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Final Evaluation
Matching Grant V
Capacity Development for Development
YMCA of the USA

Cooperative Agreement
No. FAO-0158-A-00-4027-00

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List of Acronyms

AAYMCA	Africa Alliance of YMCAs
MG V	Matching Grant V
PRA	Participatory Rural Appraisal
UCJG	Union Chretienne de Jeune Gens (Senegal and Togo YMCAs)
USAID	United States Agency for International Development
YMCA	Young Men's Christian Association

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EXECUTIVE SUMMARY

The Young Men's Christian Association (YMCA) is a worldwide confederation of over one hundred National Movements which support and conduct local development activities aimed at increasing human resources and development management capacity as well as providing opportunities for education, training, and small enterprise. Many YMCAs, especially those in developing countries, have extended development programs from urban to rural communities. Projects and training activities are in agriculture, 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 International Division of the YMCA of the United States has been working with A.I.D. since 1973 and has been receiving matching grant support since the program's inception in 1978. The current grant, Matching Grant V, is administered by this office and by the Africa Alliance of YMCAs, a regional representative body of 23 YMCA national movements headquartered in Nairobi and one of only a few indigenous Pan-African NGO organizations.

The purpose of Matching Grant V, which the YMCA has entitled "Capacity Development for Development" is to enhance the institutional capacities of YMCAs in Africa to design, implement, and manage community-based development programs by strengthening indigenous leadership capacity through training for YMCA staff and volunteers. Matching Grant V is a three year institutional support grant which began in January, 1995 and is scheduled to end September 30, 1997.

The purpose of this final evaluation is to report on the overall institutional impact of the grant and provide recommendations for future involvement between USAID, the YMCA of the USA, the Africa Alliance and national movements. The evaluation was carried out during July and August, 1997 by a two-person evaluation team which divided to make field visits to national movements in Senegal, The Gambia, Togo, Liberia, Ethiopia, Egypt, and Uganda and united to present evaluation findings to, and discuss future plans with, the Africa Alliance and representatives of five national movements.

Although initially intended to include all YMCA national movements in Africa, the grant was re-designed after its first year to focus on more mature, higher performing YMCAs. This was a critical corrective measure as the original plan was overly ambitious for the relatively small grant total and beyond the Africa Alliance's support capacity.

The evaluation revealed that the YMCA is on track to meet the goals and objectives of the Matching Grant. Field visits confirmed that the capacity building training and support has had considerable

impact on national movements especially in the areas of improved democratic governance, implementation of community development activities, and developing strategies for financial self-reliance.

As might be anticipated, the institutional strengthening goals of Matching Grant V do not fit neatly into the three year term of a grant. The evaluators found that the institutional capacities of YMCAs in Africa vary from national movement to national movement and there is need to continue to work toward strengthening them.

The evaluators found that Matching Grant V has been effective and timely. The few recommendations are offered not as criticisms of the program's design or implementation, but focus on opportunities brought by the YMCA's evolution in Africa since the beginning of the grant and on future action.

Key among these recommendations are suggestions that future institutional development support be more movement-specific and based on the positive experiences of leading national movements in addressing specific institutional issues, that movements and the Africa Alliance review their organizational structures to improve effectiveness, and that the YMCA make a concerted effort to move from an "inward-looking" operational style to one which permits more extensive collaboration with other development organizations. The evaluators also concluded that although the YMCA has improved its monitoring process, it could be doing more to capture its achievements and validate the merits of its institutional strengthening approach.

GENERAL FINDINGS

The following is a summary of major evaluation findings (see Section 4.0 for country-specific findings):

1) The institutional strengthening approach promoted through MG V has been appropriate and timely. MG V has contributed to the increased capacity of the African Alliance of YMCAs (AAYMCA) and participating movements to plan and manage small-scale community development programs, improve governance, and develop income generating activities.

2) This institutional strengthening approach has included a number of training sessions and methodologies including:

- -mandate review workshops
- -regional and zonal trainings
- -a Francophone training workshop
- -country-specific national training sessions
- -exchange visits between national movements
- -training of trainers workshops

Over 1,500 people have participated in these activities.

3) MG V has also contributed to a shift among several national movements from providing direct services or relief services to a reorientation towards participatory community development (self-help) efforts to address poverty-related problems.

4) MG V has contributed to a better understanding of the mission of the YMCA and improved governance. During the course of MG V some national movements have redefined their missions, revised their constitutions, reconstituted their boards, and developed new governing policies.

5) MG V has helped legitimize and strengthen the role of the Africa Alliance. A key development during the grant was a review and subsequent revision of the mandate of the Alliance which has permitted it to become a more proactive association with an increased capacity to develop policy, allocate funding, and provide and/or facilitate training and technical assistance and more effectively address problems and issues of national movements.

6) MG V has led directly to improved communication, reporting and planning mostly through more regular contact between the AAYMCA and participating national movements.

7) Although too early to assess impact, MG V has helped enable the Africa Alliance to promote a better understanding of the concept of self-reliance and, in some cases, has assisted national movements to begin to develop strategies for financial self-reliance.

8) A design flaw in MG V was that it was originally intended to benefit all 23 national movements in Africa. This was too ambitious for the relatively small amount of MG V and the limited capacity of the AAYMCA. A change in AAYMCA leadership after the first year of the grant resulted in a reorientation towards fewer national movements and towards those movements generally regarded as more mature and higher performers.

9) MG V was too short in duration to achieve all capacity goals, consolidate existing programs, and synthesize methodologies. These objectives are ongoing and the YMCA needs to find ways of continuing the program.

10) Certain national movements have emerged as leaders (among YMCAs) in their approaches and strategies in their levels of achieving elements of MG V. For example, the Uganda YMCA has made considerable progress in the area of governance, the South Africa YMCA in self-reliance, and the Togo YMCA in community participation.

11) Capacities vary greatly from National Movement to National Movement and there is a strong need for continued support in the areas of MG V emphases. Certain national movements appear to be successfully employing new (for YMCAs) methodologies and techniques e.g. Togo is utilizing Participatory Rural Appraisal (PRA) and South Africa has developed youth and gender training modules. These and other techniques can be modified for use in other countries.

12) Discussions with YMCA staff and members revealed that most are comfortable with basic community development philosophy. Less clear is the capacity of staff and community leaders at all levels to plan, manage, and carry out community development programs.

13) More needs to be done to enable YMCA staff, volunteers, and community leaders to better synthesize the methodologies in which they are being trained. Field visits revealed that more training is needed to help them better prioritize their activities, plan, sequence, identify and leverage resources (local and external) and monitor their efforts.

14) MG V represents a significant change in the way the YMCA promotes development assistance in Africa. By allocating resources to the Africa Alliance which in turn allocates them to participating national movements, program decisions are being made by those ostensibly closer to the problems and beneficiaries. Somewhat unclear, however, is how the Africa Alliance is reallocating resources. It would appear that better resource allocation criteria need to be developed with and shared with national movements.

15) While the primary emphasis of MG V is to promote institutional strengthening, the YMCA has no clear definition of what a developed YMCA in Africa looks like. Most YMCAs are modeled on traditional service or recreational structures which is reflected in staffing patterns and staff roles and functions. Leadership is most often chosen from those brought up through the YMCA system who are versed in skills relating to a Christian membership service-oriented organization and not development assistance. During the course of MG V, the Africa Alliance has had some success in promoting changes in leadership in some national movements. It would appear that more effort is needed, however, in determining what constitutes an effective YMCA in Africa including number and type of staff, desired level of resources, staff training needs, country-specific strategies for development and self-reliance, and transport.

16) Although field visits showed that national movements have or are trying to adopt a community development approach few have found their appropriate program niche or identity. All movements have conducted needs assessments. Some movements, however, appear to be overly responsive in that they are implementing too many projects and taking on too many issues. Some, conversely, are not doing enough programmatically and should be expected to raise their levels of effort.

17) There is some evidence that the Alliance and some national movements are beginning to establish linkages outside the YMCA with such institutions as universities and NGOs. This is a trend that needs to continue since the YMCA in Africa tends to be insulated from other groups and is often working in isolation. Too often the YMCA appears to go its own way missing opportunities for collaboration and inventing processes and methodologies on its own rather than gleaning them from other development organizations.

18) Although the AAYMCA and National Movements have made progress in monitoring and evaluation since the mid-term evaluation, the current monitoring system needs improvement. Current indicators are soft and the level of analysis inadequate. Monitoring visits carried out by AAYMCA staff appear to be carried out irregularly and are tied to other events. Monitoring needs to be more standardized and regular.

19) The YMCA is not doing enough to capture its achievements. Although progress has been made in the program's monitoring system, the current system does not provide the best information to make better management decisions about the program or to approach potential funders. More effort needs to be made to provide better with which it could demonstrate how the YMCA is impacting the lives of its beneficiaries. This is particularly important as the YMCA will at some point no longer receive matching grant support and needs to begin exploring other funding opportunities.

20) Despite the fact that more than half of the YMCA's beneficiaries are women and many programs emphasize women and youth, women are not proportionately included in management and decision making. This inequity is acknowledged by YMCA staff but at the time of this study there was no gender policy or practice to improve the participation of women.

21) Communication between the YMCA of the USA and the AAYMCA was described by all parties as excellent. Decisions appear to be made consultatively and collegially. This has not always been the case and is in part due to positive changes in leadership at the AAYMCA and to additional USA staff that has significant and relevant Africa experience.

22) MG V has had a positive influence on the way in which the YMCA of the USA works with international partners which do not fall under the matching grant. This carryover which includes a more comprehensive and complementary approach is natural and should be continued.

23) It appears that the YMCA's worldwide network as a donor base which would likely be greatly envied by other PVOs is being underutilized in Africa for the purposes of promoting meaningful partnerships and collaboration.

24) The YMCA of the USA and AID deserve high marks for supporting institutional strengthening through the matching grant which represents a major change in the way the YMCA does business in Africa. This change has occurred slowly and has taken adroitness, sensitivity, and perseverance on the part of the Africa Alliance and the YMCA of the USA.

25) During the course of MG V, some movements including Togo and South Africa as well as the Africa Alliance, have had some success in improving the quality of collaboration with non-African YMCA movements. Most of this has been done through partners' meetings which have stressed mutuality and improved coordination. These efforts should be continued and other African national movements should be encouraged to address issues of collaboration similarly and more pro-actively. It would also appear that the Alliance, national movements, and the YMCA of the USA should continue efforts to promote collaborative activities which focus on institutional strengthening.

RECOMMENDATIONS

The Evaluation Team recommends that for the YMCA to continue to be effective and improve, it take the following courses of action:

1) **Continue emphases of the Matching Grant:** The evaluation has shown that progress has been made in increasing the institutional strength of the participating movements. At the same time, the goal of self-reliance does not fit neatly into the term of a three year grant and more needs to be done. It is recommended that, if ways are made available, the YMCA of the USA and the Africa Alliance continue to support the strategies for self-reliance begun under Matching Grant V. These strategies should be revised to include the positive and progressive experiences of some movements in the areas of democratic governance (Uganda and Liberia), community participation (Togo and South Africa) and financial self-reliance (South Africa). These efforts should continue to focus on "more mature", higher performing YMCAs.

2) **Re-examine the structure of African YMCAs:** While the primary emphasis of MG V has been on institutional strengthening, the YMCA has not determined what constitutes an institutionally strengthened YMCA. Despite progress in meeting MG V institutional elements of improved democratic governance, community development, and developing strategies for self-reliance, most YMCAs are still organized as membership rather than development organizations. It is recommended that the Africa Alliance and national movements reexamine the organizational structures of the national movements with an eye to determining what constitutes the most effective organizational structure for African YMCAs. This reexamination should include number and quality of staff and volunteers, their roles, functions and training needs, transport needs, and other resource requirements.

3) **Establish an advisory committee of stronger national movements and support movement-to-movement "mentoring":** The evaluation revealed that the experiences of some stronger, more mature national movements in addressing MG V institutional strengthening emphases make them valuable resources for the YMCA network in Africa. This was evidenced in this evaluation exercise where five movements were brought together to review the evaluation and look at post-MG V opportunities. It is recommended that this process be continued and formalized by establishing an advisory committee composed of the Alliance, representative strong national movements, and the YMCA of the USA for the purpose of assisting the Alliance in promoting institutional development among African YMCAs. This committee should meet regularly and might initially consider issues of resource allocation criteria, development and review of national training plans, identification of key training and financial resources, and development of improved monitoring indicators.

The evaluation also revealed that these same "stronger" national movements have had some success in assisting neighboring, less institutionally-developed movements (Togo-Liberia, South Africa-Zimbabwe) or movements sharing similar characteristics or issues (Togo-Senegal) address specific issues. It would appear that the concept of "mentoring" is an appropriate and cost-effective way to utilize existing YMCA resources and that it should be expanded and formalized. **It is recommended that the YMCA define, adopt and support a mentoring program which would enable stronger national movements to assist other movements especially in the areas of MG V emphases.**

4) **Improve linkages with organizations outside of the YMCA network:** Field visits to national movements and the Africa Alliance revealed that the YMCA in Africa is often working in isolation from other development organizations. This has resulted in missed opportunities for collaboration, information sharing and possibly, resources. Moreover, it appears that because some YMCAs are unaware of what other organizations are doing, they are themselves "re-inventing the wheel" spending time working on gaining information or developing methodologies which are already available. **It is recommended that the Africa Alliance and member movements actively and strategically pursue collaborative relationships with corresponding organizations. These should not be restricting to NGOs and grassroots groups, but should include bi-lateral and multi-lateral organizations, and research and training institutions.**

5) **Improve monitoring and reporting system:** The evaluation found that the YMCA in Africa has improved its monitoring capacity since the mid-term evaluation. It does not appear, however, that the YMCA is doing enough to validate its institutional strengthening approach. This seems critical as most YMCAs in Africa are faced with some uncertainty regarding future funding, the Alliance has an interest in expanding MG V-type training to other African YMCAs, and there is an interest in approaching non-YMCA sources of funding for support. **It is recommended that the Africa Alliance, with assistance from the YMCA of the USA, develop ways of better capturing the achievements of the YMCA in Africa.**

Despite improvements in monitoring and communications, the evaluation found that indicators being used by the Alliance and national movements were soft and that reporting, although more regular than found during the mid-term evaluation, focussed too much on procedure and process rather than on results. Consequently, the YMCA is not capturing through its monitoring system sufficient information to informed management decisions on resource allocation, course correction, information and resource sharing, or as stated above, achievements of the program which would be useful to attract donor support. **It is recommended that the Africa Alliance with assistance from the YMCA of the USA develop new**

indicators to assess impact and results and assist in validating the MG V-supported institutional strengthening approach.

6) **Improve and test strategies for financial self-reliance:** With the exception of the YMCA of South Africa, YMCAs appear to be approaching financial self-reliance without a clear definition of what the term means to the YMCA. Although some national movements are engaged in income-generating activities, few have viable strategies for self-reliance and many are financially fragile. It is recommended that the Africa Alliance facilitate improved financial self-reliance for itself and national movements by: 1) Hiring a consultant with experience in developing and implementing strategies for self-reliance for non-profit organizations in developing countries; 2) Through the consultant, assisting in the preparation of medium-term (3-5 year) national movement strategies for self-reliance that would address partnerships and declining reliance on USAID support. These plans would be reviewed annually; 3) Sharing with national movements the experience and strategies of the YMCA of South Africa and other movements that have had a positive impact in the area of self-reliance; and 4) Allocating funds to national movements for the purpose of carrying out feasibility studies of their self-reliance strategies.

7) **Improving collaboration with northern YMCA donors:** Contributing to both financial insecurity and issues of the role of the AAYMCA is an apparent conflict between approaches to development from some European YMCAs supporting the Alliance and African national movements and the YMCA of the USA. While MG V supports institutional strengthening, substantial financial support for buildings and direct service and relief programs is coming from some European movements. This conflict, understandably, places the Alliance in a difficult position: It appreciates the need for institutional development but needs funding for programs for programs and operations. The Alliance has had some success in improving the quality of collaboration though partners' meetings and should continue to do so. While the evaluators can offer no specific suggestion it is recommended that the Africa Alliance, with support from the YMCA of the USA, continue its efforts to work with those European YMCAs supporting programs in Africa to arrive at a complementary funding strategy which supports the institutional strengthening approach promoted through MG V.

