and better methods of agriculture and other skills to those they witnessed among. Christianity is never meant to be a pie in the sky story. It is about God who became human in the form of Jesus Christ. He shared in the everyday situations of the people of his day in their sorrows and in their laughter; in their miseries and in their joys; in their poverty and in their prosperity. This is what YMCA believes in, and this is what it is called upon to do. I honestly believe that all the inequities that abound in our continent, and also the world over, would disappear, if Christian principles were brought to bear upon our economic, political and social relationships.

I T H A N K Y O U A L L

Concept Paper

YMCA WORLD VOLUNTEERS

**An Overseas Personnel Program
of the YMCA of the USA**

YMCA of the USA
International Division
February 1, 1994

YMCA of the USA
Overseas Personnel Program

**YMCA World Volunteers:
Making a World of Difference At Home and Abroad**

Summary:

YMCA World Volunteers is a new overseas personnel program of the YMCA of the USA. Unlike previous programs which provided technical assistance to developing overseas YMCAs, YMCA World Volunteers is targeted primarily at helping local U.S. YMCAs acquire practical, state-of-the-art training and experience in community development and programs for youth and families.

The world YMCA movement is a rich resource for YMCA initiatives which successfully harness the strengths of the community to deal with social problems, and YMCA World Volunteers will help the U.S. movement to learn from the best and the brightest of the world YMCA family and to become domestic leaders in community development and programs for youth and families.

Beginning over a century ago, the YMCA of the USA sent overseas hundreds of young men and, in later decades, women and men to serve as "Fraternal Secretaries", "Young Professionals Abroad", and "World Service Workers" in nascent and growing YMCA movements. They helped form and strengthen emerging YMCAs, creating untold opportunities for individuals and communities struggling with social problems in countries from Ethiopia to India and Uruguay to Jerusalem.

Today the world has changed dramatically. YMCAs around the world have matured and possess a wealth of experience in human development, gained from decades of determined efforts to improve the quality of life in societies with enormous social and economic obstacles. Concurrently, the need for fraternal secretaries and world service workers waned and the last of these overseas personnel programs was phased out by the YMCA of the USA during the 1980s.

As YMCAs in the U.S. now grapple with how to help youth, families and communities develop in the face of growing social problems at home, the idea of reaching out to overseas movements has reemerged.

This time we have less a desire to teach and more to learn. Less a desire to preach and more to search for understanding of how YMCAs can mobilize the strengths of the community to solve social problems and provide opportunities for individuals to grow and prosper. At the turn of the century, the world YMCA movement needed us. Now, as we face the dawn of the 21st century, we need the world movement.

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

This new overseas personnel program of the YMCA of the USA will place current and prospective YMCA professionals in 6-month to 1-year volunteer positions as "YMCA World Volunteers" in overseas YMCAs followed by a 1-2 year placement in a local U.S. YMCA.

Many YMCAs in Africa, Latin America and the Caribbean, Asia and the Pacific, Europe and the Middle East, have demonstrated exceptional leadership in community development and development programs for youth and families. These leading YMCAs will be asked to participate as host YMCAs for YMCA World Volunteers.

In their overseas host YMCAs, YMCA World Volunteers will receive practical training in a range of YMCA community development approaches and initiatives, including community organizing and collaboration, outreach with at-risk youth, environmental education and conservation, and efforts to reach the economically disadvantaged. Where appropriate, YMCA World Volunteers will provide technical assistance in areas of expertise requested by the overseas host YMCA movement.

Upon return to the U.S., the YMCA World Volunteers will apply their community building skills in a 1- to 2-year placement in a U.S. YMCA which is committed to expanding its community development activities and programs for youth and families. It is expected that the YMCA World Volunteer will provide leadership and expertise in the design and delivery of YMCA community development and collaboration efforts.

For the YMCA of the USA, YMCA World Volunteers will become the new cadre of internationalists in the coming century, just as Fraternal Secretaries and World Service Workers were for most of this century, promoting international and cross-cultural understanding and providing leadership for local associations in international programs, international YMCA-to-YMCA relationships, and YMCA World Service.

The program will be phased in over a five-year period, beginning with 7-10 placements in year one and reaching up to 50 placements annually by year five.

Participation and cooperation are important principles underlying the program design and implementation. This concept paper, for example, has been developed by a staff task group of the YMCA of the USA, International Division, in consultation with a diverse group of over thirty-five local and national YMCA volunteer and staff leaders.

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

"Our vision is to be the country's leader in prevention and development programs for children and families, and a leader in community development, bringing community resources to bear on social problems." -- Our Vision...Our Values, National Agenda of the YMCA of the USA

"It takes an entire village to raise a child" -- An African proverb

Introduction:

The YMCA is a community-based, volunteer-led organization that nurtures the healthy development of children, encourages positive behavior in teens, gives families the support they need to succeed, and builds safer and healthier neighborhoods.

YMCAs are leaders in solving neighborhood problems and meeting community needs at home and abroad. There are 2,104 local YMCAs in the United States serving more than 7 million children under 18, and active YMCAs in 122 countries serving more than 30 million members. YMCAs in the U.S. and around the world serve girls, boys, women and men of all faiths, races, abilities, ages, and incomes.

The YMCA was founded in London, England, in 1844 in response to unhealthy social conditions in that city at the end of the Industrial Revolution. The first YMCA was organized by a group of young men as a substitute for life on the street.

In more recent decades, the world YMCA movement, especially in developing countries, focused its attention on addressing the difficult social and economic conditions of the majority of people. In 1973 at the Sixth World Council meeting of YMCAs held in Kampala, Uganda, the World Alliance of YMCAs elaborated the "Kampala Principles" which led to international cooperation for socio-economic and human development becoming established as a major program thrust for the world movement. The increased attention to meeting the needs of the populations and YMCAs in newly independent developing countries was reaffirmed at the 1988 YMCA World Council.

The Kampala Principles were a call to action for YMCAs in the developing world to develop the skills and resources to help communities improve their quality of life. For YMCAs in North America and Europe, the principles encouraged cooperation with YMCAs abroad and a commitment to offer the financial, technical and human resources necessary to make YMCAs vibrant community organizations, capable of harnessing the strengths of communities struggling to overcome poverty, disease, social and ethnic conflict, and environmental degradation.

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

Local YMCAs throughout the developing world have gained tremendous experience in community development during the last three decades since the resolutions at Kampala. They have developed concepts of human development which focus on the development of the total person, as represented by the familiar YMCA triangle (spirit, mind, and body), and this permeates the entire organizational structure and activities. The YMCA triangle can be seen programmatically as: food production, nutrition, health, and recreation (body); education programs (mind); and values training within the cultural context (spirit).

Many overseas YMCA practice this broad-based, balanced approach to development of the individual coupled with an extension of the triangle concept to the community through integrated community development. YMCAs provide the organizational structure (mind) for the community (body) to come together to develop a common vision (spirit) for community cooperation to address social concerns. The basic human needs of people, and especially those in poverty, are met mostly by primary group and community relationships. As a community-based organization, the YMCA helps individuals come together to develop self-reliant solutions.

In 1989, the YMCA of the USA celebrated a one hundred year history of world service. As a national YMCA movement, the YMCA of the USA has a proud tradition of international cooperation, sharing significant human, material, and financial resources with YMCAs on every continent. This strong ethic of sharing our gifts with others continues to this day. In 1993, U.S. YMCAs contributed over \$2 million to YMCA international programs.