Section 1.0: INTRODUCTION AND BACKGROUND

1.0 INTRODUCTION AND BACKGROUND

1.1 Brief description of the YMCA

The Young Men's Christian Association (YMCA) is a worldwide confederation of one hundred and twenty-two National Movements which support and conduct local development activities aimed at increasing human resources and development management capacity as well as providing opportunities for education, training and small enterprise development. Many YMCAs, especially those in developing countries, have extended development programs from urban to rural communities. Projects and training activities are in community development, vocational training for youth and adults, agriculture, and strengthening the development program and institutional capacity of indigenous YMCAs through management training and direct support for development staff.

The YMCA of the United States has been working with A.I.D. since 1973 and has received Matching Grant support since the program's inception in 1978.

The general method of operation for the YMCA is that each community YMCA in a given country has local autonomy within guidelines set by its national organization (movement) and the World Alliance of YMCAs. The YMCA of the USA is constituted by nearly one thousand corporate YMCAs in the U.S. to carry out specific functions of coordination, representation, research, setting of standards, and initiation of new programs.

The International Division of the YMCA, headquartered in Chicago, is the unit which carries out these functions in international programs and holds responsibility for grant administration of government and private funds awarded for international programming.

The Africa Alliance of YMCAs (AAYMCA) serves as a regional representative body comprised of 23 member African National Movements and seeks to promote the strengthening of local initiatives aimed at fostering economic opportunity, social justice, and international understanding in Africa. It is one of only a few pan-African NGO organizations. Headquartered in Nairobi, Kenya, the Alliance is headed by an Executive Secretary, supported by professional and support staff, and along with the YMCA of the USA is responsible for implementing the matching grant.

1.2 Description of the Matching Grant

Matching Grant V (MG V) is a three year institutional support grant which began in January, 1995. The total awarded is $1.5 million.

Entitled "Capacity Development for Development" the purpose of MG V is to enhance the YMCA's organizational capacity to design, implement, and manage community-based development programs by

strengthening indigenous leadership capacity through training for YMCA staff and volunteers.

Matching Grant V was designed as a continuation of the previous matching grant which also had institutional development goals. As in the case of MG IV, the Africa Alliance was responsible for overseeing implementation of the program. In an effort to build on the achievements of MG IV, this matching grant as proposed was intended to provide more practical and on-site (national) training, using various training methods in areas including organizational skills, project design, management, income-generation and fundraising, data collection and analysis, monitoring, and evaluation.

The first activity of MG V was a ten country needs assessment undertaken by the Alliance and external consultants in 1995. The assessment reaffirmed the need for continued institutional development by identifying institutional weaknesses among African YMCAs. In addition to reaffirming the proposed matching grant activities, the needs assessment permitted the Alliance to prioritize national movement needs and refine its institutional strengthening strategy. Among the findings of the needs assessment were that the institutional capacities of the national movements in Africa varied greatly from one movement to another and staff and volunteers at many movements had inconsistent interpretations of the mission of the YMCA. Other weaknesses identified were insufficient understanding of community development in some national movements and lack of sound financial development strategies for self-reliance. These last three areas-- the YMCA's mandate, community development and financial development became the emphases of MG V.

MG V initially targeted 19 African national movements. Following a change in leadership at the Africa Alliance (a new Executive Secretary was elected in 1996), this focus was reevaluated with the conclusion that the total matching grant was too small to be divided between so many movements and still be effective and that, in any case, the AAYMCA lacked the capacity to support such an ambitious and geographically widespread program. With this in mind and at the urging of the YMCA of the USA, a decision was made to re-focus MG V resources on "high performers", a term the YMCA uses to describe more mature, more capable national movements. This change pared down the number of national movements from 19 to 11.

1.3 Purpose of the Evaluation

This final evaluation is a requirement of the USAID cooperative agreement with the YMCA of the USA. According to the Statement of Work (ANNEX A), the evaluation was designed to determine:

A. The overall institutional impact of Matching Grant V, and;

B. Recommendations for future involvement between USAID, the YMCA of the USA, the Africa Alliance and the national movements.

1.4 Evaluation Methodology

The evaluation was carried out in July and August, 1997, by an Evaluation Team consisting of John Zarafonetis, an external consultant, and Tom Valentine, Assistant Director for Development Cooperation of the International Division of the YMCA of the USA. John Zarafonetis visited Senegal (July 8-11), The Gambia (July 12-14), Togo (July 16-19) and Liberia (July 20-23). Tom Valentine visited Egypt (July 13-18), Ethiopia (July 18-22) and Uganda (July 22-27). These countries were selected because they had participated in the needs assessment and/or the mid-term evaluation and were felt to be representative of national movements included under the aegis of the matching grant. In each country, the evaluators were joined in the evaluation by staff from the corresponding national movements.

Prior to the field study, John Zarafonetis met with Tom Valentine and Ms Selma Zaidi, Associate Director for Development Cooperation for a one day briefing at YMCA headquarters in Chicago. Following the field study, Zarafonetis and Valentine met in Nairobi for three days with staff from the Africa Alliance and leaders of the national movements of Senegal, Togo, Uganda, Liberia, and South Africa to discuss evaluation findings. Dr. Mutahi Ngunyi, who was an evaluator on the mid-term evaluation of MG V, also participated in the Nairobi meetings.

This evaluation is based on interviews and meetings with Africa Alliance staff, YMCA staff and volunteers from the national movements, members of the Boards of Directors of the national movements, YMCA advisory boards, visits to YMCA branches, and in Senegal and Liberia, meetings with USAID missions. Grant agreements, monitoring reports, training materials, project proposals and internal studies were also reviewed as part of this assessment.

The short time periods spent in the countries precluded extensive field site visits, and provided only limited contact time between the evaluators and the national movements and branches. This made it difficult to appreciate fully the achievements and issues of a program which has been going on for three years. Throughout this study, the evaluators attempted to reflect their understanding of the YMCA methodology by maintaining a transparent and participatory approach. Country findings were shared with leaders of the corresponding countries at the end of each segment of the field study. An itinerary appears as Annex B and a list of people contacted for this study as Annex C.

This report is divided into four major sections. This first section provides an introduction to, and background on, the

matching grant and the evaluation methodology. Section 2.0 is summary of activities carried out during the matching grant. Section 3.0 offers a general assessment of MG V and Section 4.0 includes country (national movement)-specific findings.

As part of the evaluation, each participating national movement was asked to prepare a self-assessment document summarizing their activities and the impact of the Matching Grant on their movement. These appear as Annex D. An Executive Summary and a summary of evaluation findings and recommendations precede this section.

Section 2.0: ACTIVITIES

2.0 ACTIVITIES

2.1 Principle Activities of MG V

At the beginning of MG V a needs assessment was conducted by the Africa Alliance to determine the levels of institutional capacity of national movements. In particular this study focussed on levels of skill acquisition at the national movement level and the extent to which the movements were involved in capacity building at the grassroots level for effective service and program delivery. The assessment, and later the mid-term evaluation, identified a number of areas in which more training was needed to address institutional needs of the national movements. This led to a decision to emphasize governance, community development and financial self-reliance.

Under MG V the institutional strengthening approach included a number of training sessions and methodologies. An estimated 1,500 YMCA staff, volunteers, and other leaders have participated in one or more of the following events:

1. A "Capacity Development for Development" Training Seminar held early in the grant introduced YMCA staff and volunteers to the objectives of MG V and further explored ways for the AAYMCA and national movements to address institutional shortcomings.

2. Zonal Leadership Training Workshops were held in three sub-regions of Africa (West, South and East). These workshops were aimed at national movement leaders and designed to help them identify national training needs and design and coordinate capacity building training programs.

3. A Francophone Development Training Seminar was held to review the organizational needs of Francophone (and Luzophone) national movements in an effort to help improve collaboration between French speaking YMCAs.

4. A "Mandate Review " Workshop designed to review the mission, constitution, structure, and administration of the Africa Alliance offered an opportunity for leaders of national movements to provide guidance to the Alliance on how that organization could better support the institutional needs of the national movements including self-reliance.

5. Through a grantmaking process, the Africa Alliance funds National Training Proposals submitted by National Movements. At the time of the evaluation, 18 proposals had been funded. These supported such events as in-country seminars on improving movement governance, participatory development, Training of Trainers (TOT), and strategies for increased self-reliance.

6. A number of exchange visits have also been funded through MG V. The newly appointed National Secretary of the YMCA of Senegal, for example, visited the YMCAs of The Gambia, Togo, Uganda, and Kenya to learn about staff and volunteer roles and to study YMCA-sponsored community development activities. Additionally, the National Program Secretary from Liberia visited the YMCA of India to receive training in community organization. One interesting exchange will involve a village development committee from a village with which the YMCA is active in Togo which will soon be visiting a "progressive" village in Burkina Faso to study some practical applications of community development methodologies.

The following chart offers a summary of the national movement training events funded by the Alliance:

Africa Alliance of YMCAs
MG V Training and Technical Exchange Allocations ($)
to National Movements
(September, 1997)

National Movement	Training Seminars ($)	Technical Exchanges ($)
Angola	5,000.00	1518.00
Burundi		630.00
Cameroon	15,000.00	
Egypt	26,350.00	
Ethiopia	8,500.00	
The Gambia	24,000.00	2,135.00
Ghana	10,720.00	5,115.00
Kenya	17,000.00	
Liberia	18,000.00	2,950.00
Madagascar	8,000.00	
Mauritius	10,000.00	1,726.00
Nigeria	9,000.00	
Rwanda	5,000.00	
Sao Tome	4,800.00	
Senegal	28,260.00	1,950.00
Sierra Leone		1,445.00
South Africa	27,500.00	
Togo	19,700.00	4,000.00
Zambia	13,000.00	1,200.00
Zimbabwe	24,000.00	1,102.00
Uganda	33,600.00	8,638.00
Africa Alliance		6,000.00
Totals	308.330.00	60,000.00

Section 3.0: EVALUATION ISSUES

3.0 EVALUATION ISSUES

Assessing an institutional strengthening program is challenging because there is no broadly accepted, easily measurable standard of what constitutes institutional effectiveness. This is particularly true with non-profit organizations such as the YMCA since the success or failure of its endeavors cannot be measured by a simple bottom line formula. For this reason, non-profit groups are obliged to spend considerable time and effort defining what constitutes effectiveness in their particular case. Because of the lack of a standard measure, evaluators are frequently forced to conclude that the only fair measure of institutional effectiveness is the demonstrated capacity of the organization to achieve the goals it has set for itself. The difficulty with this logical but circular line of reasoning is that it does not add to or enrich understanding of what constitutes a healthy, viable development assistance organization.

For the purpose of this study, the evaluators reviewed the activities that are to be performed to achieve the purpose of the grant as well as additional characteristics felt to be important in assessing the performance of the YMCA.

3.1 Institutional Achievements

Matching Grant V facilitated a significant and appropriate change in the way in which the YMCA of the USA and the Africa Alliance do business in Africa. Under Matching Grants I-III, the YMCA of the USA provided project funds directly to YMCA national movements. In Matching Grant IV, it provided a block grant to the Africa Alliance to distribute sub-grants to participating movements to fund project activities. Evaluations of these programs found that while some national movements were able to manage to some extent small-scale economic development activities, many movements, for a variety of reasons, did not have sufficient institutional capacity to manage small projects.

This study revealed that the focus of MG V on institutional strengthening is logical and appropriate, that the YMCA has made progress in this area and more needs to be done. Aside from the direct funding benefits, the evaluators identified a number of institutional gains directly or indirectly resulting from the Matching Grant:

-MG V has contributed to a shift among several national movements from providing direct services or relief services to a reorientation towards participatory community development efforts designed to address poverty-related problems.

-MG V has contributed to a better understanding of the mission of the YMCA and improved governance. During the course of the grant some national movements have redefined their missions, revised their constitutions, reconstituted their boards, and developed new policies.

-Certain national movements have emerged as leaders (among YMCAs) in their approaches and strategies in achieving elements of MG V. For example, the Uganda YMCA has made considerable progress in the area of governance, the South Africa YMCA in financial self-reliance, and the Togo YMCA in community participation.

-Certain national movements also appear to be successfully employing new (for YMCAs) methodologies and techniques e.g. Togo is utilizing Participatory Rural Appraisal (PRA) and a planning by objectives tool (ZOPP), and South Africa has developed youth and gender training modules. It would appear that these can be modified for use by other movements.

-MG V has helped legitimize and strengthen the role of the African Alliance which historically has been fragile, under-resourced and often relationship-driven to become a more proactive organization which is developing policies, allocating funding, and providing training and technical support to its members. A key development was the review and subsequent revision of the Alliance's mandate which has permitted it to more effectively address problems and issues of national movements.

-MG V has led directly to improved communication, reporting, and planning mostly through more regular contact between the Alliance and participating national movements.

-MG V has led to increased comfort with, and knowledge of, participatory community development among YMCAs in Africa.

-MG V has helped foster improved relations between the International Division of the YMCA and the Africa Alliance.

-MG V has had a positive influence on the way in which the YMCA of the USA works with international partners that do not fall under the matching grant. Funding and support are increasingly for institutional development and designed to be complementary and based on more mutual partnerships.

At the same time, it has not been a simple matter for YMCAs to move from roles of general service providers to development assistance organizations. Although the institutional strengthening activities undertaken during MG V are good and appropriate, the emphases of governance, community development and financial self-reliance stemmed from the mid-term evaluation as the most urgent but not the only needs of YMCAs in Africa.

This evaluation found that YMCAs in Africa are still struggling with a number of basic institutional issues and trade-offs and has yet to work out all the operational and programmatic implications of its basic mission. These are discussed in the following sections:

3.2 Institutionalizing the YMCA's mission and organizational structure

Among the most significant achievements of MG V has been an effort to re-establish a common interpretation of the YMCA's mission among movements in Africa. Prior to these efforts clear and consistent mission statements did not exist in most African YMCAs. Some African YMCAs saw themselves as strictly evangelical while others quoted catchy slogans which were rarely incorporated into day-to-day activities. According to many interviewed as part of this study, few leaders within the YMCA national movements had successfully internalized the mission.

Several reasons were given for lack of clear and consistent mission statements. Among them ineffective leadership, staff turnover, lack of staff training, civil strife, financial crises, the vastness of the African continent and poor communications. MG V training events including the mandate review workshop and national movement-specific workshops on mission and governance have led to common interpretation.

Re-establishing and reaffirming the YMCA's mission in Africa has in turn promoted a stronger and more unifying value structure within the national movements. Reaffirmation of the YMCA's mission has led in most instances to updating of movement policies and improved democratic governance.

Although a strong value structure is not unusual for an NGO, what is striking to an outsider in the case of the YMCA is the sense of pride with which many staff and volunteers view their roles. Many are to the point of being passionate about their shared values and beliefs. This level of passion and accompanying inertia should be of significant benefit to national movements. At the same time there are potentially negative side effects including difficulty in making changes to enhance impact, a tendency to further centralize decision making in order to protect established procedures from invasion and sacrificing current operations to respond to situations and opportunities in other countries.

The ability to balance between focus and continuity on the one hand and innovation and adaptation on the other is a difficult dilemma for the YMCA in Africa. Change for some has also been particularly threatening because of strongly held values and an operating style linked to these values. The capacity to change demands adroit and sensitive leadership which has not always been in place.

Although the purpose of MG V is to promote institutional strengthening, the YMCA has not determined at what point a YMCA national movement or branch has arrived at a desired level of institutional strength. MG V is helping to provide national movements with certain skills which will make them stronger, but there is no clear picture as to what an "institutionally strengthened" YMCA should look like. The evaluation found that in the cases of most national movements, the YMCAs were trying to fit existing organizations into new program modalities without sufficiently examining organizational needs and resources in order to devise an appropriate organization structure.

Much of this appears to relate to issues of structure and leadership. Most African national movements are modeled after American and European YMCAs which are set up as recreational and service organizations rather than as NGOs. Consequently, some movements do not have staff to provide technical support, training, evaluation, resource mobilization, financial planning of the kind one would find with effective NGOs. Furthermore, generations of leadership within most African YMCAs are products of this system and have little training in managing an NGO-type of organization. Despite efforts of the Alliance to encourage the selection of new leadership, new leaders most often come from within the YMCA system and the Alliance has needed to devote considerable efforts and time toward staff training in development assistance and NGO management.

While this kind of organizational structure may be effective in managing recreational programs and camps for youth, the evaluation very clearly showed that it is not effective in promoting the three emphases of MG V. It would appear that national movements should more resemble NGOs with staff functions reflecting organizational priorities --programming, training and financial development. What is needed is a model or models appropriate for African YMCAs.

Consideration of what constitutes this model of an African YMCA should include:

- a review of the <u>programmatic</u> mission of the movement;
- determination of the number, type and quality of staff needed to support this mission;
- determination of the relationships and functions of each staff position;
- a strategy for continue staff development through supplemental training;
- a staff appraisal process;
- a review of resources required to carry out the mission

including funding, transportation and office equipment;
-a review of how resources are obligated within a movement.

Some national movements have recognized the ineffectiveness of the traditional organizational structure during the period of the matching grant and have reorganized to respond better to their needs identified in the needs assessment. All movements visited during the evaluation had revised or were revising their constitutions and many had reconstituted their boards. Most, however, have not sufficiently altered their structures to best meet the needs of the people that they are trying to serve, many of whom are in rural areas far away from YMCA national offices and represent groups not necessarily historically served by YMCA i.e. marginalized women, small farmers, rural youth.

Both cases are illustrated by the approaches taken by the movements visited as part of this study:

-In Senegal, where the organizational structure does not appear to meet the organization's functions or needs, the YMCA is a "one-man show" relying on a newly appointed National General Secretary to implement the three emphases of MG V, all with little support. A product of a YMCA local branch and the YMCA camp system, it seems fatuous to expect him to plan and manage strategies for self-reliance, administer income generating programs, promote community development approaches, and take on issues of governance while answering to a board, an advisory committee, four active branches (each with different service activities) and seven nearly dormant distant branches which he is trying to resuscitate, all without transport.

-The YMCA of Uganda, on the other hand, has been rejuvenated during the Matching Grant. MG V-sponsored training has led to a reorientation of staff and volunteers in the YMCA's mandate and has led to increased capacity of staff and volunteers to plan and manage small development programs. Leadership training has been focused at all levels of the national movement including branches permitting decisions to be made by those closer to field activities as opposed to those in a central office.

-Similar to Uganda, the YMCA of Togo is set up more as a traditional NGO than a traditional YMCA. Staff have clear roles and functions which reflect the nature of the community development activities promoted by the movement. Someone is in charge of the community development program and branch secretaries have had sufficient training in community development. Designated staff are responsible for training and project monitoring and there

are some staff with technical capacity in agriculture and gender. Staff roles seem to match most operational and program areas.

The organizational structure of the Africa Alliance appears to be holdover from earlier times. Also in the process of reconstituting its board the Alliance appears capable of responding to issues pertaining to governance but does not have resident staffing positions that sufficiently correspond to the Matching Grant emphases of community development, training or financial self-reliance. (see next section 3.3)

<u>It is recommended that the YMCA reexamine the organizational structures of the national movements with an eye to determining what constitutes the most effective organizational structure for African YMCAs. This reexamination should include number and quality of staff and volunteers, their roles, functions and training needs, transport needs, and other resource requirements.</u>

The success of a networked program such as the YMCA in Africa depends not only on the technical capability and professional maturity of program staff, but also on the internal management structure, including the mechanisms for involving, interacting with, and sharing responsibility between the Africa Alliance and all participating national movements.

3.3 Institutionalizing Linkages

As proposed, the YMCA needs to establish partnerships and linkages in order to create the network needed to carry out its stated purpose. This process works simultaneously at the Alliance level and the national movement level. Although there is good communication and relations between these levels, it was evident to the evaluators that decision making at these two levels may not be as harmonized and transparent as it should be. This is probably due to the "distance" factor and a tendency to make decisions without completely thinking through their full impact at the other level.

It may also be due to a limited capacity to meet requests and needs from the national movements and is again an instance where an organization promoting institutional development is not itself a developed institution.

This is most evident when examining the three emphases of MG V--governance, community development and financial self-reliance--to understand that the Alliance is confronted with problems similar to those of the national movements, but does not have the capacity to effectively address them for itself or the movements as it is presently constituted. Resident staff roles and experience do not correspond to them, the Alliance has no professional trainer, community development specialist or expert in financial strategies or income generating on staff.

Although the sharing of many institutional problems may provide the Alliance with special insights into the needs of national movements, the evaluators observed that, in some instances, movements have overtaken the Alliance in meeting these institutional challenges.

It is also recommended that the Africa Alliance review its organizational structure for the purpose of expanding its role as a facilitator and spokesman/advocate for African YMCAs.

One area of improvement over the mid-term evaluation was in the improved level of lateral flow between the national movements and the Africa Alliance and between the Alliance and the YMCA of the USA. A significant improvement was made especially between the Alliance and Francophone movements. A logical next step would be to improve the flow of information between the national movements.

While it is hazardous to draw conclusion on the basis of short visits to the Alliance and a few participating movements, the following impressions emerged:

-The level of tension between the Africa Alliance and national movements is within the range of normality. As would be expected, older, more mature movements desire a greater degree of operating autonomy than new or re-emerging movements.

-MG V resource allocation decisions are made by the Africa Alliance. While the field movements recognize that there is a need for a "headquarters" to manage the funds, there appears to be a perception by some YMCA country staff that they are inadequately involved in this process. Some feel that decisions are made in isolation from them and resource allocation decisions are presented to them as fait accompli. Some feel that resource allocation is uneven and based on relationships rather than on need or merit. Whether real or perceived, this leaves room for misinterpretation or worse. The full implication of how MG V resources are allocated needs to follow the same participatory tenets which the YMCA follows with its community development programs--allowing for needs to be identified and consequences reviewed, and above all, discussed openly.

-National movements have not prepared strategic multi-year plans linked either thematically to the Africa Alliance's central strategic plan or progammatically to the country context in which they are operating. The evaluators feel that planning at the national movement level needs to be strengthened and expanded. This is particularly true with respect to the development of a self-reliance plan and a precise definition of what

constitutes a "critical mass" of competence for national movements. In other words, when is there a staff, program and mix of professional competence of sufficient size and capacity to be sustaining.

-Planning and policy are becoming increasingly important as YMCAs in Africa become more institutionally developed. There would appear to be several institutional choices that will have to be faced soon after completion of the grant. By nature and mandate the Africa Alliance and national movements are request-driven and responsive organizations and plans and policies will need to be constantly adjusted and updated. Over the course of the Matching Grant, most planning and policy decisions pertaining to institutional support have been made by the Alliance. This has worked fairly well because MG V is small enough to allow two-way flow of communication and the national movements are also small and largely formative. This may not work in the future as the movements become more mature and sophisticated and the Alliance is drawn to non-institutional support activities.

-The commitment to planning and policy formation is not felt equally throughout all parts of the YMCA in Africa. Policy formulation tends to be handled at the center (particularly through committees of YMCA leaders rather than staff). This has functioned because most movements and the Alliance itself were mostly in formative stages. As national movements become mature and become more sophisticated and as their scope and scale increase, policy making and planning processes will need to be decentralized.

-Decentralization will mean two things: First, national movements will have to participate more fully in the policy making process and secondly, movements and the Alliance will have to formulate their own strategic plans in conformance with the themes and strategies which are more relevant to their own needs.

The evaluation revealed that the experiences of some stronger, more mature national movements in addressing institutional strengthening emphases of the MG V make them valuable resources for the YMCA network in Africa. This was evidenced in this evaluation exercise in which representatives of the YMCAs in South Africa, Togo, Liberia, Uganda, and Senegal were brought together to review the evaluation and look at post-MG V opportunities. <u>It is recommended that this process be continued and formalized by establishing an advisory committee composed of the Alliance, representative strong national movements, and the YMCA of the USA for the purpose of assisting the Alliance in promoting institutional development among</u>

African YMCAs. This committee should meet regularly and might eventually consider issues of resource allocation criteria, development and review of national training plans, identification of key training and financial resources, and development of improved monitoring indicators.

3.4 Institutionalizing Partnership

A source of concern to the evaluators was the low incidence of collaboration between YMCA movements and other development organizations.

With the exceptions of South Africa, Uganda and Togo, the evaluators did not find much evidence of linkages between the YMCA and non-YMCA organizations. These movements have positioned themselves operationally and programmatically as lead NGOs in their respective countries and both participate fully in NGO consortia. They also receive outside training and technical assistance and are able to cover a high percentage of program and operating costs through donor funding.

Most other national movements seem unaware of the approaches and activities of the PVOs and NGOs operating next to them. Many NGOs have long track records in these countries and in sectors of interest to the YMCA. It seems logical that when so many YMCA movements are grappling with issues such as their programming niche, training and resource mobilization, they should be, at the very least, looking to benefit from the experiences of these groups without having to "re-invent the wheel" themselves.

To an outsider, the level of support to Africa from the YMCA's worldwide network is disappointing. This network has a significant resource base and likely would be envied by other PVOs and NGOs but is being under-utilized for the purposes of promoting meaningful partnership and collaboration.

The limited ability of the YMCAs in Africa to leverage funding or technical support from either its own network or other development organizations and donors was reviewed by the evaluators who observed the following:

-Most YMCA national movements have not established a program "niche". Without a track record in a development sector they are not in a position to leverage funding. Those that have established a development program i.e. Togo (rural economic development) and South Africa (youth) are in a position to approach donors.

-The operating style of YMCAs in Africa is highly internal and consequently it is isolated from other organizations. Considerable emphasis is placed on procedure for the purpose of promoting fellowship rather

than development and decision making is highly centralized. The current system appears to the outsider to be overly bureaucratic for its size and scale and, with few exceptions, it is not opportunistic.

-An issues recognized by the Africa Alliance is that few leaders within the YMCA have development backgrounds. Most come from within the YMCA system and lack exposure to the work of other development assistance organizations and donors. During this study, few leaders seemed aware of funding opportunities in their own countries and fewer had an idea how to follow up on them.

-The YMCA's own reporting system although improving, does not sufficiently demonstrate the potential or efficacy of its programs. Too much emphasis is placed on reporting procedures rather than on reporting results or methodologies.

-In addition to having a unique organizational structure, the YMCA has its own vocabulary. Neither are easily understood by an outsider.

-YMCA staff lack training in proposal writing and appear to have difficulty approaching non-YMCA donors.

-Despite the institutional strengthening emphasis of MG V, many staff and volunteers at national movements and the Africa Alliance maintain an interest in physical, "bricks and mortar" projects. Fewer and fewer donors outside the YMCA are interested in funding these types of projects.

-Within the YMCA network northern YMCAs have differing reporting requirements and different levels of accountability. Some are very bureaucratic and some too light. A result has been inconsistent reporting from African YMCAs and it would appear that there is a need for greater systematization in reporting including better impact indicators.

One major area of improvement since the mid-term evaluation has been in the mutuality of partnership between the Africa Alliance and the YMCA of the USA. Part of this is because of changes in leadership at the Alliance and part is due to adroitness, sensitivity and perseverance on the part of Chicago. The evaluation found that communications between the two are transparent and substantive.

The YMCA of the USA is only one of many supporters of the YMCA in Africa and some donors, especially the European YMCA movements, do not altogether share the MG V agenda instead preferring to fund

physical projects over institutional development. A challenge facing the Africa Alliance is to set and lay out its priorities to its northern donors with the hope of gradually convincing them of the validity of the MG V-supported efforts of improved self-reliance, community development and governance and help to coordinate assistance to support complementary activities.

In consideration of the above, it would appear clear that the interdependency between the YMCA's mission, organizational capacity, and complexity of the problems the movements are trying to address require collaborative approaches.

The evaluators recommend that to build on the institutional groundwork laid by MG V, the International Division and the Alliance explore ways to promote partnerships and offers the following suggestions:

1. National movements should undertake studies of financial and technical assistance in their corresponding countries. This study should include surveys of available resources from bi-lateral and multi-lateral donors and an inventory of NGO programs, training methodologies and organizational structures with an eye towards deriving lessons and exploring collaboration. (It should be noted that much of this information is likely available in country from the corresponding national government or NGO consortium.)

2. Hiring at the Alliance on a contract basis a person with experience in developing NGO partnerships and preferably not limited to YMCA partnerships. S/he should work in consultation with the national movements, the International Division to devise a partnership strategy.

3. With assistance from the consultant, the Alliance should develop standards and strategies for partnership and national movements should develop discrete strategies. These strategies should not focus solely on funding relationships but on other areas of mutuality including technical assistance and information sharing. It should be clear from the start the fundamental focus of pursuing new forms of partnership is not partnership for the sake of partnership, but partnership for collaborative development.

4. Relationships should be formalized as a way of enhancing stability and continuity of cooperation as leadership and personalities change within partners. This formalization would necessarily include mutual expectations, reporting, and should be reviewed periodically.

5. The International Division and the Alliance should promote and facilitate partnerships. The role of each should be complementary and supportive with Chicago working to ensure that support from its analogues in Europe and YMCAs in the US meet standards of partnership. The Alliance, likewise, should work to ensure that partnerships are based on mutuality and promote development consistent with the mission of the YMCA in Africa.

3.5 Institutionalizing Financial Self-reliance

With the exception of the South Africa movement, YMCAs appear to be approaching financial self-reliance much as they are approaching institutional strengthening i.e focussing on fostering self-reliance without a clear definition of what self-reliance means to the YMCA.

South Africa's approach is interesting, participatory and follows a logical progression of 1) defining self-reliance in the context of the YMCA in South Africa, 2) exploring existing capacity to attain an realistic level of self-reliance, 3) examining local resources which might contribute to a more self-reliant movement, 4) reaching out to non-traditional (for the YMCA) resources (private sector) to study mechanisms to attain self-reliance, and 5) training staff and volunteers in self-reliance strategies. (See Annex D - South Africa report.)

This experience was shared with some other movements as part of this study which also revealed that even the strong, higher performing national movements participating in MG V are at a nascent point in the development of strategies for self-reliance. (There was even confusion and lively discussion among Francophone leaders because the term self-reliance apparently does not exist in French and the Francophone YMCAs were using the term for "self-sufficiency" in its place which, although the difference is subtle, is not the same thing.)

The evaluation revealed that a number of national movements are engaged in income generating activities which appear to be successful. The Gambia YMCA is meeting approximately 50% of its program costs through income generated through a computer training program and a vocational school. The Togo YMCA rents its rural training center for workshops and retreats. However, as is the case everywhere, the capacity varies greatly from movement to movement and nowhere does it appear that income generated from these activities will significantly increase self-reliance. The Senegal YMCA is trying to generate income by renting out its offices and grounds for weddings and parties and operates a small driving school. Little income has been generated over a year and a half. Given their recent histories it is not surprising that the Ethiopia and Liberia YMCAs are without strategies for self-reliance.

None of these national movements appear to have an in-house capacity for financial analysis of the kind needed to develop a strategy for self-reliance. When queried as part of this study, no movement leaders were able to articulate their financial development plans in terms of anticipated resources or cost effectiveness and some revenue-generating schemes such as a YMCA hostel in The Gambia do not appear to be revenue producers.

The Africa Alliance is highly dependent on grants from northern YMCA organizations and financially fragile. Like most national movements it needs to explore ways to diversify and stabilize its funding base.