During the last one hundred years, the YMCA of the USA has placed hundreds of YMCA volunteers in over 50 countries on every continent. In 1993, the YMCA of the USA sent over 100 volunteers to serve in Asia, Africa, Latin America, the Caribbean, the Middle East and Europe through the OSCY, ICCP, short-term technical assistance assignments, Mano-a-Mano Sin Fronteras, 3- to 12-month assignments for volunteer college students, and other service and training opportunities. As a result, the YMCA of the USA has developed expertise in all aspects of overseas personnel programs, from recruitment and orientation to training and evaluation.

At home in the U.S., local YMCAs have changed with their communities, tackling the social issues of the times. In the Great Depression, the association created partnerships with social welfare agencies. It was a leader in developing and implementing the outreach worker concept in the 1960s, was a leader in community based health and fitness in the 1970s, and became the nation's largest not-for-profit provider of child care in the 1980s.

In the 1990s, the YMCA of the USA national agenda focuses on prevention and development programs for youth and families, and on community development, bringing community resources to bear on important social problems. This vision provides direction for new YMCA initiatives at the community level across the U.S.

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

Problem Statement:

Communities across the U.S. face growing social problems. We are witnessing in our own lives and neighborhoods the ravages of drug abuse, violence, environmental degradation, and poverty. Many, especially the young, experience fear, isolation, hopelessness and despair.

A recent report issued by the Eisenhower Foundation** put it this way:

Over the last twelve years, the pursuit of folly became the conventional wisdom. As a result of trickle down economics, the rich got richer and the poor, got poorer. During the 1980s, children living in poverty nationwide increased twenty-two percent and average hourly wages fell by more than nine percent. In the shadow of some of the most sophisticated medical centers anywhere, infants in Washington and Detroit had higher rates of mortality than in Cuba and Bulgaria. The number of prison cells doubled while housing for the poor was cut by eighty percent. One of four African American males was in prison, on probation or parole at any one time. The ratio was one to three in California, which usually leads the rest of the nation. Yet violent crime increased by thirty percent. America had the highest rates of incarceration in the industrialized world -- but also the highest rates of violent crime.

In the 1990s, the YMCA of the USA seeks to be a leader in community development and development programs to reach children and families. The national agenda of the YMCA of the USA focuses the energies of our movement on addressing the pressing social problems of our communities: "Our vision is to be the country's leader in prevention and development programs for children and families, and a leader in community development, bringing community resources to bear on social problems." To support this effort, the YMCA of the USA has created a new Department of Community Resources to help local YMCAs work in low-income communities, suburbs, and small towns, and to develop community collaboration strategies. Its staff will help YMCAs expand their efforts to deal with youth delinquency and disenfranchisement, school drop-outs, child care, illiteracy, unemployment, homelessness, and more.

YMCAs in the U.S. and around the world have a long and successful history of making a difference in the lives of young people, families, and the community. There are YMCAs at home and abroad which have become leaders in community development and programs for youth and families. We need to look to these associations for what works and find creative ways to replicate their experience to YMCAs across the U.S.

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

The Eisenhower Foundation report argues this exact point -- we must do more of what already works:

Those with vision need not despair about the experiment in democracy that Alexis de Tocqueville described so eloquently in Democracy in America in 1835. The fact is that we already know quite a bit about which investments work in the American inner city. They are cheaper and more productive, economically and in terms of human capital, than trickle down economics, prison building and drug interdiction.

Based on scientific evaluations over the last two decades, the policies that work can be summarized as investing in people -- especially children and youth -- and using those investments as much as possible for reconstructing our cities, as part of what now have become new national economic priorities.

The world YMCA movement is an incredibly rich resource for the YMCA of the USA as it moves on its national agenda. YMCA national movements around the world have a wealth of experience in what works in community development and programs for children and families. These YMCAs have developed a strong sense of mission, innovative approaches to identifying community strengths and harnessing them to meet community needs, community organizing and collaboration initiatives, youth work and outreach programs, environmental education and conservation efforts, programs for street children, and more.

For example, in the YMCA of the **Bangladesh**, YMCA workers organize urban and rural women's groups for leadership development, literacy training, small business development, nutrition, access to potable water, and agricultural cooperation. Their training sessions for community organizers and group leaders provide more than expertise in group work; they break social barriers and encourage women and men, youth and adults, and Hindus, Muslims, and Christians to work together to build the community. The **English YMCA** has pioneered a very successful street worker program for outreach to at-risk youth.

In **Guatemala**, the YMCA has worked with a town to preserve its only water resource, a small lake, through environmental education, community organizing, and a composting program. The community refuse no longer pollutes the lake, but becomes compost for use on the crops in surrounding fields. In **Togo**, the YMCA has focused on community organization as a means to improve health, education, economic growth, and the environment. Through participatory, community-based groups, the YMCA has pulled together the strengths of individuals for the benefit of the entire community.

Local U.S. YMCAs will benefit from this expertise in the world YMCA movement through an overseas personnel program which provides training for U.S. personnel in community development and development programs for youth and families. This effort will tap the resources of the world YMCA movement and help local U.S. YMCAs become leaders in

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

community development, bringing the community together to make a difference in the lives of young people, families, and communities.

There is great ignorance among people in the U.S. about other countries and cultures. Likewise, people in other countries have many misperceptions about life in the U.S. In a recent UNESCO education study of 30,000 ten and fourteen year-olds in nine countries, U.S. youth ranked next to last in their comprehension of foreign cultures. This is true in spite of the fact that the U.S. is increasingly multicultural.

An overseas personnel program will help to dispel the stereotypes and misperceptions, and build trust and friendship among individuals, communities, and ultimately the YMCAs involved through ongoing international relationships (partnerships and linkages). The program will help YMCAs in the U.S. to understand and respond to the demographic changes occurring in the U.S. and to work together with persons of all races to build cross-cultural understanding.

Some YMCAs in other countries, while strong in community development, are in need of technical assistance in areas which U.S. YMCAs have skill and expertise, such as fundraising, management, or organizational development. In some cases, an overseas personnel program will help to meet some of these needs.

The U.S. movement has very few internationalists who can provide leadership in local YMCAs and at the YMCA of the USA. With the phase-out of the Fraternal Secretaries, the Young Professionals Abroad (YPA), and the World Service Worker (WSW) programs, there have been few long-term opportunities for YMCA professionals to have an overseas experience and develop international leadership skills. As a result, the U.S. movement has a shortage of volunteer and staff leaders who can help internationalize local YMCAs and provide direction for the national movement in relationship with the world YMCA movement.

The YMCA World Volunteers program will help to create a new generation of YMCA internationalists, grounded in local YMCA work with an international vision. Many returning volunteers will help lead local associations into international programs and guide the national movement in its relations with the world movement. Others may fill positions of leadership in the expanding YMCA Field and Cluster International Liaison system, assisting YMCAs in every region of the U.S. to become international YMCAs.

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

Objectives:

In "Our Visions...Our Values" from the national agenda of the YMCA of the USA, the priority for U.S. movement in this decade is stated: "Our vision is to be the country's leader in prevention and development programs for children and families, and a leader in community development, bringing community resources to bear on social problems."

The YMCA World Volunteer program will help local U.S. YMCAs to become leaders in community development and development programs for youth and families by tapping the experience and skills of leading YMCA movements around the world. The core element of the YMCA World Volunteer program is training, skills development for YMCA professionals provided by the best and the brightest from YMCAs in other countries. At home, returning YMCA World Volunteers will provide leadership in local U.S. YMCAs to develop or expand their community development initiatives and development programs for youth and families.