The evaluators felt that as the Alliance and national movements reach higher levels of institutional development they would become more attractive development partners both within and outside the YMCA world network. They believe that more effective and realistic steps towards financial self-reliance would include:

-Engaging a consultant with experience in developing and implementing strategies for self-reliance for non-profit organizations in developing countries. This would be facilitated by the Alliance and the YMCA of the USA.

-Increasing efforts to make movement leaders aware of the needed to attract diversified funding and training of national movement leaders in viable strategies for increased self-reliance. Among the topics to be covered would be fund raising and resource mobilization.

-Preparation of detailed medium-term (3-5 years) strategies for self-reliance that would address more partnerships and declining reliance on AID matching grant support. These plans would be reviewed annually.

-With the Alliance acting as facilitator, allocating funds to national movements to conduct feasibility studies or hire consultant help for the purpose of developing and testing strategies for increased self-reliance.

-Sharing the experience and strategies of the South Africa and other YMCAs that have already made progress in the area of self-reliance.

-To the extent possible, consolidating U.S. resources intended for Africa at the International Division to enable strategic funding of promising strategies for self-reliance.

3.6 Institutionalizing a Community Development Approach

Among the most important impacts of MG V has been at the programmatic level where MG V has led to a shift among several national movements from providing direct services or relief services towards participatory community development.

This represents a significant change from the mid-term evaluation which reported that few movements were involved in community development work. Examples of the new community development efforts are many:

> -In Togo, the YMCA is working in four communities and has identified and trained village development committees and corresponding village chiefs in the principles of community development. Small, community organized health and women's programs have been initiated all following orthodox community development steps. The YMCA Togo staff have received training in Participatory Rural Appraisal and other rapid assessment techniques and have derived some recognition from both the Government of Togo (Ministry of Health) and other NGOs. In addition to the village activities, the Togo YMCA is operates an agricultural training center which is promoting participatory farmer training.
>
> -In The Gambia, the YMCA's efforts in community development have concentrated on developing village leaders. Following YMCA-delivered leadership training village leaders have been able to mobilize resources for their villages for such projects as a community bank, a small irrigation scheme, and village gardens.
>
> -The YMCA in South Africa is working with street youth. Although too early to assess impact, this community-based training program involves youth, parents and teachers and has high visibility in the Western Cape. This program has drawn outside attention and is being studied for possible replication.
>
> -In Liberia where the YMCA managed child feeding programs near the end of the civil war, all branches of the YMCA have received training in participatory community development. The movement is currently assessing where its program niche lies.

All movements visited as part of this study have made progress in their programming approaches and if they have not implemented small-scale, grassroots development activities already, appear poised, as in the case of Liberia, to do so. Most staff and volunteers who participated in MG V-funded workshops on community development appear able to articulate the principles of community

development. Few of those observed seem comfortable, however, practicing community development methodologies and the evaluators thought that while YMCA workers may be able to identify local leaders and facilitate the identification of local needs, more training is needed before they can effectively design and manage community development activities.

The fact that movements lack the capacity to effectively design, implement and manage may be understandable since the YMCA has only been promoting community development since MG IV. Training sessions under that grant and early in MG V tended to be theoretical rather than practical and presented by academics rather than by field practitioners of community development. In some more recent situations where training has been more creative and practical (Togo, South Africa, Uganda and Senegal) participants have been better able to internalize the training. Despite these examples, when contrasted with other NGOs operating in Africa it appears clear that part of the problem lies with the fact that the Alliance has no in-house expert on development and that the YMCA in Africa has an inward-looking operational style which has deprived it from learning from the experiences of other development organizations.

The lack of comfort with community development methodologies was evidenced in staff who thought needs assessments were their only roles in the process rather than early steps in the process and in other instances where staff was becoming overstretched in trying to respond to all requests for support from village committees. The YMCA will have to learn its limitations in following a "request-driven", community development philosophy

In Togo, which has the most progressive community development program of any of the movements covered in this study, the evaluators found limitations in the community development approach and cause for further reflection by Togo and other movements engaged in participatory programs.

The request-driven, participatory approach promoted by the YMCA apparently induces a sense of obligation on the part of YMCA staff to respond to all of the expressed needs of the target communities. There may be a tendency here and in other MG V-supported movements to adhere too strictly to the request-driven approach to the extent that the variety of activities and the extant of the target communities will grow and eventually exceed the resources of the national movement staff to effectively and efficiently perform their supporting and backstopping functions.

Although their willingness to respond to community needs reflects well on the enthusiasm and dedication of the Togolese and other movements, there is a definite limit to the YMCA's capacity to continually expand in order to satisfy the myriad needs for rural development in the target communities. An uncontrolled, reactive response to requests can quickly lead to overextension of organiza-

tional capacity and a decrease in the quality of YMCA activities and services.

The evaluators concluded that YMCA staff and volunteers need further training in community development including:

- rapid appraisal methodologies;
- how and when to intervene in a community;
- project planning including how to establish clear goals and objectives;
- how to manage limited YMCA resources including staff time;
- skill and capacity transfer;
- project monitoring;
- gathering and collecting baseline data;
- replication;
- resource mobilization (local and external);
- collaboration with other NGOs.

It would appear that until YMCA leaders receive more training in project management they should not themselves be taking on projects. Moreover, effort must be made to ensure that staff knowledge of the technologies and methods that they are being called on to introduced is regularly upgraded and that the capacity of YMCA staff and volunteers to train other groups be upgraded by offering new and alternative training methodologies.

Although neither of the evaluators is sufficiently aware of new training pedagogy, it would appear that national movements and Alliance staff would benefit from advanced versions of TOT, more PRA, and other adult learning/training methodologies.

3.7 Institutionalizing Monitoring

The evaluators found that the decision to start MG V with a needs assessment was inspired. Not only did the assessment identify national movement weaknesses and institutional needs which the grant could address, the needs assessment provided a framework for project monitoring in financial self-reliance, community development and governance.

During the course of MG V and especially since the mid-term evaluation, Alliance staff have visited all movements participating in MG V. Some of the movements like Senegal and Uganda have received many visits. These visits and reports to the Alliance from the movements form the basis of the YMCA's monitoring system.

Although the visits of the Alliance were appreciated and valuable, the evaluators found several inherent weaknesses in the monitoring process.

First, the indicators being used to measure progress and success are very soft. This may be because measuring institutional strengthening is difficult but may also be linked to the YMCA's failure to determine what an institutionally strengthened YMCA looks like. Consequently, while inputs and outputs can be registered, the impact and results of medium and long-term goals and objectives are elusive.

Under its current system for example, the Alliance is able to report how many people were trained but cannot report on the impact of training. It can similarly report that a certain number of staff and volunteers received training in community development, but cannot tell how well training was absorbed by participants, how and if it is being used, or how it needs to be supplemented. It can state that a movement has revised its constitution or attained a certain level of operational self-reliance but does not describe the impact or measure the success of these developments. The evaluators concluded that better information needs to be collected and analysis needs to improve significantly: <u>It is recommended that the Africa Alliance with assistance form the YMCA of the USA and an advisory committee of national movement representatives develop measurable indicators to assess impact and results for improved analysis, decision making and reporting. It is suggested that the Alliance and national movements come together to define success in their own terms. New indicators would be specific to each national movement and the Alliance and data would be collected and analyzed regularly and routinely.</u>

Second, there appears to be insufficient analysis of information that is collected. Even though much of the information collected by the Alliance is soft, it is not being used to produce better management decisions on issues such as where the Alliance devotes its resources. For example, even after queries it was unclear to the evaluators how the Alliance decided to allocate resources to one movement over another. It would appear that improved monitoring would lead to, among other things, more informed and better resource allocation.

Third, monitoring visits are most often scheduled to coincide with other work such as a training session or resolution of a specific problem. It should come as no surprise that in these instances, monitoring takes a back seat.

Fourth, it is unclear who is responsible for evaluation at the level of the national movements. It would seem that this is the role of one person and it should be someone with some distance from any program or organizational implementation.

Fifth, the Alliance is not doing enough to validate its institutional strengthening approach. This seems critical as most YMCA's in Africa are faced with some uncertainty regarding future funding, the Alliance has an interest in expanding MG V-type training to

other African YMCAs, and there is an interest in approaching non-YMCA sources of funding for support. It is recommended that the Africa Alliance with assistance from the YMCA of the USA develop ways of better capturing the achievements of the YMCA in Africa.

3.8 Institutionalizing Practical Training

As described in Section 2.0 the investment in training by the Africa Alliance throughout the grant has been high. Several training events have occurred and several methodologies including workshops, seminars, on-site trainings, TOTs, regional and sub-regional have been utilized. It appeared to the evaluators that all of these sessions were useful and contributed to the institutional development of participating movements.

Interviews with training participants showed that most had a degree of familiarity with the theoretical concepts of the MG V emphases, however, as has been stressed in this report, there exists considerable uncertainty with the practical application of these concepts. According to those interviewed, the most popular and successful training events have been those held in-country and those which have been experiential rather than didactic and specific rather than theoretical.

As they have evolved, most national movements now have specific needs of a level beyond the capacity of the Alliance resources to deliver and for which training resources are likely to be found more or less locally in the corresponding country or region. It is recommended, therefore, that the Africa Alliance reconsider its roles as grantmaker and look more towards a facilitative role.

Among the activities that the Alliance might facilitate:

-Mentoring of less developed national movements by those national which have had success in implementing institutional strengthening or development strategies. These might include the positive experiences of the YMCAs of Liberia and Uganda in democratic governance, Togo and South Africa in community development, and South Africa and Egypt in self-reliance.

-Annual training plans, including staff training, for national movements.

-Sharing lessons learned by national movements and other development institutions (derived through improved monitoring).

-Exchange visits not limited to YMCA leaders but including program implementers where appropriate.

-Identification of other (non-YMCA) training resources or events.

-Compiling lessons learned and case studies of YMCA activities.

3.9 Implications for the Future

The evaluation has shown that the YMCA has made progress in increasing the institutional strength of the participating movements. At the same time, the goal of self-reliance does not fit neatly into the term of a three year grant and more needs to be done. It is recommended that, if ways are made available, the YMCA of the USA and the Africa Alliance continue to support the strategies for self-reliance begun under Matching Grant V. These strategies should be revised to include the positive and progressive experience of some movements in the areas of democratic governance, community participation, and financial self-development. These efforts should continue to focus on "more mature", higher performing YMCAs.

Section 4.0 COUNTRY FINDINGS

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4.1 Findings - Liberia

The evaluator visited Liberia from July 20-23 and offered the following findings to the YMCA of Liberia staff and board:

1) The community development approach promoted by the YMCA/Liberia and being supported by Matching Grant V is good and appropriate. If there are ways that YMCA/Liberia and the AAYMCA can continue to fund and support it they should so this approach can be continued.

2) The YMCA/Liberia is one of the few NGOs that was able to operate during Liberia's seven year conflict. This was despite the near-total destruction of the office including the loss of all equipment and records, staff displacement and exile, and drama and psycho-social trauma affecting most staff and volunteers. The fact that the YMCA/Liberia has after seven years of civil strife emerged ready to play a role in Liberia's social and economic recovery is a testament to the movement's strong leadership. During the current period of recovery the relationship between the Board and staff is excellent.

3) MG V is contributing to the YMCA/Liberia's shift from being an organization providing relief to a reorientation toward participatory community development (self-help) solutions to address poverty, many relating to the effects of civil strife.

4) MG V has supplemented YMCA/Liberia's efforts to:
   1) Reach a common interpretation of the mission, purpose and role of the YMCA in Liberia.
   2) Train staff in community development methodology including leadership, needs, and resource identification.
   3) Train volunteers and some community leaders in similar skills.

Altogether, 226 staff, volunteers, youth, women and other community leaders have been trained.

5) MG V supported trainings have contributed to:
   1) Improved organization, planning, and especially communication between the national movement and branches.
   2) Improved internal reporting.
   3) The beginning of some branches to themselves initiate small projects including youth leadership training, agriculture and civic education of voters.
   4) Clarification of staff roles and responsibilities.
   5) Clarification of volunteer roles and responsibilities.
   6) Improved staff selection process.

6) As a result of training YMCA leaders and members at the national movement and the two branches visited as part of this study appear to be able to articulate the mission of the YMCA but also a community development approach that they are beginning to employ to carry out that mission.

7) Among the most valuable trainings have been efforts aimed at branches in basic community development principles. These should be continued.

8) Another effective mechanism has been exchange visits allowing the National General Secretary to visit other national movements, the Program Secretary to visit the YMCA/India, and exchanges between certain branch leaders. These should be continued if they are integrated into a staff training strategy.

9) Although the YMCA/Liberia staff appear to be comfortable with basic community principles, it is not clear that they have the capacity to plan and manage a program and carry out necessary follow-up.

10) More needs to be done to enable YMCA/Liberia staff, volunteers, and community leaders to better synthesize what they have been trained. (They understand part of the principles of community development but not necessarily the methodology.) This is necessary for them to better prioritize their activities, plan and sequence the activities they decide to carry out and evaluate their efforts for the purpose of deriving lessons learned.

11) Along with the above more needs to be done to enable the YMCA/Liberia staff and volunteers to plan and manage strategically.

12) YMCA/Liberia needs to provide staff and volunteers with more training in project management, especially planning and administration.

13) It appears that YMCA/Liberia needs to develop criteria for the purpose of selecting groups and activities with which it will work and to determine the level of effort and resources it will give to a particular branch or community. In other words, prioritize.

14) It appears that YMCA/Liberia should also develop criteria to determine when a particular group has had sufficient assistance and training, and has access to or ability to leverage resources that the YMCA/Liberia is no longer needed and its limited resources of staff and $ can be use elsewhere.

15) Unlike some of the other national movements visited as part of this study, there appears to be clarity between what constitutes income generation and an acknowledgement that these activities may be separated from village-based activities.

16) It appears that YMCA/Liberia needs to strengthen its monitoring system to better ensure assess program impact. This is difficult and different from measuring the impact of relief activities like the child feeding program that the national movement and some branches operated through 1996. Indicators for community development are medium and long-term and would be different for each sector e.g. health, agriculture, education.

A strengthened monitoring system may also enable the YMCA to better capture its achievements and present them in a way that is more appealing to potential donors and collaborating organizations outside of the YMCA. Currently, the YMCA's monitoring in Africa is soft, full of Y-jargon, and reporting is mostly descriptive rather than analytical. More and better information needs to be collected for more relevant reporting and improved management decisions.

17) It appears that YMCA/Liberia also needs to develop separate criteria with clear indicators of success for working with special groups such as women and war-affected youth.

18) Because the YMCA/Liberia was able to survive the country's conflict and at times even operate small feeding programs, it appears to be well-known and appreciated in Monrovia and in rural areas where its branches are active. This may put it in a position to play a role in NGO dialogues with the newly elected government.

19) The situation in Liberia has not permitted the movement to develop a comprehensive financial self-reliance strategy. It does appear, however, that there is only limited capacity to do this and that Liberia will have to rely on outside (consultant) assistance to develop a viable strategy.

4.2 Findings - Togo

The evaluator visited Togo during the period July 16-19 and offered the following findings to the YMCA staff:

1) The community development approach promoted by the YMCA/Togo is good and appropriate. If there are ways that the AAYMCA and the YMCA/USA can continue to fund it they should so that it can be strengthened.

2) Unlike other African YMCAs visited during the evaluation, the YMCA of Togo actively participates in the country's NGO consortium and appears to be a lead NGO in the country.

3) MG V has contributed to the YMCA/Togo's shift from being an organization providing direct services to becoming a community development organization promoting self-help solutions to address poverty.

4) The contribution of MG V has been to supplement YMCA/Togo's efforts to:

> 1) Train staff in community development methodology including needs, leadership and resource identification.
> 2) Train approximately 200 community members in similar skills
> 3) Train staff in project management and project monitoring.
> Train a 21 member National Advisory Council in basic community development

5) Much of the YMCA/Togo's emphasis during the period of MG V has been on training of staff and village committees and leaders through short programs.

6) As a direct result of the community development training, the evaluator found that village leaders appear to be able to not only articulate the mission of the YMCA but also the community development approach that they are employing to carry out that mission.