The objectives of the YMCA World Volunteer program are the following:

Primary Objective:

Provide practical, state-of-the-art training through international placements in leading overseas YMCAs to 50 U.S. YMCA professionals and prospective professionals annually, focusing primarily on community development and development programs for youth and families so that local YMCAs in the U.S. are better able to become community leaders in these domestic priority areas.

Secondary Objectives:

Create a cadre of worldminded YMCA professionals (at least 150 over five years), skilled in community building and committed to the international mission of the YMCA, who can provide international YMCA leadership for local YMCAs and the YMCA of the USA in the years ahead.

Provide technical assistance to the host overseas YMCAs where appropriate.

Promote international and cross-cultural understanding among local U.S. YMCAs, international host YMCAs, and the individuals involved as YMCA World Volunteers.

Increase the quality and quantity of international YMCA-to-YMCA relationships (partnerships and linkages).

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

Methods:

Program Components. At the core of the Y World Volunteer program is an intense, practical international learning experience conducted in collaboration with host YMCAs in other countries. This training experience will enable local U.S. YMCAs to respond more successfully to contemporary social problems. The focus of the training addresses program development and implementation of community based efforts such as community organizing and collaboration, youth at-risk and outreach, health and counseling, youth employment, environmental education, etc.

The program consists of two phases of experiential learning and application. First, the YMCA World Volunteers serve on staff in a YMCA of another country for a period of up to one year. This is followed by placement in a U.S. YMCA where the principles learned abroad are put into practice to address identified social needs in that local community. The YMCA World Volunteer will also participate in continuing education opportunities around community development while serving on the YMCA staff in the U.S..

Participation and Consultation of Stakeholders. The key determinant for the success of the program as relevant and applicable to the challenges facing U.S. communities today is the ongoing participation and collaboration of the principal stakeholders throughout the life of the program. Participation includes consultation with the World Alliance and the various regional YMCA bodies; in-depth dialogues with host YMCAs abroad concerning the nature and implementation of the proposed learning experiences; and the seeking of guidance, support, and placement opportunities with local U.S. YMCAs in advance of the international training phase. A process of follow-up and evaluation will be implemented at various stages of the international and domestic phases of the program.

Program Implementation. The program will be implemented in three phases:

1. **Developmental and Pre-Assignment Phase** - This phase includes discussions facilitated by the International Division (headquarters and the International Offices) with key stakeholders, including the World Alliance, Area Alliances, selected overseas host YMCAs abroad, the Urban Group and other YMCAs and YMCA networks committed to innovative programming in community building and the addressing of pressing social needs.

These discussions will be followed by the mutual development of job descriptions by host and U.S. YMCAs (for both the international and domestic phases of the program), recruitment and selection of participants, and pre-service training (including language, country specific information, principles of community organization and outreach) and a group orientation.

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

The YMCA of the USA will coordinate and lead the pre-departure individual orientation and the group orientation where outbound volunteers gather for 3-4 days to focus on cross-cultural issues (including culture shock), job descriptions, YMCA community development approaches, logistics, health and medical arrangements, and more.

The YMCA of the USA will hire a director for the program who will work with the director of the International Division and selected members of the International Division staff team in the design and implementation of the program.

An advisory group will be formed involving a mix of U.S. YMCA CEOs, YMCA community development practitioners, former World Service Worker and Young Professional Abroad program participants, and International Division staff among others.

The selection of the program participants and the YMCAs involved (host and U.S. YMCAs) will be based on specific criteria outlined below.

2. **International Phase** - The U.S. YMCA volunteer will serve on staff of the overseas host YMCA for a period of 6 to 12 months (with an option to renew if agreed by all parties).

His/her work plan will be guided by a job description which was jointly developed by both parties (host and U.S. YMCA). The host YMCA will conduct an arrival orientation where the volunteer is exposed to the culture of the host country through readings, discussions, and homestays.

The volunteer will be assigned a mentor in the host association and will work as a member of the staff team. Field visits will be conducted by the Program Director and/or International Office Director from the specific region of the world where a volunteer is placed and communications will be maintained between the YMCA volunteer, the host YMCA and the YMCA of the USA throughout the international assignment period.

An evaluation of the effectiveness of the training by the overseas host YMCA, and the performance of the volunteer will be conducted at the end of this phase. An orientation for re-entry to the U.S. will be coordinated by the YMCA of the USA and the host YMCA.

3. **Domestic Phase** - Upon completion of the international assignment, the YMCA World Volunteer (now referred to as returning staff) will return to a U.S. association to implement community programs based on the needs identified in the local

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

community and drawing on the lessons learned from the international training phase.

The returning staff will conduct his/her activities based on a mutually developed job description and a commitment by the local U.S. YMCA to implement program initiatives that address critical community needs.

The returning staff will participate, along with other returning staff, in ongoing training opportunities facilitated by the director of the YMCA World Volunteer program. The purpose of the continuing education component is to further the development of a cadre of internationally trained, community development practitioners whose work directly impacts local U.S. communities. Evaluation of the experience will be conducted by the YMCA of the USA and the sponsoring local U.S. YMCA.

Inbound Exchange. As the Y World Volunteer program matures, opportunities may evolve enabling staff members from YMCAs abroad to serve on staff in a local U.S. YMCA. While this would be a professional development opportunity for the overseas staff member, the key criteria for participation would be a high degree of expertise in community outreach and development by the participant so as to further develop the programming capacity of the local U.S. YMCA to respond to unmet social needs in the community.

Selection Criteria. The selection process for YMCA World Volunteers will involve the individual applicants, the overseas host YMCAs, the sponsoring local U.S. YMCAs, and the YMCA of the USA.

Sponsoring local U.S. YMCAs must demonstrate in advance a commitment to employ the applicant upon return from the overseas assignment (including partial financial support and a prospective job description for the return position), and flexibility and a willingness to grow along with the returning staff who will be applying appropriate skills.

Overseas host YMCAs will be approached to participate based on their demonstrated expertise in community development and development programs for youth and families. Host YMCAs must commit to provide ongoing supervision, a detailed job description and training outline (developed in cooperation with the sponsoring local U.S. YMCA), and secure room and board (in most cases).

The individuals who are nominated for the YMCA World Volunteer program must meet the following criteria:

1. **YMCA Background.** Since this program is seen primarily as a staff development program, participants must have a strong YMCA background. During the pilot phase of the program, we are limiting applicants to staff members with two or three years

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

of experience at a local U.S. YMCA. Later on, the program may be broadened to include prospective staff members with strong YMCA backgrounds. The goal is to attract the best and the brightest, those with the greatest potential for future leadership and contribution to the YMCA movement.

2. **Local YMCA Sponsorship.** Each applicant must be sponsored by a local U.S. YMCA. Sponsorship means that the local YMCA will assure the applicant of a staff position upon his/her return, contribute financial resources (including partial travel, retirement, and a stipend), provide moral support during the participant's overseas experience, and create opportunities for sharing and applying the skills and experience within that YMCA.
3. **Educational Background.** The ability to work effectively with diverse groups of people is more important than specific educational credentials. Some college study is highly desirable and in some cases may be required in order to obtain necessary visas overseas. (This is true in the case of the OSCY program, for example.)
4. **Age.** The applicant must be at least 21. There is no upper age limit, although potential future contribution to the YMCA will be a major consideration in selecting participants.
5. **Potential Contribution to the YMCA.** Applicants should demonstrate the potential to make significant contributions to the YMCA while abroad and upon their return.
6. **Language Skills.** At least some basic knowledge of the language used by the receiving YMCA is highly desirable. In some cases such as Latin America, fluency in Spanish may be required. In all cases, applicants should be willing to commit themselves to learn as much of the language where they will be serving as possible. Expectations regarding language fluency will depend in part on the length of the assignment abroad.
7. **Personal Qualities.** To succeed in this program, participants need to have personal characteristics that will enhance both their own learning experience and the experience of the hosting YMCA. Among the most important qualities are:
 - **Flexibility.** The ability to roll with the punches and to maintain one's composure and positive outlook in the face of unanticipated adversities is essential.
 - **Sense of Humor.** A good sense of humor gets everyone through many tight places.

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

- **Equanimity.** Participants need to be sufficiently well centered to function effectively even in the face of resentment or overt hostility without becoming defensive or rigid.
- **Humility.** Participants need to have self-confidence, but it should be balanced by intellectual humility and the willingness to learn from others with different ways of thinking and doing. As one former World Service worker put it, "People who thought they had all the answers didn't make it."
- **Commitment to Growth.** Participants in this program should be committed to their own continuing personal and professional growth. They should view this program as an integral part of life-long learning.

Program Design. The program will be phased in over five years, beginning with 7-10 World Volunteers in year one and reaching the anticipated maximum per year of 50 volunteers in year five. The initial year is a pilot effort and focuses on the quality of the experience. As a result, the evaluations are particularly intensive in year one. The program overview below shows how the program will be developed over the five-year period:

Year	#WV	Applicants	When & Where	Orientation	Evaluation
Yr 1	10	All staff Full time Professional 2-5 years experience from Ys that will give them leave of absence to participate	. 6 months - 1 year . placement in at at least 2 regions	resident in Chicago	. resident & group . in-country & after return . extensive pilot year evaluation
Yr 2	20	. 14 prof. staff . 6 young adults or volunteers who are prospective professionals	. 6 mo. - 1 yr. . placement in 3-4 regions	resident	. written . in-county & after return
Yr 3	30	. 20 staff . 10 young adults/vols	. 6 mo. - 1 yr. . all regions of the world	resident perhaps 2 x per year	. same as Yr 2
Yr 4	40	. 25 staff . 15 young adults/vols	. 6 mo. - 1 yr. . all regions	same as year 3	. same as Yr 2
Yr 5	50	. 30 staff . 20 young adults/vols	. 6 mo. - 1 yr. . all regions	same as year 3	. same as Yr 2

115

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

Evaluation:

Evaluation Methodology. The evaluation process for the YMCA World Volunteer program will include the following:

- Standards for Measurement
- Self-Evaluation and Reflection
- External Evaluation
- Overseas Evaluation
- Expected Outcomes

Standards for Measurement

1. **Level of Participation**

Determined by numbers of participants, length of time of their overseas in-service training experience, type of activities, and rate and level of involvement in community development prior to and post the overseas experience.

2. **Effectiveness of Outreach**

Determined by diversity in terms of age, sex, race, economic and educational background, and geographical area of residence in the USA and overseas placement.

3. **Level of absorption and ability to apply informational/educational materials and training content.**

Determined primarily by knowledge and ability to apply learning of community development and development programs for youth and families when the volunteers return to their local U.S. YMCAs as demonstrated, for example, by the goals, objectives, and action plans developed with their sponsoring local U.S. YMCA. Secondary indicators are ability to share the YMCA international mission and apply it to programming in the local U.S. YMCA.

4. **Increased identification of the YMCA as a vehicle for organization and involvement in socio-economic development programs at local levels in the USA.**

Determined by changes in number of members, increases in demand and involvement in socio-economic development programs at local levels in the USA.

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

5. Increased individual self-confidence and empowerment determined by confidence and willingness to discuss issues with others, in the YMCA and with other community-based organizations and ability to suggest alternatives toward positive change in our society.

Determined by interviews and questionnaires with the volunteers and local U.S. YMCAs.

6. Increased international involvement of local U.S. YMCAs.

Determined by level of activity of local U.S. YMCAs in programs, international YMCA-to-YMCA relationships, and YMCA World Service; and involvement of the volunteer in YMCA international efforts at local, cluster, field, and/or national levels.

7. Increased international and cross-cultural understanding.

Determined by level of understanding of returning volunteers, overseas host YMCAs, and sponsor YMCAs as demonstrated in questionnaires and interviews.

8. Effectiveness of technical assistance to overseas host YMCAs.

Determined by quality and type of technical assistance provided by the volunteer as demonstrated in questionnaires and interviews by the volunteer, host YMCAs, and sponsor YMCAs.

Self-evaluation and Reflection

After the volunteers finish their term in an overseas YMCA, an evaluation session will be held to request the volunteer participants to evaluate the program and provide recommendations to correct deficiencies and enhance the positive aspects of the program as a whole. A questionnaire will be completed twice a year by each volunteer prior to the evaluation sessions. A similar instrument will be developed to be submitted by the supervisor of each of the volunteers involved in the program.

These recommendations will be reviewed and implemented as appropriate by the Program Director. A report will be submitted to top leadership of the YMCA of the USA including the recollection of experiences of each participant and their recommendations for the local U.S. YMCAs.

At six months and one year after the volunteers have returned home, a questionnaire and interview will be completed to monitor and evaluate how the training experience has been

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

utilized and applied as well as to assess the mentoring process. Recommendations for future programs and volunteer placements will be solicited and used in subsequent planning sessions.

External Evaluation

During the 18th month of the project, an external evaluator will be contracted to assess the results of the program, taking a sample of 10% of the participants in at least 3 different sites using:

- Personal interviews with participants and supervisors
- Field observation in an overseas YMCA
- Field observation in a local U.S. YMCA to measure the use of the talents and abilities acquired by the volunteer after the experience

Overseas Evaluation

The overseas host YMCA will send their evaluation every six months, using the job description of the volunteer and the performance standards previously developed by common agreement.

Expected Outcomes

- At the end of the project, 150 volunteers participated in the program
- At least 95% of the participants will finish their assignment overseas
- At least 85% of the participants will meet their minimum goals (performance standards)
- At least 60% of the participants in the project will continue working for the YMCA or related human development agencies by the end of year five
- At least 50% of the participants will have a long-term assignment overseas (one year)
- 15 U.S. YMCAs will be engaged in a prominent socio-economic development program in their community and will use one of the participants in the project to carry out this activity
- A minimum of 20 new partnerships will be developed between U.S. and overseas YMCAs as a result of this project, and 10 existing relationships will be enhanced
- Five evaluation sessions will be documented and distributed among participating YMCAs
- Five training seminars for outbound volunteers will take place
- This model will be chosen for several other NGOs as a successful, innovative and effective way to acquire, transfer and exchange knowledge and experience to and from industrialized countries, and for its excellence in establishing permanent dialogue and exchange between South and North

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

Future Funding:

This concept paper is intended to outline the start-up phases of the YMCA World Volunteer program for which foundations and other donors will be approached for support.

Future funding for the YMCA World Volunteer program will be sought from increased financial commitments from sponsoring local YMCAs, increased support from the national YMCA World Service campaign, and special contributions from the North American YMCA Urban Group. Other sources might include endowing World Volunteer positions in given countries, where donors underwrite part or all the costs of the position on an annual basis.