7) Among the most valuable training have been YMCA/Togo's efforts to orient traditional village chiefs to basic community development principles with an eye towards working more effectively with village development committees.

8) Another effective training method has been the facilitation of exchange visits between village development committees. These have been helpful in sharing ideas and experiences and in developing solutions to common problems.

9) YMCA/Togo staff appear to be well-known and appreciated at the village level. They also appear comfortable with basic community

development methodology (more than other YMCAs visited during this study.)

10) Less clear is the capacity of staff to plan, carry out and follow-up. It would appear that there needs to be negotiated with each village.

11) It is unclear what criteria the YMCA/Togo uses to determine the level of support and effort it will give to a village. In other words, at what point does a village have sufficient grasp of community development and sufficient training and access to or ability to leverage resources that the YMCA/Togo can begin to phase down or out? It appeared to the evaluator that YMCA/Togo with a staff of nine will soon be overextended and that the YMCA needs to develop criteria for working with a particular group.

12) The YMCA/Togo appears to be appropriately staffed and have sufficient resources to operate at its current level.

13) There appears to be clarity between what constitutes income generation for the YMCA/Togo and community development at the village level.

14) More needs to be done to enable those being trained in community development (village leaders and development committees) to better synthesize the community development approach. The evaluation revealed that many of those who have participated in training understand some of the principles of development they don't necessary understand the reasons why they are doing it. This is necessary for them to sustain their activities once YMCA assistance phases out and leads to better prioritizing, planning and monitoring.

15) Along with the above more needs to be done to enable village development committees to think and manage strategically.

16) YMCA/Togo needs to provide more program management training to staff and to VDCs.

17) It appears that the YMCA's monitoring system needs to be improved in order to better assess program impact. Separate indicators for each program activity need to be developed.

18) While Togo has outdistanced other movements in implementing community development activities and devising an organizational structure to support its projects, it lags behind most other movements visited as part of this study in the area of democratic governance. Issues to be addressed include the composition of the board and a revision of the constitution.

4.3 Findings - Senegal

The evaluator visited Senegal during the period July 8-11 and offered the following findings to the National General Secretary of the YMCA of Senegal:

1) YMCA/Senegal has had a sense of rebirth due to new leadership which has been in place since mid-1996. Resources made available through MG V and direct interventions from the Alliance have contributed to this rebirth. Still the YMCA of Senegal faces many challenges. Much depends on the findings of a transition committee which has responsibility for developing a future plan of action for the YMCA/Senegal. This plan is to be revealed in November, 1997.

2) For various reasons the YMCA of Senegal does not have a program track record in Senegal. Recently, the national movement and to varying degrees, four branches, have initiated a few small activities including:

- -a weekly day care center
- -clothing drives
- -providing food and clothes for prisoners

Additionally, the national movement has initiated two activities designed to generate income: an English class and a driver training program. Both are in early stages. On a few occasions the national office has been able to rent out its facility to host weddings and other receptions.

3) Recently, the YMCA of Senegal has gained some visibility by hosting seminars on issues of interest including women's reproductive health and sexual mutilation. These meetings have been infrequent and are not held regularly.

4) MG V supported two major events in 1997:

1) A mandate review workshop held in January.
2) An introduction to community development scheduled for July (held just after the evaluation visit.)

5) MG V has also allowed for visits to Senegal by the Executive Director of the AAYMCA and his staff. According to the National General Secretary, these visits have been valuable in addressing issues inherited from the last YMCA/Senegal administration including movement debt, fallout from poor leadership, and poor morale. These visits have led to the establishment of the transition committee.

6) Although considerable time has been devoted to reaffirming the YMCA's mission statement and to arrive at a common interpretation of it by YMCA members no one, outside of the National General Secretary, appears to have an understanding of the YMCA's role as an NGO.

7) At this time the YMCA of Senegal is largely a one man show with few staff resources and no transportation. The National General Secretary is limited to mostly administrative concerns, many of

them a carry over from his predecessor. This situation is expected to change once the report of the transition committee is released.

8) Because of lack of effective national leadership most of the 13 branches have been inactive. Attempts are being made to resuscitate some of them but this effort, especially with regard to branches outside of Dakar is hampered by lack of staff and transportation. Even among branches described as active many members are not.

9) Due to the nature of the National General Secretary and probably due to lack of resources, the YMCA/Senegal has begun to forge linkages with Senegalese NGOs. This may prove helpful as the YMCA of Senegal searches for an appropriate program niche.

10) There appears to be an over-emphasis on establishing income generating activities rather than programs which address identified needs of members and communities.

4.4 Findings - The Gambia

The evaluator visited The Gambia during the period July 12-14 and shared the following findings with the National General Secretary: (The visit to The Gambia was cut short due to delays in traveling from Senegal. Time in country did not allow for sufficient assessment. The following are offered with reservation and are based on visits to two villages and short interviews with the NGS and Board Chairman):

1) Despite the transfer of the founder NGS (to the AAYMCA), the YMCA of The Gambia appears to be following the same course of mixing effective income-generating activities with a few rural community development projects.

2) During MG V the operating budget for the YMCA has nearly doubled and membership has increased by about 15% to over 5,000 members. This is despite a coup d'etat and the fact that the country is 90% Muslim.

3) Two income generating activities, a vocational school for youth and a part-time computer school for adults are providing about 30-50% of program needs and there appears to be potential to increase this number.

4) Rather than focusing on traditional income generating schemes such as tie dye and weaving, the YMCA of The Gambia has identified revenue gaining activities which not only offer income potential but are attractive and relevant for young people. Moreover, these activities meet voids not met through the government or other NGOs.

The vocational school, for example, offers an accredited certificate to its students upon graduation and students are able to sit for national exams for reentry to government schools if they are school drop outs or for promotion.

The costs of running the training schools are supplemented by substantial support from European YMCAs.

5) In addition to receiving support for the schools, the YMCA of The Gambia has been very successful in mobilizing financial support from northern YMCA. These partnerships support a large part of program and core costs.

6) Less strong are the YMCA of the Gambia's rural development activities which have focussed on leadership identification and training. The impact of the these activities is hard to measure especially since the activities in both of the villages visited as part of this study were highly input driven and appeared to be attributable not so much to the YMCA but to interventions from other organizations.

7) In both villages visited it was clear that village leaders need to better understand the community development approach in which they have been trained.

8) Monitoring of rural development projects mostly involves site visits by the NGS. Because the activities are few and confined to four villages, this system appears adequate for the moment. If, however, rural development activities are expanded, a more formal system, including data collection for reporting and resource mobilization, would have to be devised.

ANNEX A: SCOPE OF WORK

MATCHING GRANT V FINAL EVALUATION SCOPE OF WORK

I. Context

The Matching Grant V training program "Capacity Development for Development" began in January 1995. The grant seeks to build the YMCA's organizational capacity to design, implement and manage community-based development programs by strengthening indigenous leadership capacity through training for YMCA staff and volunteers. The grant is scheduled to terminate in September 1997.

A midterm evaluation conducted during September-October 1996 found that Matching Grant V is making a measurable impact on the planning, administration, resources and linkages of the participating African YMCAs. The midterm evaluation also highlighted 7 recommendations to improve the effectiveness of the program. Many changes have taken place since then. As of April 15, 1997 19 national movements are in the process of completing national training and technical exchange programs. The Africa Alliance is working with each of them to prioritize training activities based on urgent needs. In addition, the YMCA of the USA and the Africa Alliance made a joint trip to Senegal, Gambia and Liberia in February.

During a meeting held in Washington DC during January 1997, USAID and the YMCA of the USA agreed to conduct the final evaluation during the month of July 1997 to determine:

A. The overall institutional impact of Matching Grant V.
B. Recommendations for future involvement between USAID, the YMCA of the USA, the Africa Alliance of YMCAs and the national movements.

The final evaluation will look closely at the progress toward the recommendations outlined in the midterm evaluation with special emphasis on the critical topics of community participation, democratic governance and financial development.

II. Institutional Impact of Matching Grant V

The Africa Alliance of YMCAs and the YMCA of the USA would like the final evaluation to examine the following 6 areas:

A. The effectiveness of the national movement training needs assessment and subsequent prioritization of training needs.
B. The relevance and application of the national training programs and technical exchanges vis a vis the prioritized training needs.
C. The impact on the national movements' understanding of self-reliance and their ability to articulate and implement financial self-reliance strategies.
D. The institutional impact on the governance of the national movements, particularly in terms of the understanding of the YMCA Mission at the grassroots level, the effectiveness of the constitution, the clarification of the roles and responsibilities between staff and volunteers and long-term strategic planning.

E. The influence of Matching Grant V on community participation and involvement within the YMCA movement.
F. The capacity of the YMCA of the USA and the Africa Alliance to provide technical and financial support for institutional development to the national movements.
G. The effectiveness of the program monitoring.

III. Participants & Evaluation Methodology

The YMCA of the USA and the Africa Alliance of YMCAs would like to propose that the midterm evaluation involve an external USAID consultant, one YMCA of the USA staff person, the Africa Alliance and selected staff or volunteers from up to 10 national movements. The following is the proposed list of participants:

A. Mr. John Zarafonetis, USAID consultant
B. Mr. Tom Valentine, YMCA of the USA
C. Mr. James Gomez, Africa Alliance of YMCAs
D. Dr. Frank Okuthe-Oyugi, Africa Alliance of YMCAs
E. Staff and volunteers from up to 10 national movements

The methodology would employ individual interviews and focus group discussions at the grassroots level and with select participants at the Africa Alliance. In order to maximize the participatory nature of the evaluation, national movement participants will be encouraged to critically assess both the design and delivery of Matching Grant V.

The YMCA of the USA and the Africa Alliance would like to propose that the final evaluation take place in two phases. During the first phase John Zarofenitis and Tom Valentine will meet with national movement staff and volunteers in 7 countries--Egypt, Ethiopia, Gambia, Liberia, Senegal, Togo and Uganda to critically examine the institutional impact of Matching Grant V. The countries selected include those movements covered by the 1995 Matching Grant V needs assessment and/or the 1996 midterm evaluation.

During the second phase John Zarafonetis, Tom Valentine, the Africa Alliance staff and from national movements will meet in Nairobi for three days to discuss the findings and outline recommendations for the future. The YMCA of the USA and the Africa Alliance would also like to invite Mutahi Ngunyi, the midterm evaluation consultant, to participate in the discussions if he is available. John Zarafonetis would then prepare the final draft of the Matching Grant V evaluation upon his return to the United States.

IV. Information Dissemination

The YMCA of the USA and the Africa Alliance would like to submit the final evaluation to USAID by mid-September 1997. The document will also be shared with the World Alliance of YMCAs, Partner YMCAs in Europe and Canada and each of the 26 African national movements.

ANNEX B: ITINERARY

ANNEX C: LIST OF PEOPLE CONTACTED

List of People Contacted for this Study

YMCA of the USA/International Division

Selma Zaidi, Associate Director
Tom Valentine, Assistant Director
Sam Evans, Director

Senegal

Simon Lazare Badiane, National General Secretary
Pierre Ndiaye, Staff
Margarite , Administrative Assistant
Simon Pierre, Thiaw, Vice President, YMCA Board
Mathius Faye, Treasurer, YMCA Board
Jean Gomes, YMCA University Branch
Octave Sambou, "
Charles Gomes "
Eveline Gueye "
Jean Sebastien Deaume "
Lucien Diame. Dakar Commune Branch
George Manet, "
Pierre Benja "
Haidi Ngie "
Saturnen Tavarez, Parcel Assassine Branch
Christienne Barbosa, Dakar Medina Branch
Christien Barbosa, "
Gary Merit, Deputy Director, USAID/Senegal

The Gambia

Sam Thorpe, Acting National General Secretary
Timothy Sanyang, Volunteer, Kabekel village
Kalila Kolley, Volunteer, Penyem village
Sang Ndong, Program Secretary
Paa Joof, National Chairman

Togo

Seth Kluvia, National General Secretary
Carlos Sanvee, Program Secretary
Chantal Lawson, Research and Training Unit
Luc
Martin Eho, "
Daniel Dougblor, Agricultural Technician, Bagbe
Claude La "
Komla Gagno Abalo, Kotsokope village
Yacoo Kotso, "
Kokou Balodje, "
Komioi Kotso "
Akuair Awake, "
Kule Egbledokoe, "
Koffi Savi, "
Mensah Savi, "

Komi Aledji, "
Kossi Dounkou, "
Jano Abalo, "
Yawa Kponongo, "
Gogossou Awake, "
Amegbo Kotso, "
Agbelenygo Dounkou, "
Yano Savi, "
Komla Kloukpoe, "
Soklou Savi, "
M. Ablolvi, "
Kodjo Kloutse, "
Komi Savi, "
Ameyo Akpamagbo, "
Komla Egoh, "
Yowovi Egoh, "
Kodjo Ewone, "
Kossi Galley, Kpadape
Komla Nyawuame, "
Michel Kpolgli, "
Kokou Biwon, "
Maturin Tsekpua, "
Kokou Togbetse, "
Kikoutse Badji, "
Yao Adogue, "
Kossi Abotis Adekpui, "
Togui Edzi, "
Yaovi Adjeyi, "
Toto Dzakadi, "
Atsou Yovogan, "
Paul Ahou, "
Yao Agbota, "
Emmanuel Fzoukoutse, "
Komi Tete, "
Yoa Kouma, "
Komi Agbota, "
Koffi Agbota, "
Gassou Amegassi, "
Adelansi Kpabey, "
Kokou Agbo, "
Agbeko Agbota, "
Etsevi Nyamaho, "
Edole Kpekou, "
Dotse Ankou, "
Felix Kpekou, "
Anani Agbobli, "
Komivi Agbota, "
Innocent Allaga, "
Ahedo Sowada, "
Jiffu Agbeako, "
Zephirin Adjessi, "
Komi Adjessi, "
Alphonse Botoklo, "
Etienne Anika, Dogbadzi

Sylomus Atsu, Dogbadzi
Christian Ankika
Yao Kpake, Akplolo
Koffi Ngbeoni, "
Mama Adjavi, Kpadape
Mme. A. Badassou

Liberia

Peter Kamei, National General Secretary
E. Richmond Draper, National Chairman
Mimi Wright, CDO/Liberia-Acting Mission Director, USAID/Liberia
Eugene Cooper, President
Charles Ananaba, Board
Foday J. Massaquoi, Board
Ollie White Collins, Volunteer (Herbel YMCA)
Moses Yarkpawolo, Volunteer
Lester M. Payne, Staff
Eric L. Watts, Staff
Nelson S. Fallah, Staff
D. Tarcheon Draper, Volunteer
J.Jacque Doe, Volunteer
Guoloh Jensen, Trainer
S. Tornorlah Varpilah, Trainer
Same E. Hare, Jr., Staff
Enoch K Nah, Staff (Herbel YMCA)
Freeman W. Everett, Staff (Buchanan YMCA)
Tohieh A. Wiles, Staff
Bernice G. Williams, Staff
Christian W. Peabody, Staff (Herbel)
Thomas A. Cheeson, Coordinator (Crozierville)
Wendell Davies, Volunteer (Caldwell)
Janet S. Kaykay, Staff
Patrick M. Kaikai, Volunteer, (Herbel)
Sawoe Targbe. Coordinator (Caldwell)
Tarnue Forkpayea, Coordinator (Somalie Drive)
Gardea Woodson, Volunteer
James Saye Kardarmie, Ganta Branch
Joseph S. Keipieh, "
Sei Johnnie Yini, "
Sao Sackie, "
Salome P.D. Suah, "
Saye S. Daniels, "
Terence Paye Zonen, "
J. Emmanuel Malahquei, "
Paye M. Menyen, "
Emmanuel Paye, "
Frederick Gailah, "
K. Railay Dahn, "
Musu Kakia, "
Pei Kiepeeh, "
Jacob E. Lablah, "
Anastas Johnson, Sr. "
Sundaygar E. Duwah, "

Roosevelt Clarke, "
Stephen L. Mulbah, Jr. "
Jerman S. Tegli, "
Othello P. Redd, "
Sam Gbotee, "
Martha Dolo, "
Thompson Nicholas, "
Clement Martin, "
Andrew B. Sormeyah, "
Loyd Bolongei, "
Matthew Benson, Jr. "
Christiania Coolee, "
William Aulton, "
Olivia J. Weedol, "
Emma S. Redd, "
George F. Gbakolay, "
Francis G Awonah, "
Cecilia D. Senseh, "
E. Edward Gboe, "
Momolu K. Tegli, "
YMCA Board

Africa Alliance of YMCAs

James F.P. Gomez, Executive Secretary
Frank Okuthe Oyugi, Associate Executive Secretary, Development Program
Michael Makale, Chief Accountant
Eulalia Chilala Zulu, Refugee and Development Secretary
Mutahi G. Mgunyi, Consultant (Mid-term evaluator)
Robert Jjumba, YMCA of Uganda
Treven Hendricks, YMCA of South Africa
Carlos Sanvee, YMCA of Togo
Peter Kamei, YMCA of Liberia
Simon Lazare Badiane, YMCA of Senegal

ANNEX D: MG V ASSESSMENTS FROM NATIONAL MOVEMENTS

MATCHING GRANT-V EVALUATION
YMCAs OF LIBERIA - JULY 21, 1997

P L A N N I N G

Understanding the YMCA Mission

Liberia is moving away from a war situation to peace and development. The YMCA is a participating agent in that positive transition. The Mission of the organization reflects the expected changes in Liberia, which include unity, peace, development and popular involvement in the activities of the community and people.

Prior to the inception of Matching Grant V (MG-V), the Mission review process was on. Indeed, the MG-V facilitated and accelerated the review process. The result is a revised statement which is to be approved by the YMCA National Board.

The Liberia YMCA has had a mission Statement since its assistance. In 1993, that Statement was revised with the participation of the existing 4 local chapters of the Liberia Y. The workshop was facilitated by the Africa Alliance of YMCAs and local consultants. That Statement was kept on the shelf of offices until the launching of the MG-V.

The MG-V exercise which was conducted at the various local associations attempted with success to have participating staff and volunteers to explain the revised 1993 Statement in line with what each local YMCA was doing and what they were striving to achieve. This exercise resulted into a new revised Mission Statement which reflects present realities in Liberia.

Review & Revision of the Constitution

The Liberia YMCA's Constitution was last approved in the 1950s. It has, however, not seemed to have posed a problem to the effective running of the YMCA due to the following reasons:

1. There has been more of emergency and urgent issues to address, especially the last 20 years, other than constitutional matters.

2. The quality of leadership over the last years or almost a decade, has been magnanimous in the handling of the affairs so much that what would have necessitated a constitution matter, have been resolved through dialogue. The AAYs leadership has also provided the needed guidance where things were appearing to be off course.

The situation is however changing with the expansion work of the YMCA in new areas and the recruitment o new staff and volunteer leaders around the country. A constitutional matter that arose during the past MG-V workshops was the issue of relationship (organogram). Relationship at the branch level between staff and

volunteers as well as between branch and Secretariat, did not seem to be clear in the minds of most of the people involved in the training (participants). The absence of the incident would be more attributed to the majority of the leadership rather than the existence of a functional system.

In conclusion, MG-V did create the awareness and reinforced the need to revise the Liberia YMCA's Constitution.

Impact on the Strategic Planning

The Liberia YMCA's Strategic Plan was prepared in 1993 for five years. Though there were representation and involvement of people from the grassroots level, this document seemed not to have been accepted by the local chapters or that they did not understand the concept. While they took part in the implementation of most of the projects outlined in the Strategic Plan, it seemed to have been National Secretariat's doing, and not their ow local initiatives. In other words, the essence of ownership seemed to have been lacking.

In conclusion, the MG-V met a Strategic Plan of Liberia YMCA in existence. Its contribution was to help local and grassroots leadership to see the YMCA as their own and, subsequently take ownership of the YMCA at their level and of the Strategic Plan. The MG-V training, therefore, added clear understanding of the application of the Strategic Plan (i.e. youth and women participation in YMCA community development, as well as YMCA sustainability).

Transition from Relief to Development

Matching Grant V Training discussions emphasized sustainable development programs during the various seminars. The branches subscribed to development initiatives and projects since, in their beliefs, emergency relief assistance to the YMCA and community may likely fade out as conditions in the country improve.

Since the inception of MG-V more emphasis has been placed on development programs and projects by the branches. Emphasis is placed on short term projects, especially the agricultural sector; while long term projects including hostel and other income generating programs are being researched for possible implementation.

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ADMINISTRATION

Training Participation

Matching Grant V training benefitted many persons in the leadership of the YMCA as well as the local community. The total of 226 persons including YMCA staff, volunteers, youth, women and community members, participated in the training. The below statistical figures reflect the total participation in the training.

a)	Youths	-	54
b)	Women	-	67
c)	Community Leaders & Observers		40
d)	Volunteers and YMCA Staff (not including women)		65

The inclusion of persons other than the YMCA family, was intended to help build the leadership capacity of youths and community leaders to enable them provide good leadership within their respective groups. women participation in leadership development beginning with the family was encouraged.

Acquisition of Skills

Interestingly, the acquisition of skills affected not only the trainees, but the trainers as well. Since the training was participatory oriented, everyone learned from everyone else. Such experiences made the training very unique.

Trainees:

Skills acquired from Matching Grant V has contributed in some ways to new administrative capabilities in the YMCA. Since the inception of the training program, new development has emerged in the activities of the branches.

a) Level of communication has improved in the Yekepa and Gbarnga YMCAs;

b) working relationship has improved among members in four of the five branches. Internal reporting system has improved in all branches;

c) branches (i.e. Harbel Y) are beginning to undertake development projects to help transit from Relief to Development for Sustainability (i.e. poultry project). The Harbel YMCA has already received the amount of US$2,500.00 towards that project;

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d) the recent participation of branches of the YMCA in the civic Education of Voters by the Youths reflected YMCA and community relationship to empower young people in development initiatives. About ____youths participated in the program.

The above developments were influenced by the new training.

Trainers

Trainers exhibited maturity and efficiency in their presentations. Yet, they equally incorporated new knowledge learned during the training cycle into their training techniques. New knowledge learned about the YMCA provided them the opportunity to tie in such knowledge into their training approaches.

Staff & Volunteers Roles

Prior to the training, the lack of understanding of the roles of volunteers and staff in the local YMCAs, was observed in many of the chapters. The roles of the Board/Advisory committee and the Administrative organ (director, Coordinator and paid staff), were not clear in Buchanan, Harbel, and Gbarnga. This made the working relationship and reporting system cloudy and confusing to both the staff and volunteers.

Though efforts were earlier made to intervene in such cases, it is pleasing to declare that the MG-V training provides the opportunity to improve that gap. The training provided the specific functions and roles of volunteers (including Board and Advisory Committee members), and those of the staff.

The clarification of specific roles and functions of staff and volunteers in the Liberia YMCA has minimized internal conflicts of who should do what and to whom should someone be responsible. Staff and Board members are now following the proper reporting channel as observed since March, 1997.

RESOURCES

Human & Financial Resources

One important aspect of MG-V Training states that the YMCA is a membership organization, among others. The training acknowledged the participants that membership and financial contributors also help to sustain the organization. Since the second phase of MG-V training in Liberia (January-February, 1997), massive campaign for new and potential members and plans for new sustainable programs at the local branch levels, have emerged.

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Besides, the participants including local leaders and youths clearly saw the YMCA as a contributing partner to the development of youth and community. With their knowledge of which the YMCA stands for, new persons in the organization were convinced. Therefore, the following are now being achieved:

a. Potential Board members are now being selected.
b. Recruitment of qualified personnel is being effected.
c. Qualified and willing volunteers are now being identified.

For financial resources, the six local chapters have embarked on sustainable financial plans in the forms of agricultural activities including poultry and vegetable production. The YMCA is also undertaking diversified donor marketing as one of its financial resource mobilization means, while vigorous campaign is being made to rehabilitate the YMCA's hostel in Monrovia, including its gymnasium for income generating.

Development of New Financial Reliance

The training has equally influenced the development of new financial self-reliance. The participants were convinced that relief or emergency assistance to the Liberia YMCA might likely fade out as conditions improve in the country. With this in mind, sustainable income generating projects were alternative arrangement to help keep the YMCA going. Hence, financial self-reliance strategies in the form of income generating projects were suggested, especially in the agricultural sector. Other areas for fund raising have also been undertaken as is reflected here:

a. Yekepa YMCA Membership Drive - $2,335.00 (with 158 members)
b, Gbarnga YMCA Membership Drive - $4,785.00 (with 139 members)
c. Harbel YMCA Poultry Project - US$2,500.00

Other branches are also exerting all means to improve self-reliance in order to sustain their local chapters.

Leadership Roles of Youths & Women

The leadership role of youth and women was highly considered and discussed during all levels of the training workshops. To encourage and influence such roles, many youth leaders and women were encouraged to participate in the MG-V training. Discussions on Women in Development and as managers were held. Youth empowerment in development and decision making also topped the discussions for the purpose of influencing their roles in the YMCA and community development. As stated supra, the recent role of youths of the YMCA in the Voters' Civic Education programs, was reflective of this reality.

LINKAGES

Linkages with Others

The Matching Grant V, since its training programs, has encouraged, the participation of professional persons from other NGOs and universities in facilitating the training. The just ended two phases of the MG-V training in Liberia made use of the services of professionals from the New Africa Research Development Agency (NARDA), United States Agency for International Development (USAID), University of Liberia, and Lutheran World Federation/Services, and Firestone Plantation Company. Government of Liberia officials also participated in the training (i.e. the City Mayor of Gbarnga city, the Mayoress of the Township of Virginia and the Superintendent of Grand Bassa County). Such linkage has provided close relationship of the YMCA with other NGOs and the community.

New Methodologies

The concept of popular participation is now to the method of community programs and development in the Liberian society. The MG-V training stressed that when people popularly participate in their own development, they own and appreciate the result, and therefore can better control it. Matching Grant V described this method or system as an important way to involve people into their own development and keep it sustained, especially in rural communities.

STRENGTHS & WEAKNESSES OF MATCHING GRANT V

Strengths of MG-V

The YMCA is a Christian organization which caters to all. It promotes development, peace, and unity in community and among people. The MG-V training has helped to practicalize these opportunities. the observed strengths of the program include:

* encourages the involvement of people in their own development (popular participation);

* encourages women and youths in development and provides them such opportunity through training;

* encourages the strengthening of organization by defining the roles of its members;

* encourages sustainability for the strengthening and growth of an organization, the focus being self-reliance;

* provides the necessary training skills that will help in the development of an organization and the YMCA in particular;

* encourages practical skills for sustainable development of the YMCA; and

* MG-V caters to not only the YMCA staff for training (leadership), but women and youth leaders as well, including community leaders to strengthen their leadership capacity in society.

Weaknesses of MG-V

* Training Workshops conducted in Liberia (a total of seven) had a duration of four days at the most; this was found to be short.

* The Grant of three (3) years was inadequate, given the various levels of implementation. Consequently, less than one year was spent on Liberia for actual implementation at the National and Local levels.

* Consideration is not given for the financing of onward local training after the initial term training of the local trainers by the Grant.

* Evaluation of the implementation of practical skills learned from the training should cover at least a year after the year of training, but that aspect seems not to be emphasized in the MG-V package for funding.

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Future Role of US-YMCA & Africa Alliance of YMCAs

1. That the Africa Alliance of YMCAs and the US-YMCA strengthen present level of cooperation with some long term (five years plus) commitment.

2. That the Alliance provides technical training assistance to weak and emerging National Movements.

3. That the Africa Alliance of YMCAs and the US-Y jointly evaluate(joint team) the program.

4. that a joint long-term Training Plan be developed in collaboration with National Movements; and,

5. that copy of the Final Evaluation Report be shared with the National Movements.

National Movement Capacity Development

1. Initiate and develop a National Training Plan.

2. Prioritize Training by:

   a) Designating a National Training Officer;
   b) making appropriate budgetary/resource allocations; and,
   c) provide needed facilities for training.

3. Encourage and support formal training for staff/volunteers through:

   - study grants
   - staff exchange program
   - study leave

4. Training should focus the rural areas and disadvantaged urban communities.

5. Diversify funding sources for training.

Self-Reliance

1. Build into training programs the concept of community ownership of the YMCA.

2. Insist on and put into practice a clear and simple system of Resource Management.

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3. Develop/improve on participants skills in Resource Mobilization both locally and externally.

4. Promote popular participation as means of soliciting local contribution.

5. Undertake income generating projects.

GENERAL COMMENTS

1. The Program has created more anxiety for training at the Local level.

2. The Evaluator, John Zarafonetis, has a pretty good knowledge of the Program, and was thorough according to a cross-section of those he interacted with.

3. The single major problem of development in Africa is said to be leadership. No amount of resource should be too big for solving the problem of leadership on the Continent.

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SENEGAL YMCA MATCHING GRANT V REPORT

A - Planning

The matching Grant V has increased understanding of the Senegal YMCA mission by allowing us to conduct leadership workshos in which we discussed the needs and unique focus of each individual branch.

Furthermore, the Matching Grant V is allowing us to revise our constitution so that it properly reflects today's YMCA.

Without the grant, the YMCA would not have been able to cover the expenses. Previously we could not even dream of coordinating any sort of nationwide effort simply because our volunteers could not afford the time and money required to finance such an operation.

Most importantly, Matching Grant V has allowed us to revive branches that were previously inactive and facilitate information exchange on a national level. Thus, as the branches have become more active, so have their programs.

In short, Matching Grant V has brought about some activity in areas that were previously inactive and has therefore allowed us to move in a direction away from relief and towards Development . We are becoming conscious of the need for income-generating activities. Members are slowly begining to realize that we must take responsibilities for our own association if we want to become self-reliant. We have been able to generate income through our English classes, driving lesson, literacy programs, rental of the 1st floor and unfinished multipurpose hall.

B - Administration

Statistics (Numbers of staff and volunteers who has participated in MGV training or technical exchange)

Local workshops

Parcelles Assainies	30
University Branch of Dakar	42
Dakar-Commune	15
Dakar-Medina	11
Thiès (Thially, Nguent, Som)	51
Fatick-Commune	24
Kaolack-Commune	10
Lyndiane-Ziguinchor	19
Oussouye (Commune and St Jean)	19
	221 participants

National seminar on Capacity Building (31 January - 02 February)

83 participants

Total 221 + 83 = 304 participants

This far, our leadership program is only in its infancy.
We have a training session coming up this July 1997 that will be the first to cover community mobilisation, proposal writing, project management and program evaluation. It is going to take time and more training before the impact of the Matching Grant V can begin to see a profound effect on internal governance and adminisrative roles. We are trying to use volunteers to overcome a past that has been plagued by serious mismanagement and a lack of strong leadership.

It is unrealistic to assure that we can do this within one year. We are just now getting to the point where we can manage the debts that were left here by the former administrations.

C - Ressources

In reviving the branches, Matching Grant V has helped double the Senegal YMCA in terms of human resources.
However, we have not invested the funds in any financial ressources.

The grant has allowed us to train both volunteers and staff.

Concerning youth, the vast majority of our members are either students or young adults and so, the programs are geared towards youth.

This far, we have no program that focuses specifically on women. None less we do have women in various leadership positions and we recently put in place a Gender Committee to address women issues.

D - Linkages

Matching Grant V has helped us develop connections with other NGOs and associations like ACI (African Consultant International), CONGAD (Consortium of Senegalese NGOs), Y's Men International of Dakar etc.
Lillian BAER, the Director of ACI and her assistant, Gary ENGELBERG, have been very helpful in advising us.

E - Strengths and weaknesses of MGV

In terms of strengths, MGV allows organisations such as the Senegal YMCA to build a people base.
It would be even more useful to us, however if the funds could be also used to invest in our property. This would give us an economic base and would hasten us in our quest for self-sufficiency.