Footnote:

**** Investing in Children and Youth, Reconstructing our Cities: Doing What Works to Reverse the Betrayal of American Democracy, a commemoration of the twenty-fifth anniversary of the National Advisory Commission on Civil Disorder. Milton S. Eisenhower Foundation. 1993.**

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

Proposed Budget for Year One

	<u>Overseas Host YMCA</u>	<u>U.S. Sponsor YMCA</u>	<u>YMCA of the USA</u>	<u>TOTAL</u>
Administration				
Salaries/Benefits			55,000	55,000
Staff Support (part-time)			16,000	16,000
Staff Travel			5,000	5,000
Office Supplies			350	350
Telephone/Fax			2,000	2,000
Postage			800	800
Indirect Costs (10%)			<u>7,915</u>	<u>7,915</u>
Total			87,065	87,065
			=====	=====
Communications & Emergencies				
Printing			1,635	1,635
Newsletters			300	300
Contingency Fund-emergency			<u>3,000</u>	<u>3,000</u>
Total			4,935	4,935
			=====	=====
Volunteer Expenses (Per Person)				
Travel-airport		1,000	1,000	2,000
Stipend		1,200	2,400	3,600
Room and Board	2,400			2,400
Major Med. Expenses			1,200	1,200
Minor Med. Expenses	400			400
Visas			100	100
Training (2)			1,500	1,500
Retirement - Case by Case		1,000		1,000
Language Training (1 Month)			1,000	1,000
Reserve Fund for Re-Entry		800		800
Moving Expenses			600	600
Supervision	<u>1,200</u>	—	—	<u>1,200</u>
Subtotal	4,000	4,000	7,800	15,800
	=====	=====	=====	=====
Total for 10 participants	<u>40,000</u>	<u>40,000</u>	<u>78,000</u>	<u>158,000</u>
 GRAND TOTAL	 <u>40,000</u>	 <u>40,000</u>	 <u>170,000</u>	 <u>250,000</u>

Note: Mid-term external evaluation costs (\$5,000) are not included in this budget draft.

**YMCA World Volunteers:
Making a World of Difference at Home and Abroad**

Proposed Five-Year Pipeline Budget

Year	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Number of Participants	(10)	(20)	(30)	(40)	(50)	(150)

Cost for the YMCA of the USA						
Administration	7,065	91,418	96,000	101,000	106,000	481,483
Promo/Communication	4,935	4,582	6,000	8,000	10,000	33,517
Volunteers	78,000	164,000	258,000	361,000	474,000	1,335,000
Total	<u>170,000</u>	<u>260,000</u>	<u>360,000</u>	<u>470,000</u>	<u>590,000</u>	<u>1,850,000</u>
Avg. Cost/Participant	17,000	13,000	12,000	11,750	11,800	12,333

Cost for Sponsor local U.S. YMCA and Overseas Host YMCAs						
Avg. local U.S. YMCA Support	40,000	80,000	120,000	160,000	200,000	600,000
Avg. Overseas Host YMCA Support	40,000	80,000	120,000	160,000	200,000	600,000
Subtotal	<u>80,000</u>	<u>80,000</u>	<u>240,000</u>	<u>320,000</u>	<u>400,000</u>	<u>1,200,000</u>
Avg. Cost/Participant	8,000	8,000	8,000	8,000	8,000	8,000

Avg. Cost/Participant for YMCA of the USA + Local U.S. YMCA + Overseas Host YMCA	25,000	21,000	20,000	19,780	19,800	20,333
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121

1994 International Relationships and Contributions Report

A girl in Thailand continues her education, escaping the brutality of the sex tourism industry.

A teenage migrant in Mexico, struggling to survive on his own, is reunited with his family.

A woman in Ethiopia builds a brighter future for herself and her children by learning to read.

These scenes were realities in 1994, thanks to support from YMCA World Service and the work of local U.S. YMCAs. This report describes the highlights of international work during 1994, with special emphasis on work supported by YMCA World Service.

On six continents, people are developing physically, intellectually, and spiritually through participation in dynamic YMCA programs that are providing solutions to complex problems. Local U.S. YMCAs and the YMCA of the USA play a role in this development, assisting and being assisted, teaching and learning, alongside YMCAs in 130 countries.

For more than 100 years, YMCA World Service has provided opportunities to stand in solidarity with our sisters and brothers around the world. Formerly the "At Home and Abroad Campaign," World Service-funded efforts are made possible by the dedicated efforts of national and local volunteers, staff around the U.S., and the thousands of committed people who financially support their work.

During the past year....

Where does the money go?

It goes all over the world, assisting YMCA movements and children and families in Latin America, Africa, the Caribbean, China, Europe, Asia, the South Pacific, and the Middle East.

More specifically, World Service contributions are allocated to three general categories.

Direct relief: responding to natural disasters and human-made crises by supplying food, medicine, and shelter, and supporting the work of YMCAs located in those countries that understand the emergency needs and realities.

Development projects: helping people in local communities worldwide meet their basic needs and improve their quality of life through involvement in YMCA programs that develop self-reliance, build leadership, and provide essential training.

International programs: fostering understanding and cooperation among people of different cultures through international education and overseas opportunities.

The following sections highlight World Service success stories in the three areas listed above.

I. Direct Relief

Since 1992, a portion of the annual World Service campaign funds have been allocated to the World Emergency Fund, which provides emergency grants as urgent needs arise. During 1994, this fund supported direct relief efforts in China, Egypt, Papua New Guinea, Poland, and Rwanda. As the following stories illustrate, the World Emergency Fund helps communities get back on their feet when they've been knocked flat by catastrophe.

In November, villages in northeastern Egypt were struck by violent rainstorms that caused devastating fires and flooding. More than 500 people lost their lives in the disaster, which also destroyed schools and livestock. More than 10,000 homes collapsed in the storm, and thousands more sustained damage, leaving victims homeless. World Service money is assisting the efforts of the National Council of YMCAs of Egypt to provide hot meals, blankets, and household items to the survivors who are living in tents in temporary camps. The YMCA's relief efforts will continue for the next several months, and the YMCA will also provide assistance to reconstruct homes.

In September, two devastating volcanic eruptions in the East New Britain region of Papua New Guinea caused the displacement of an estimated 120,000 people. Entire villages were buried in ash and mud, and crops were destroyed. With support from its local branches, the National Council of YMCAs in Papua New Guinea swiftly began supplying basic essentials to the survivors. With the assistance of World Service, the YMCA there is also providing educational, social, health, and nutrition programs for the children in the refugee camps.

The genocide in Rwanda shocked the world. YMCAs and individuals in the USA responded quickly and generously to this tragedy. World Service Emergency Fund monies, along with funds raised through a special appeal, were sent to the YMCAs that were providing essential relief efforts to the survivors. These survivors had fled to refugee camps in the neighboring countries of Burundi, Tanzania, and Uganda. The national YMCA movements in those countries immediately came to the aid of the refugees, helping to meet basic needs and to coordinate relief efforts. As peace slowly returns to Rwanda, the leadership of the YMCA movement there is reemerging and beginning to address the tremendous challenges facing returning Rwandans, especially the need for national reconciliation among its peoples.

II. Development Projects

Each year, the majority of World Service funds supports the specific projects listed in the annual World Service case statement. These projects are organized and led by YMCAs around the world. The following stories demonstrate how some of these projects improved the lives of children, families, and communities in 1994.

The Hogar del Menor Migrante project in Tijuana, Mexico, is a highly successful effort supported in part by World Service dollars. Since its inception four years ago, the project has assisted 7,000 young migrants, primarily teenage boys and girls who have been separated from their families. More than 2,300 young migrants have found sanctuary at a YMCA shelter, with an average stay of three days. The project has helped to reunite more than 85 percent of these young migrants with their families. The program also reaches out to street kids, offering them a haven from prostitution and the drug trade and help building a better future.