F - Future recommendations

So far we are grateful to the YMCA of the USA and the Africa Alliance of YMCAs for supporting us throughout our period of crisis. However, in order for us to progress, we will need their continuous support if we can ever hope to become independant and self-sufficient.
* In terms of our national movement, we definitely need to strengthen our existing branches and develop our present capacity by strengthening our presence in the community.
* In terms of self-reliance, we need to have more income-generating programs and investment in our property.

RAPPORT CONSOLIDE SUR LA REALISATION DES ACTIVITES DU MGV

Avec l'appui financier de L'USAID, et la facilitation de l'international division de l'US YMCA, l'alliance africaine des UCJG a parrainé depuis plus de Quinze ans des projets des mouvements nationaux en faveur de leurs membres et publics-cibles privilégiés. La 5e édition du matching grant a particulièrement mis l'accent sur:

- La formation du personnel pour la maîtrise de toutes les phases d'un projet
- L'acquisition d'outils plus performants pour l'identification, l'élaboration ,la gestion et l'évaluation des projets.
- La formation de leaders communautaires pour le renforcement des capacités endogènes de développement.

L' UCJG-TOGO a pour sa part souscrit à l'utilisation de ce fonds dans la mesure où « le renforcement des capacités endogènes de développement », se présente comme une des finalités de toute démarche d'appui à l'autopromotion des communautés de base.

PERCEPTION DU MATCHING GRANT V

En partant de la définition que l'UCJG-TOGO donne du développement à savoir. *« un processus au cours duquel les communautés de base, prise dans leur globalité, sont démocratiquement impliquées dans des actions collectives leur permettant de définir elles mêmes leur visions, but, objectifs, directions et chemin à suivre... »*, la mise en oeuvre de toute activité dans ce cadre doit être basée sur une approche active et participative dans une perspective de développement par l'autopromotion. C'est pourquoi l'UCJG met l'accent sur la responsabilisation et le renforcement de la capacité individuelle et communautaire des populations a travers:

- Des activités génératrices de revenus et d'emploi local dans le secteur productif.
- Des actions communautaires d'intérêt collectif dans les secteurs socio- culturel, socio-économiques, socio-sanitaire ... pour le mieux être des communautés de base.

Ces dispositions qui ont été établies par l'UCJG-TOGO en 1994 après un long processus de planification stratégique basée sur une démarche de recherche-action avec les populations partenaires de l' UCJG-TOGO, ont trouvé dans les orientations du MGV, un cadre de réalisation approprié. En effet en mettant l'accent sur la formation pour l'acquisition de capacités de développement, le matching Grant jusqu'alors consacré au recrutement du personnel et aux micro-projets, ouvre ainsi la voie à une nouvelle forme d'approche du développement qui sort de la routine habituelle d'appui des initiatives de base.

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Autrement dit, le MGV se présente comme un outil précieux d'appui aux dynamiques internes de développement par l'autopromotion dans la mesure où il permet le renforcement des capacités des acteurs endogènes jusqu'alors maintenus à la traîne par les pseudo expertises des intervenants extérieurs.

C'est pourquoi il a été conçu un projet de formation des membres et du staff de l'UCJG-TOGO pour favoriser l'acquisition par le public ci dessus visé, des attitudes et capacités techniques d'analyse et de conceptualisation en matière d'organisation communautaire, et d'élaboration de stratégie de changement social.

Il était prévu qu'à la fin de ce processus de formation, les participants puissent être en mesure d'examiner et d'analyser les divers cadres théoriques et les stratégies de travail d'organisation et de développement communautaire.

Après plus d'un an de mise en oeuvre de ce programme il convient d'en évaluer son impact dan les domaines de la planification, de l'administration, des ressources et des relations . Nous terminerons le présent rapport par les forces et faiblesses du MGV ainsi que par quelques recommandations.

LES REALISATIONS

1 - IDENTITE. ORIENTATIONS ET APPROCHES DE L'UCJG

L'une des recommandations des journées de réflexions du staff de l'UCJG a été de repréciser, dans le cadre de l'utilisation de l'autopromotion comme démarche d'appui aux initiatives de base, le contenu de l'Identité, des orientations et des approches de l'UCJG-TOGO. C'est pourquoi, par une démarche de recherche action et Formation, une session a été organisée au niveau national à l'intention du staff (9), et des membres du conseil national (21) soit au total 30 personnes.

Cette session a permis non seulement d'élaborer des textes sur l'identité, les orientations et les approches, mais surtout d'obtenir un renouvellement de l'engagement des membres du conseil et la relance de la vie associative de l'UCJG-TOGO.

Des sessions similaires ont été organisées dans trois branches lors des camps-chantiers. Ainsi au total 200 membres de l'UCJG-TOGO, ont dans une démarche de recherche-action, été formés et ont renouvelé leur engagement.

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2 - DIAGNOSTIC - EVALUATION PARTICIPATIF (DEP) / PARTICIPATORY RURAL APPRAISAL

La démarche d'appui à l'autopromotion est fondée essentiellement sur la connaissance du milieu et du projet de vie des populations. Ce choix de connaissance de milieu dépasse de loin les études classiques qui sont jusqu'alors utilisées par la plupart des Organisations d'Appui au Développement (OAD). La connaissance du milieu et du projet de vie des populations est une approche socio-anthropologique qui requiert un savoir être et un savoir faire particuliers.

Pour l'instant, la méthode du DEP a été adoptée par l'UCJG pour recueillir les informations nécessaires pour l'amorce de la connaissance du milieu. C'est pourquoi dans le souci de faire des membres de l'UCJG des agents de changement social, la formation sur le DEP s'est déroulée en deux étapes :

2.1) *La formation du STAFF*

Elle a été assumée par la FIDESPRA (Formation Internationale pour le Développement et l'Echange de Savoir et de Savoir faire au Service d'une Promotion Rurale Auto-entretenue) de la Faculté des sciences agronomiques de l'Université Nationale du Bénin. 5 Staff de l'UCJG du Togo ont bénéficié de cette formation de 15 jours, qui a permis de faire des exercices pratiques dans 5 villages de la préfecture de l'Avé à savoir Bagbé, Badja, Dokplala, Dodzi, Agove.

Suite à cette phase encadrée par les formateurs de la FIDESPRA, l'équipe de l'UCJG a réalisé elle-même le DEP dans deux autres communautés (Kloenyamé et Dogbadzi) du Programme de développement communautaire. Nantie de cette expérience, la formation sur le DEP a été étendue à certains volontaires de l'UCJG.

2.2) *La Formation des membres*

Le concept vient du souhait de l'UCJG de faire de ses membres des agents de changement social. Pour ce faire il a fallu procéder étape par étape.

D'abord constituer un groupe de travail (core groupe) au sein de chaque branche pour aider le secrétaire de branche dans son intervention sur le terrain et surtout dans la formation des membres.

Ainsi quinze jeunes de niveau moyen (Baccalauréat) sélectionnés par les secrétaires à raison de 5 personnes par branche ont bénéficié de la formation sur le DEP.

Une première étape théorique de 5 jours s'est déroulée au CAFAP, ensuite une étape pratique s'est déroulée simultanément dans trois villages (Wli Méduime, Akata et Atigoza) Les résultats de ces DEP sont publiés séparément et sont disponibles au secrétariat général.

L'équipe de la Branche maritime a réalisé toute seule lors du camp chantier un DEP dans la communauté de Kotchokopé.

De l'évaluation de cette expérience on en déduit que des 15 formés, seuls 7 sont réellement aptes à conduire une activité de DEP. C'est pourquoi il a fallu modifier le plan original d'avoir une équipe de DEP par branche en se contentant d'une seule pour l'ensemble du programme.
Avec cette équipe restreinte, des DEP thématiques seront expérimentés au cours de camps chantiers de 97 autour des thèmes : santé , éducation et vie sociale.

3 - ATELIER PAYSAN/ ELABORATION CONCERTEE D'ACTIONS DE DEVELOPPEMENT

La suite logique du DEP est l'identification et l'élaboration d'actions pour la résolution des problèmes du milieu. A travers la démarche de recherche action et de Formation, deux méthodes ont été essayées. L'atelier paysan et l'élaboration concertée d'action de développement

L'atelier paysan recense tous les problèmes identifiés lors du DEP et choisit le(s) problème(s) prioritaire(s), à partir desquels se fait l'analyse des causes et conséquences pour aboutir à des actions communautaires d'intérêt collectif.

L'élaboration concertée d'actions quant à elle part du principe de l'identification du problème central dont la résolution permet d'apporter des solutions à d'autres problèmes liés au problème central. Cette méthode part de l'identification des unités économiques et aboutit à des actions communautaires d'intérêt collectif.

Les deux méthodes expérimentées la première à Dogbadzi, la deuxième à Kloenyame avec le staff et certains volontaires de l'UCJG, présentent des avantages et inconvénients qui méritent d'être précisés à travers la pratique répétée.

4 - FORMATION DES LEADERS LOCAUX / CVD

Le comité villageois de développement (CVD) est "un organe local mis en place par la population dont la mission est de promouvoir la participation de la communauté visant à l'amélioration des conditions de vie dans le milieu par une auto assistance et une autopromotion". Le CVD est donc un cadre de concertation , de coordination et aussi de décision.

Pour l'UCJG-TOGO les CVD demeurent un partenaire privilégié dans le processus de développement de chaque communauté. C'est dans cette optique que la formation de ses membres est une priorité dans la stratégie de formation de l'UCJG.

Afin d'identifier les réels besoins de formation des CVD, dans le respect de la démarche d'appui à l'autopromotion, deux activités ont été initiées

4.1) *Les journées de réflexion*

Elles ont réuni 30 membres de CVD représentant 9 communautés en relation de partenariat avec l'UCJG-TOGO.

Ces réflexions se sont déroulées en trois phases de trois jours chacune et ont aboutit à l'identification des besoins en formation des membres des CVD.

4.2) *Les échanges entre les CVD*

Les journées de réflexion organisées à l'intention des CVD ont débouché sur des visites d'échanges programmées par les CVD eux mêmes.

Dans les communautés, les visiteurs ont pris contact avec les réalisations des CVD hôtes. Ils se sont par ailleurs intéressés aux démarches ayant abouti aux réalisations ainsi qu'au fonctionnement des structures et à leur perspective.

A l'issue de ces échanges chaque CVD a pu repérer son homologue pouvant l'appuyer dans une de ces réalisations.
Les membres des CVD ont apprécié la cohésion entre les membres et se sont félicités de l'approche participative et l'animation développées au cours de la session.

TABLEAU RECAPITULATIF DES SESSIONS CVD

Objectif général	Participants	Nombre	Date et lieu	Résultats
-Sensibiliser et identifier les besoins en format	Comités villageois de développement	27	26 au 28 Juin à Kpalimé 1996	Les besoins n'ont pas été identifiés
Echanger les expériences/ visites	CVD	5 CVD ont accueilli 1 à 5 autres CVD	6 Août au 29 Septembre 1996	Amorce de réflexions spontanée sur
Recueillir et analyser les besoins en formation	CVD	41	4 au 6 Février à Agu Dogbadzi	Identification des besoins en formation
Renforcer la collaboration entre CVD et Chefs Traditionnels	Chefs traditionnels de 12 comm avec deux de leurs notables et président CVD	42	7 au 9 Avril 1997 à Bagbé	Clarification des rôles de chaque organe

4-3 LA SESSION DES CHEFS TRADITIONNELS

4-3 LA SESSION DES CHEFS TRADITIONNELS

A la demande des CVD lors du processus d'identification des besoins en formation, il a été organisé du 7 au 9 Avril 97 une session d'échange et d'information au profit des chefs traditionnels, leurs notables et les présidents des CVD de 11 communautés appuyées par l'UCJG-TOGO. Cette session qui a été pédagogiquement bâtie sur une démarche culturelle qui valorise le rôle du chef traditionnel comme garant des traditions et de la cohésion sociale, a permis de tracer un nouveau cadre de collaboration entre autorités traditionnelles et CVD, organe de développement.

IMPACTS DE LA MISE EN OEUVRE DU PROGRAMME MGV

Il est vrai que dans un processus de développement par l'autopromotion les facteurs qualitatifs sont les plus recherchés dans une perspective de moyen à long terme. Ainsi il serait trop tôt pour évaluer l'impact de ce programme deux ans après son lancement. Toutefois, il existe certains indices qui peuvent être assimilés à un début d'impact.

Sur le plan de la planification

les sessions sur l'identité, les orientations et les approches de l'UCJG ont permis aux membres des organes législatifs et exécutifs de l'association, de réactualiser la mission chrétienne et d'élaborer des textes de sensibilisation et de recrutement de nouveau membres . Plus de 200 membres ont été touchés lors des camps chantiers de 96. Ce nombre sera porté à 300 à l'issue des camps 97. Cet aspect de la formation est sûrement à l'origine de l'intégration d'une composante « renforcement institutionnel » au nouveau plan de développement de l' UCJG. En effet c'est au cours de ces sessions que la motivation des membres a été renouvelée. D'où l'expression de bâtir une association plus dynamique, capable de porter les programmes en direction des communautés à la base.

La formation des leaders communautaires à travers les CVD a permis à ces communautés de se doter progressivement de plans de développement par communauté, composante principal de la planification stratégique de l'UCJG-TOGO. Comme résultat on assiste de plus en plus à une appropriation de la mission de l'UCJG par les communautés qui s'y identifient. La mobilisation de toutes ces communautés pour la célébration du 20e anniversaire de l'AAYMCA est une illustration révélatrice. Finalement nous pouvons affirmer que le MGV vient confirmer l'option stratégique du mouvement togolais de passer d'une logique d'assistanat à celle du développement intégral.

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Sur le plan de l'administration

Plus de 40 leaders des villages ont pris part à des échanges d'expériences et à des voyages d'études. Le staff a quant à lui suivi une formation intensive en «rural appraisal» et planification d'actions de développement au niveau des groupes et des communautés. Cette formation qui a été divulguée au niveau de certains membres présélectionnés permet d'assurer à tous les niveaux une participation des groupes-cibles à toutes les étapes de la vie d'un projet, exigence minimum de transfert de pouvoir « empowerment » aux populations à la base. D'autre part, la poursuite des réflexions sur l'identité et les orientations de l'UCJG permettront une clarification et une amélioration dans les rôles entre professionnels et volontaires.

Sur le plan des ressources

Il est indéniable que l'atout principal de la mise en oeuvre de ce MGV est celui des ressources humaines. En effet à travers la formation le staff a acquis une démarche et des outils d'appui aux communautés de base ce qui permet de passer réellement d'une étape d'assistanat à celle de développement global. Cet acquis renforce les capacités d'intervention de l'UCJG et augmente sa crédibilité auprès des communautés et aussi auprès des partenaires.

La formation technique ayant été étendue aux jeunes et aux femmes membres de l'UCJG, il existe aujourd'hui dans l'association un noyau de personnes ressources qui si le cap actuel se maintenait, contribuerait à mettre en oeuvre et à entretenir des activités et programme d'autosuffisance financière pour le mouvement.

Sur le plan des relations

Les activités inscrites dans le cadre de ce MGV, ont permis une collaboration avec d'autres ONGs et institutions de formation. Nous pouvons citer particulièrement le CAR NAOLO qui a co-animé avec nous la session de formation des volontaires au DEP. Il a aussi participé à la première élaboration concertée d'actions de développement. D'autre part l'ECAD fait toujours appel à d'autres institutions de développement qu'elles soient étatiques ou non.

FORCES ET FAIBLESSES

La principale force, à notre avis de ce MGV est l'ouverture qu'il a de toucher un aspect jusqu'ici négligé, le renforcement des capacités endogènes pour le développement. En plus il faut noter la possibilité que chaque mouvement a d'élaborer son programme en fonction de ses propres réalités. Enfin, nous parlerons des dispositions de réaliser des visites d'échange et des voyages d'études entre les staff des mouvements nationaux sélectionnés.