On the other side of the Pacific, World Service is supporting a project in Chiangrai Province in northern Thailand that combats child prostitution. The Bangkok YMCA initiated the project because desperately poor families in this rural region often have no viable economic options and are compelled to sell their female children, some as young as 8 years old, to sex tourism brokers. The YMCA is addressing the causes of this exploitative situation, working with school officials, village leaders, and families to keep the girls in school and to improve economic conditions in the region so that families have other survival options. The girls are offered vocational training, medical care, and psychological support so that they are better prepared to make decisions about their futures. Without the opportunity to learn a skill, there are few avenues besides prostitution through which the girls can earn an income. During 1994, 52 girls were enrolled in this program, many sponsored by individuals and local U.S. YMCAs. The YMCA also organizes a revolving loan fund to provide capital for village economic development efforts. The Bangkok YMCA views this project not only as a defense of basic human rights, but also as a way to combat the growing AIDS pandemic in Thailand.

In letters to their sponsors, the girls describe their lives:

"Many friends of mine have no opportunity to continue their schooling. They go to work in the city after finish[ing] grade 6. But some of them work as prostitutes and many times have been sent home by the police."

"My father works very hard and he does not go back home for many days. My mother is also a laborer and grows some vegetables for sale. I help [with] the housework and sometimes assist my mother ... at the market. If my parents do not work this kind of work, we have nothing to eat."

"I will concentrate on my study for the sake of my mother, my teacher, and many people who support me. ... If I cannot get this support, my study must be stopped."

"I am so thankful to you for the opportunity given to me to study and gain some knowledge. I wish to be a teacher in the future because I can use my knowledge in teaching people to be wiser and they can come back to develop their own village."

One young girl offers the following invitation: "If you are free, please come to visit us and you will love it like your own home. You are all welcomed."

With financial assistance from World Service, the YMCA in Ethiopia continued its community development programs, including native language literacy training for mothers and tutoring for their children. The YMCA in Ethiopia also provides citizenship training, environmental education for children, and sports programs. The YMCA organized a youth project in which young volunteers dug drainage ditches which averted flooding and saved the homes of 1,000 people. At the Addis Ketema YMCA, 40 street children are regular participants in counselling, guidance and meal programs. In the face of a growing epidemic, AIDS education for young people is another vitally important YMCA initiative.

With World Service dollars, the YMCA in Trinidad and Tobago provided high quality child care for 75 preschoolers, ages 2 months to 5 years. Along with providing lessons and exercise, the program's activities introduce children to the joys of native Trinidadian music. Many of these children come from single-parent homes. Without affordable child care, their mothers would be unable to work outside the home to earn a living.

In Yunnan Province in China, World Service funds, in collaboration with major support from the Honolulu YMCA, sponsored the establishment of the Jiu Chang Model Primary School. This development project, initiated by the YMCA of China, replaced a one-room, dirt-floored school that enrolled only 30 children. Since the inception of the three-year project, 204 students have graduated from the new school, which serves Chinese minorities in a very underdeveloped region of China. The school offers scholarships to some students whose families do not have the financial resources to pay for formal education. Because the school's facilities include a dormitory where children may live during the week, many students who formerly had to walk for several hours to reach the school are now able to attend regularly. Of the 740 students now enrolled, more than 180 are dormitory residents. By combining these new facilities with teacher and administrative training, the YMCA of China has created a very successful school with high enrollment and low drop-out rates.

Also in Yunnan Province, World Service funds supported the construction of the Gao Qiao Township Model Hospital. From 1991, when the first phases of the facility were opened, through mid-1994, more than 96,000 patients received treatment. With training sponsored by the YMCA of China, the medical staff can make sophisticated diagnoses and perform complicated procedures that were only offered at distant hospitals before. High-quality medical care is now accessible to the 1,500,000 people in the hospital's service area.

In addition to direct project support, organizational strengthening is vitally important to development. The projects described above require strong management by capable, well-trained volunteers and staff members. World Service supports organizational strengthening for YMCAs around the world to prepare these YMCAs to better meet the needs of their communities. The next section shares some examples of the capacity-building efforts supported by World Service in 1994.

In Colombia, 42 YMCA executives expanded their skills in the areas of human resources, programming, management, taxes, and financial administration at a five-day leadership seminar.

The YMCA in the Dominican Republic administers three elementary schools, serving 600 children. It also runs dozens of training courses for adults, helping them improve their ability to produce income. World Service funds helped to keep these programs growing by strengthening the YMCA organizationally. This support provided training in program development, long-range strategic planning, board development, and property management. This training is part of the Dominican Republic YMCA's three-year plan to achieve programmatic and financial consolidation.

The Africa Alliance of YMCAs is a unifying force and a critically important resource for the 26 African national YMCA movements. In its leadership role, the Alliance assists newly emerging YMCAs and counsels other YMCAs experiencing problems and crises. It offers technical assistance to national movements, and trains staff and volunteers in program development, fund-raising, and financial management. The Alliance also provides direct support for development projects at local YMCAs and trains people to staff those projects. A major responsibility for the Alliance is the coordination of refugee efforts in Africa, which will be increasing as the Alliance assumes the functions of the World Alliance of YMCAs' former Refugee Office for the African continent. World Service dollars support Africa Alliance staff, helping to make their critically important work possible.

World Service dollars promoted financial self-reliance earlier this year when Mireille Gilles, executive for leadership development from the national YMCA movement in Uruguay, visited the U.S. for a month. While here, Mireille gave numerous presentations and shared common concerns with YMCA staff and volunteers. She also contacted a number of major agencies to explore mutual cooperation efforts and new sources of funding for her YMCA.

Lori Swan, of the Nashville YMCA, and Jorge Candon, national Field consultant for the Mid-America Field, provided training for Chilean YMCA staff on some of the very same problems local U.S. YMCAs face, such as membership retention and marketing.

To benefit the emerging and reemerging YMCA movements in Central and Eastern Europe, the European Alliance of YMCAs has organized a three-year project, the European Leadership Development Program. This program provided training for 15 YMCA staff members at three separate seminars in 1994. The initiative will eventually train volunteers, as well. The training will improve YMCA management and improve accountability.

In the Czech Republic, Hungary, Poland, and Slovakia, YMCA staff learned conflict-resolution skills, how to build effective board/staff relationships, decision-making skills, and how to efficiently manage their YMCAs. This logistical support is critical in YMCAs that are reemerging and that lack staff who have extensive YMCA background and experience.

In Romania, home of the newest YMCA movement in Eastern Europe, World Service helped to support a field consultant who is providing guidance to the new movement and training for staff, volunteers, and youth.

In Bulgaria, the few staff members and numerous volunteers running the YMCA movement received leadership development training, which will help them to continue providing tutoring, English lessons, sports programs, and religious discussions that may stem the tide of increasing anti-Semitism.

Sending young U.S. YMCA volunteers abroad to assist YMCAs in developing countries is a very special and personal means of institution building. In 1994, with the help of World Service, 10 young people undertook responsibilities at YMCAs abroad:

David Holcomb worked at the Belo Horizonte YMCA in Brazil;

Jennifer Holthaus developed environmental programs at the YMCA in the Dominican Republic;

Jennifer Kean worked in community development the YMCA of Chile;

Didi Koka served at the YMCA in Chihuahua, Mexico;

Patty Molano assisted in leadership development and provided critical administrative support to the Federation of YMCAs in Colombia;

Andrew Selee staffed the Mariana Matamoros Community Development Center and Vaness Ramirez fostered international relationships, especially through the Mano a Mano project, in Tijuana, Mexico;

Rachael Straka and Barbara Poepping worked at the YMCA Hogar del Menor Migrante project, also in Tijuana; and

Jill Gans and Malissa Cavender assisted with YMCA educational, environmental, and camping programs in Chiangrai Province in Thailand.

Along with serving, they also learned great lessons from their host YMCAs. One young volunteer wrote later, "I have been amazed by the YMCA of Colombia, an association which is willing to take risks and work with the neediest people in the country to accomplish its mission."

With extraordinary dedication, these young volunteers are giving their time and effort while gaining experience and skills which will enhance their ability to lead YMCAs here at home into the future.

For the future:

In 1995, the YMCA of the USA will be inaugurating the first phase of the World Volunteers Program. This program will send young staff and volunteers sponsored by local U.S. YMCAs to YMCAs in other countries. Their assignments will last from six months to two years. During this time, the young world volunteers will learn about community development in overseas YMCAs and provide assistance in the specific

areas of need defined by their host Ys. When the volunteers return, they will apply the skills they have learned abroad at local Ys. The spirit of this program recognizes that the U.S. movement has much to gain from the rest of the world.

Jerusalem International YMCA

The Jerusalem International YMCA (JIY) is a very special recipient of World Service funds. It is the only YMCA located outside of the U.S. that is a part of the YMCA of the USA. Since its opening in 1933, the JIY has furthered the cause of cooperation and tolerance among people of different faiths and nationalities. By bringing people together around common interests, the JIY has fostered mutual understanding. One example of this work is the JIY kindergarten program, the only one in Jerusalem which brings together Christian, Jewish, and Muslim children.

In 1994, the JIY began developing a new leadership training program for Christian, Jewish, and Muslim youth. The Christian and Muslim youth will be trained as counselors for groups of Jewish children, while the Jewish youths will serve as counselors for Christian and Muslim campers. The program provides the counselors with many opportunities to interact in a positive environment and share stories of their cultures.

The JIY also sent 24 Christian, Jewish and Muslim young people, both Israelis and Palestinians, to World Camp in 1994. In addition, the International Camp Counselor Program included counselors from the JIY. The JIY also welcomed many international visitors, including young people from the Blue Ridge Assembly and Camp Becket-Chimney Corners. These young people spent several weeks in the region learning and working as volunteers.

Plans are continuing for developing the land which was formerly the JIY soccer field. The new capital plan includes expansion of the YMCA hotel and the addition of swimming pools, a gymnasium, and new facilities for the kindergarten program. There will also be space for retail shops and an underground parking garage, a critical need due to the population density in Jerusalem. If plans continue on schedule, the groundbreaking for this project will be held in the autumn of 1995.

The General Convention of Sioux YMCAs

Along with supporting YMCAs abroad, the World Service campaign also assists the Sioux YMCAs here in the United States. Headquartered on the Cheyenne River Reservation in Dupree, S.D., the Sioux Y's three-person staff and volunteers serve small, remote communities on five Sioux reservations in South Dakota, North Dakota, and Montana. In this remote area, routine trips to the bank, post office, or grocery store can average 70 miles.

The programs of the Sioux YMCAs take a preventive approach to the adverse social and economic conditions facing the Lakota-Sioux youth and their families. Volunteers play a vitally important role in these programs, rolemodeling positive, healthy lifestyles. During school hours, volunteers tutor in tribal day schools and Head Start programs. After school, the YMCA provides a variety of programs for young people, including

arts and crafts, soccer, basketball, environmental projects, dances, sleepovers, and explore-the-library nights. One of the most popular programs is Teen Night. This is a special time in which teens can come together to discuss issues of common concern, such as alcohol and drug abuse, lack of self-esteem, and relationship problems. It is also an opportunity for them to learn about their culture and socialize in a safe and controlled environment.

During 1994, teens planned and participated in leadership development camping trips, and four young adults from the Sioux YMCAs attended YMCA World Camp in Texas and Minnesota. During four weeks of the summer, 119 younger children attended residence camps, with opportunities to swim, hike, fish, canoe, play basketball and soccer, and create arts and crafts projects emphasizing Lakota culture. Educational activities that centered around substance abuse prevention, increasing self-esteem, and learning about Lakota culture were an integral part of this camping experience.

Adults are also active in the Sioux YMCA programs, acting as board members, hosting volunteers in their homes, and volunteering their time and talents to improve the lives of young people. Communities also benefit from the traveling libraries, the Y-sponsored resale shops, and the marketing of jewelry and crafts produced by local artisans.

Although there are many challenges, the Sioux YMCAs and their communities are the living emodiment of a quote from Chief Sitting Bull: "Let us put our minds together and see what life we will make for our children."

Due to the YMCA's proven track record of good stewardship, World Service funds are matched by additional funds through the U.S. Agency for International Development (USAID). These monies support programs in leadership development and community-based economic development. Specific projects provide vocational training and help with job placement. Others teach principles of democracy to young people, support the development of small businesses, and organize the reconstruction of water systems and housing. YMCAs in Africa, the Middle East, Central America, the Caribbean, Eastern Europe, and the former Soviet Union receive essential support for development projects through these grants.

III. International programs

Through international programs, members of local YMCAs grow in their awareness of the many ways our world's citizens are interconnected. In 1994, World Service supported these efforts by funding international education efforts and overseas opportunities.

World Service funds helped seven YMCAs around the country obtain technical assistance seed funds to develop model projects in target areas with partner Y's abroad. These pilot projects are a follow-up to the World Class Retreats held in 1993, and fall into the categories of Environment and Community Development. The U.S. YMCAs will be working with young people at partner YMCAs in Africa, Asia, and South America. They will be exchanging videos, faxes, and crafts in order to better understand each others' lifestyles, cultures, and socioeconomic conditions. They will also discuss their mutual concerns on issues such as gangs, immigration, and

prejudice. The benefits from these relationships will be far-reaching. The guidebooks, simulation games, videos, and other educational tools developed through these projects will help other YMCAs bring tested international components into their existing programs.

Having the opportunity to live overseas and experience another culture is an especially significant means of awareness-raising. World Service supports such efforts as a way to cultivate a new generation of world-minded YMCA leaders. In 1994, more than 40 college students took part in the Alternative Spring Break Program. Instead of heading for a sunny beach, the participants spent their spring breaks working on

service projects at YMCAs in Tijuana, Mexico, and Santo Domingo, Dominican Republic. The students gained insight into the cultures and the reality of poverty in their host countries.

With the help of World Service, World Camp had another successful year, drawing approximately 1,000 young campers and staff from 70 countries to eight camping sites across the U.S.

Mano a Mano Sin Fronteras (Hand to Hand Without Borders), an exchange program between Mexican and U.S. YMCAs, placed 17 young people from Mexico in the U.S. and 16 young people from the U.S. in Mexico to work in community development projects. Along with learning about volunteerism, the young people also had the opportunity to increase their understanding of U.S. and Mexican culture. NAFTA and Law 187 in California make such friendship and cross-cultural understanding increasingly important.

Development is people transforming the world and creating their own future; thus it is participation in God's redemptive plan for humankind.

YMCA Movements in the Former Soviet Union

Since the breakup of the Soviet Union, YMCA movements have been growing rapidly in the Newly Independent States (NIS). Communities in the NIS face tremendous challenges, and people are seeking models for community development and services to fill the vacuum left by the drastic reduction in state programs and benefits. As the YMCA movements grow, a broad spectrum of people is becoming involved, including workers, teachers, business leaders, and former public officials. Increasingly, people are viewing the YMCA as a means to meet the vital needs which they have prioritized for their communities.

In Russia, where people with disabilities were formerly confined to institutions, the YMCA sponsors a kindergarten for children with cerebral palsy. Local YMCAs are also offering programs in sports, music, camping, and traditional arts and dance. Many programs are directed at teenagers and young adults, including a business school attended by 20 to 25 teens who are learning about free enterprise, marketing, and finance. In Armenia, the YMCA is helping refugees from the war with Azerbaijan

and people who were mentally and physically injured by the catastrophic earthquake in 1989. The YMCA is also active in Belarus, the Ukraine, Estonia, Latvia, and Georgia, where the YMCAs have already established their own national movements.

The YMCA of the USA is playing an important role in supporting these new and reemerging YMCA movements. The International Division administers a grant from World Learning Inc., to support institutional strengthening and leadership development. During 1994, two program conferences were funded through this grant. More than 120 participants from many different YMCAs attended, gaining the required skills to enhance their management and program capacities.

World Service money is also directed to these new and reemerging YMCA movements and supports vital work not covered by the grant. World Service money has helped place a full-time field director in the NIS who has been very successful in giving encouragement and technical assistance to the young YMCAs, as well as serving as a vital communications link between Y partners in the U.S. and the NIS. With continuing committed support from our loyal donors, World Service will be able to support some of the important work that has begun when the grant funding ends.

Although the people of the NIS are undergoing a difficult and uncertain time, hope persists, especially among the youth. With help, the young people who have so enthusiastically expanded the emerging YMCA movements in their homelands can channel that hope into a brighter future.

In Memoriam

Kameel Labib Nasir
of the
East Jerusalem YMCA

From 1980 until his untimely death from cancer on Sept. 27, 1994, Kameel Labib Nasir touched the lives of countless people and led the East Jerusalem YMCA with extraordinary vision. During his 14 years as general secretary, Kameel led the YMCA through the Israeli invasion of Lebanon in 1982 and the Intifada, which began in 1987. Thanks to Kameel's leadership, the East Jerusalem YMCA was one of the only Palestinian organizations to survive the 1991 Gulf War intact. As a new era dawned with the Middle East Peace Process, Kameel began planning new work for the YMCA. Just as he had during times of unrest, Kameel began adapting to the changing political conditions of peace in order to take advantage of new opportunities to meet the needs of the Palestinian community.

The most appropriate way to honor Kameel's memory is to describe the wide-ranging accomplishments of the East Jerusalem YMCA under his leadership. Kameel implemented programs ranging from traditional camping and sports to innovative community-development efforts designed to address the economic and social realities of Palestinians in the Occupied Territories. Among the most notable of the East Jerusalem YMCA's programs is the community-based rehabilitation center at Beit Sahour, which serves 1,400 youths injured or handicapped during the Intifada.

To address widespread underemployment during the 1980s, the East Jerusalem YMCA expanded the YMCA Vocational Training Center in Jericho into one of the most modern training centers in the West Bank. In this three-year program, nearly 200 students receive vocational training in areas such as carpentry, auto mechanics, and furniture upholstery. Students and graduates from the center also can participate in the Extension Services Unit, developed under Kameel's leadership, to get help finding jobs or starting and maintaining their own businesses.

Under Kameel's leadership, the center developed a Women's Alternative Training Program in Ramallah. Begun in 1993, it set out to improve the low economic status of many Palestinian women. Over the past year, this program has provided vocational counseling to more than 250 school girls. More than 70 women have participated in training on subjects such as health, nutrition, and village home economy. In addition to increasing the participants' financial stability, involvement in these programs imparts a new-found self-confidence to the women.

In an attempt to bring some normalcy into the lives of Palestinian children who have been traumatized by the Intifada and ongoing military clashes, the YMCA began a

major effort to increase sports programs and improve the available recreational and physical facilities. The East Jerusalem YMCA is now in the second phase of its YMCA Community Sports Training Project to restore sports and recreational opportunities to youths in the West Bank and Gaza. Organized sports provide positive opportunities for youth, serving as an outlet for stress, a means of building leadership and character, and a way to promote emotional and physical development. Both the new facilities and the sports programs are being designed to include participation by young people who were permanently disabled during the Intifada. Of the 110,000 injured and handicapped youths, 40 percent face permanent disabilities.

In testimony to Kameel's leadership, the work of the East Jerusalem YMCA continues to evolve and to improve the lives of Palestinians. Just one example of this can be found in the Non-Conventional Vocational Training Program for women. Beginning next year, low-income women will be offered training in crafting and fitting eyeglasses and maintaining electrical equipment. These two fields were chosen after considerable research into potential markets and employability.

With compassion and courage, Kameel Nasir kept the East Jerusalem YMCA relevant to the Palestinian community, despite the most difficult political, economic, and social conditions imaginable. The legacy of his committed leadership stands as an inspiration to the people of East Jerusalem and to the entire YMCA family around the world. Our thoughts and prayers are with Kameel's family, the staff and volunteers of the East Jerusalem YMCA, and the Palestinian community in the Occupied Territories.

Editor's note: A memorial fund to benefit Kameel's commitment to the new sports and physical facility in East Jerusalem has been established. Contributions in Kameel's honor may be sent to the fund in care of YMCA World Service, YMCA of the USA.

In Memoriam

The world YMCA movement mourns the loss of the following leaders who passed away in 1994:

Dr. Walter Arnold

President of the World Alliance of YMCAs and secretary general of the German YMCA movement. During Dr. Arnold's tenure, the World Alliance of YMCAs established relations with the Vatican and launched a worldwide program on education for development.

Gerrit Douwsma

A very knowledgeable and thorough longtime staff person to the Program and Budget committee and the Building and Capital Needs committee of the YMCA International Committee of the USA and Canada (predecessor to the YMCA of the USA's National Board).

Stanley R. Fishman

1993 recipient of the "Making a World of Difference" recognition award as a member of the St. Joseph YMCA in Missouri.

Walter Judd

Member of the YMCA of the USA International Committee and 20-year member of the U.S. House of Representatives. Dr. Judd was known for his efforts to reach out to the people of China.

William E. Schneider

Former national YMCA board member and longtime YMCA volunteer in Olympia, Wash., Schneider participated in international YMCA visits to Africa, Europe, and the former Soviet Union.

Carrie Terrell

Member of the YMCA of the USA International Committee and the World Alliance of YMCAs Executive, Nominating, and Refugees and Rehabilitation Committees and one of the founders of the Black Achievers Program.

1994 Campaign Leadership

Thank you for joining hands with us in support of YMCA work around the world. We would like to recognize the very special people who served as 1994 campaign leaders, giving vision and guidance to our fundraising efforts:

National Campaign Chair
Dale A. Vonderau

National Board Co-Chairs
Calhoun Cox, Jr.
August Yee

YMCA of the USA Fund, Inc. Chair
James Ashley

Retired Directors Chairs
Harry Brunger
Joel Nystrom

International Committee Chair
Barbara Roper

Major Gifts Chairs
David Haig
Harold C. Smith

Individuals Chair
Dr. Marvin J. Ludwig

Field Committee Chairs
Patty Cameron
Catherine Helms
James Jeter
George Rehquist
Noreen Schumann
August Yee

National Staff Chair
Peter Post

YMCA Associations Chairs
Julius Jones
William Phillips

YMCA Associations Field Chairs :

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Clark Baker
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YMCA Vendors Chair

Anita Joseph

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