Toutefois il convient de noter que la mise en oeuvre presqu'en vase clos du programme par chaque mouvement national, n'a pas permis d'échanger à un niveau plus global. En plus la réalisation de ce programme a été marquée par une absence quasi totale de suivi et d'appui de la part de l'alliance africaine. Tout s'est passé comme si nous étions assez solides pour mettre en oeuvre une approche aussi délicate comme celle du renforcement des capacités endogènes de développement. L'intervention de l'alliance s'est limitée aux rencontres des secrétaires généraux et régionales. Les résolutions prises par les mouvements lors de ces rencontres sont restées lettre morte.

RECOMMANDATIONS

Pour nous la question de suivi rapproché est à reconsidérer pour que les acteurs des UCJG soient avant tout renforcés dans leur capacité d'intervention. Pour cela il serait souhaitable de redynamiser les, instances décentralisées régionales pour rapprocher l'administration de la base.
Nous recommanderons aussi le partage d'informations sur les réalisations des autres mouvements pour susciter l'intérêt pour l'échange de staff, les voyages d'études et des formations communes entre mouvements évoluant dans le même secteur d'activités.

Finalement nous souhaiterions que les résultats de l'évaluation générale soient le plus possible diffusés.

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NATIONAL COUNCIL OF
YOUNG MEN'S CHRISTIAN ASSOCIATIONS
OF THE ARAB REPUBLIC OF EGYPT

YMCA

الهيئة العامة لجمعيات الشبان المسيحية
بجمهورية مصر العربية
مسجلة بوزارة الشئون الإجتماعية برقم ١٩

A REPORT ON THE OVERALL IMPACT OF MATCHING GRANT V PROGRAM (MG V)

In the context of Matching Grant V Program, Egypt organized two training programs financed by the Africa Alliance of the YMCAs; the first program was held on August 20 - 24, 1996, in Ismalia and the second program was held on March 3 - 6, 1997, in Port Said.

Matching Grant V had a deep impact in the following areas:

A. Planning:

1- The training helped the participants to understand the mission of the YMCA.

2- The training helped the Associations to interact with the surrounding community, which leads to solid cooperation between the Association and the community, for instance, in Ismalia the YMCA participated in illiteracy programs and helped 20 persons to learn reading and writing.

3- The YMCA is actually responding to the social, economical and cultural needs of the community and do not operate in isolation from it.

4- The training focused on the need to change old ways of doing things in order to make the YMCA more interesting to the youth and offer what really attract them. Special events are organized during this summer for the youth such as summer camps, basket ball tournaments and cultural competitions.

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٧٢ شارع الجمهورية - القاهرة
تليفون : ٥٩١٧٣٦٠
فاكس : ٢٠٢ - ٥٨٩٥٠٩٢
ص . ب . رقم : ١٤٢ الفجالة

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5- The increase of women in involvement in the YMCA. The National Movement formed a new women committee which started social work with the community in Alexandria and Assuit.

6- The analyzing of the strengths and the weakness of the programs and focusing on areas of improvement.

7- The promotion of moral standards based on Christian principles and ethics.

8- The revision of the constitution and the by-laws to bring them into harmony with the changing circumstances. This was recommended by the training program held in March 1997 and submitted to the General Assembly Meeting held on June 6, 1997. Accordingly, the General Assembly decided to set up a committee to review the constitution and the by-laws and report its recommendation to the General Assembly.

9- The development of programs by equipping the local Associations with the necessary practical skills to effectively undertake development programs and strengthen the leadership capacity for effective delivery of services. A Seminar was held in Alexandria YMCA to discuss the methods of strategic planning in the field of developing the programs. The participation of the participants in these programs was in an effective and positive way.

10- The development of the ability to organize and set up objectives in order to be able to plan and carry out development initiatives.

B- <u>Administration:</u>

1- 22 staff members, 175 volunteers and 12 community members participated the Matching Grant V Program.

2- The training program contributed in helping the National Movement to perform duties and responsibilities more efficiently and to promote extend the quality and scope of social, economic and human development programs that support community empowerment.

3- The National Movement started to initiate a process of summarizing resolutions and recommendations from its sessions and meetings and then sending them to the local Associations. So that, the items become an agenda in meetings of the Associations.

4- The National Movement is standardizing recruitment criteria for both volunteers and staff.

5- The concentration on clarifying the roles and responsibilities of staff and volunteers. All staff now have clear job descriptions to determine their exact responsibilities. Alexandria YMCA has organized a Seminar on June 16, 1997, to discuss the relationship between the volunteers and the staff, which was attended by 36 persons.

6- The decision making process in the running of the YMCA has become clear to the Associations.

C- <u>Resources:</u>

1- The National Movement started to attract new human and financial resources by strengthening the dialogue with other NGOs and governmental organizations.

2- The National Movement is assisting the local Associations in securing funds for specific projects or for emergency situations.

3- The leadership training is being filtered to the grassroots.

4- The improvement of financial administration capacity and identifying plans leading into financial self reliance through establishment of income generating activities.

5- Board of Directors' Members are motivated to play a more active role in financial contribution to the development of the Associations. Board members of Alexandria YMCA donated L.E. 10,00.00 for the purchase of a piece of land along the sea side.

6- The Associations have initiated proposals for fund raising.

7- Egypt YMCA is looking forward to have international partners in order to support the training and development programs.

8- Some of examples for income generating projects in the local Associations:

a- Port Said: Holding an annual party and tournaments for the children and youth.

b- Kousna: Establishing a hostel consisting of 6 rooms.

c- Zagazig: Making an exhibition for women products.

d- Shoubrah El-Kheima: Establishing a center for producing carpets.

e- Giza: Purchasing a piece of land (1500 square meter) in 6th October City.

f- El-Menia: Purchasing a piece of land in New Menia to build a new location for the Association and prepare the current location to make a conference hall to hire it.

g- Abu Korkas: Preparing a new hall (300 square meter).

h- Assuit: Purchasing an air-conditioned bus for 50 persons.

i- Tama: Purchasing a whole building for the Association.

j- Sohag: Prepare playground and gymnasium hall

k- Gerga: Establishing gymnasium hall

L- Luxor: Establishing and preparing a summer theater and completing nursery.

m- Aswan: Making program to teach sewing.

D- Linkages:

1- The relations of the YMCA with other NGOs and governmental organizations have been strengthened. Alexandria YMCA in collaboration with the Governorate planted trees in the streets around the Association. 55 members of the Association participated in this community development program. The Association allowed a chance for a field training for 10 students of the High Institute of Social Service. Also a training program has been organized in collaboration with Nova Institute from the USA to train 23 young people from the community to be assistant dentists and assisting nursing. 21 of them have been employed even before the end of the training program.

2- Contacts are made with different organizations to improve the community quality of life, family planning, health care and education. The National Movement is actually negotiating the purchase of an agricultural piece of land to establish an investing agricultural and industrial project to employ the youth and generate funding at the same time.

E- Strength and Weakness:

a) Strengths:

1- Matching Grant V Program gave us the opportunity to rethink and redirect new attitudes in order to bring about positive change for social development. We came out with conclusions that would provide a way forward for our mission through dialogues, mutual understanding and involvement of all the participants of Matching Grant V Program.

2- Matching Grant V Program allowed sending some of our staff and volunteers to other African countries for basic training programs.

3- The leaders who have been trained are playing fundamental role in the programs of the Associations.

b- Weakness:

1- The presentations were too long and the periods for discussions were too short in the training seminars.

2- The shortage of modern equipment which could help in the progress of training such as audio visual aids, overhead projectors, wide board and video tapes.

3- The lack of appropriate manuals and books in the fields of management and other issues related to the training programs.

4- The need for more financial support to organize seminars and workshops for a greater number of trainees and longer periods.

F- Future Recommendations

1- To continue through assistance from the YMCA of the USA.

2- The continuation of the USA and Africa Alliance participation in supporting and developing the process of training in Egypt.

3- To work to find local and international donors to support the training program financially.

4- All Associations should set development programs in order to generate income through skilled human resources leading into financial self reliance.

5- The USA and Africa Alliance should contribute in establishing a main training center nearby Cairo as the National Movement has already bought a piece of land for this purpose. A lot of money is needed for the facilities and materials.

Attachment:

A Report on the Financial Resources of the YMCAs

ATIONAL COUNCIL OF THE YMCAs
EGYPT

REPORT ON THE FINANCIAL RESOURCES OF THE YMCAs

nancial esources	Alex	Port Said	Kousna	Zagazig	Shobra Kheima	Giza	El-Menia	Abu Kourkas	Assuit	Tama	Sohag	Gerga	Luxor	Aswan	Ismalia	Total
elf eliance:																
embership re Share	145	32	2	1	1	1	21	16	72	2	2	8	13	5	5	326
rograms come	95	–	1	–	3	–	27	11	6	1	–	2	8	1	1	156
re for Play. Swimming ol	72	–	–	–	–	–	–	–	–	–	–	–	–	–	–	72
edical enter & ealth Club	40	–	–	–	–	–	9	2	–	2	–	4	–	–	–	57
ostels	37	–	–	–	–	–	26	1	107	–	–	–	1	–	–	172
her comes	132	6	3	–	2	3	43	15	186	–	6	11	3	–	2	412
esources orn Overseas rtners																
rants	10	22	5	12	6	--	18	23	43	16	3	–	–	18	4	180
otals	531	60	11	13	12	4	144	68	414	12	11	25	25	24	12	1375

emarks: - Figures are in Thousands In Egyptian Pounds
- Other Incomes include: parties, nursery, cafeteria, renting fees, bank interests and pharmacy.
- Source: The last report of the National Council of YMCAs

g- Abu Korkas: Preparing a new hall (300 square meter).

h- Assuit: Purchasing an air-conditioned bus for 50 persons.

i- Tama: Purchasing a whole building for the Association.

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UGANDA YMCA

IMPORTANT INFORMATION ON THE ACTIVITIES AND IMPACT OF THE MG V LEADERSHIP TRAINING PROGRAMME CAPACITY DEVELOPMENT FOR DEVELOPMENT FOR FINAL EVALUATION

1. DOCUMENTATION:

Under this programme, Uganda YMCA has accumulated the following documents for continuous review.

A. PROPOSALS:

(I) The initial proposal that provided basis for the Training Programme of MG V of ` our leadership (staff and Lay leaders). This was submitted to Africa Alliance for funding.

(ii) Proposal for the Technical Exchange Programme for the Training of the National Staff. This also attracted funding from Africa Alliance.

B. REPORTS AVAILABLE AS A RESULT OF MG V LEADERSHIP TRAINING REPORTS

(I) Eastern Zonal report for Trainer of Trainers' workshop.

(ii) Uganda YMCA National Workshop "Trainer of Trainers'"

(iii) Branch reports on Training activities include:

- Mbarara
- Mbale
- Jinja
- Mukono
- Kampala

(iv) Monitoring report on MG V Activities after Training both at National and Local Branches brief reports on the impact of Training Programme.

(v) International Exchange programme, reports are available on:

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- National Secretary General's Training programme in Kenya YMCA between 23rd November - 5th December 1995.
- National Secretary General's Training in India-Bombay YMCA between 20th -25th July,1996.
- National Secretary General's training in London city YMCA England between 14th -17th June,1996.

(vi) Consolidated Report on Internal Exchange Training programme of the National Staff which took place at Uganda Management Institute(UMI).

OTHER REPORTS ON MG V LEADERSHIP TRAINING INCLUDE:

- Uganda YMCA restructuring and review of the policy documents i.e Constitution and Personnel Policy.
- The Baseline study workbook for the National Review Workshop
- National Review Workshop .

Participants in the MG V Training programme:

List of participants.

National level		20
Branch level:		
-	Kampala	34
-	Mbarara	21
-	Mbale	22
-	Jinja	42
-	Mukono	16
-	Community	40
	Total	**195 participants**

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IMPACT REPORT ON THE MATCHING GRANT V TRAINING PROGRAMME IN UGANDA YMCA.

Summary Background:

The Uganda YMCA is an autonomous charitable Christian Organisation. It is committed to helping young people develop Christian character and maintain activities and services which contribute to their physical, social, economical and spiritual growth.

YMCA strives to be a Partner in the overall National development of Uganda through working with communities especially the vulnerable groups.

Since Uganda YMCA inception in 1959, it's growth has been extensively affected by frequent political and civil unrest in the country and unstable economy since 1970s. This situation led extensively to the destruction of Uganda YMCA infrastructure leadership and membership. This state of affairs has been responsible for a steady decline of YMCA in Uganda.

THE SPECIFIC SITUATION OF UGANDA YMCA BEFORE MG V 'CAPACITY DEVELOPMENT FOR DEVELOPMENT' LEADERSHIP TRAINING PROGRAMME:

1. There was scanty knowledge among the membership regarding the YMCA Mission and Objectives.
2. Uganda YMCA had an ambiguous Organisational structure and out dated policy documents.
3. Role conflict between Lay leaders and staff was rampant.
4. High turn over of the staff in employment of YMCA
5. Decline in Youth,women and qualitative membership

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6. Lack of appropriate skills by YMCA leadership in management of Human and physical resources
7. Ignorance of human and physical resource mobilisation
8. Total dependence on donor funding (80%)
9. Ignorance of project proposal writing and reporting system.
10. Lack of skills in project implementation and evaluation
11. Exclusive dependence on YMCA traditional service of commercial and secretarial services .
12. Closed membership/leadership without opening to new leadership and linkage to other NGOs.Government Agencies or Universities.
11. Lack of proper accounting, Book-keeping facility, record system and general lack of accountability and transparency.
12. Lack of modern administrative skills in office management,protocal and public relations.
13. Poor working relationship between the National Council Secretariat and the Branches secretariat, mainly based on unworthy flimsy excuses and lack of co-ordination.

IMPACT OF THE MATCHING GRANT V TRAINING PROGRAMME IN UGANDA YMCA:

It should be noted that the impact of the MG V Training of "Capacity Development " is both short and long term. What is evident is however the impact of this programme which has set in motion the transitional period of change of the Movement which had been thrown into doldrums by the countrywide prevailing circumstances.

Under Matching Grant V, Training has concentrated on the movements priority areas identified by **Kosura** and the Uganda YMCA Interim Committee/National Secretariat scientific research study. As a result, the Training concentrated on the following areas/Topics:

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1. The purpose of the MG V programme of "Capacity Development for Development"Training Programme.
2. Background of Uganda YMCA Movement,philisophy,mission objectives and vision.
3. Role of membership,lay leaders volunteers and staff,Government and other NGOs in promoting Uganda YMCA, objective activities.
4. Modern administrative and communication skills.
5. Resource, human and community, mobilisation fund-raising, baseline data collection and analysis.
6. How to manage conflict and conflict resolution.
7. The need for self-reliance and sustainability.
8. Book Keeping and Accounting
9. Recruitment and sustainability of quality membership.
10. The need for restructuring and policy document review (constitution and Personnel Policy in Uganda YMCA)
11. Project Management implementation and report writing.
12. The role of Women and Youth in Uganda YMCA.

IMPACT OF MG V ON THE GROUND:

A. PLANNING:

1. *Understanding of YMCA Mission Statement:*

The leadership of Uganda YMCA (volunteers and staff) have been sensitised and are now aware of the Mission statement and objectives of the Organisation. At National and Branch level, the Trainer's have came up with a Mission statement which they proposed to include in the new Constitution make reference to Branch reports of MG V Training.

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2. *Understanding restructuring and constitution:*

This is one of the areas under this programme that has been well understood. Right now,through participation of YMCA leadership it has been possible to come up with reviewed policy documents which will help put Uganda YMCA to a new footing.

3. *Impact of MG V vis-à-vis strategic planning*

The five year strategic plan of Uganda YMCA includes the following major goals

(a) Institutional development.

(b) Community development

(c) Health development

(d) Education

(e) Refugee

(f) Environment

Training under MG V has been very instrumental in providing a strong foundation for the anticipated goals. Particularly it has been useful in helping Uganda YMCA leadership development of moving towards self-reliance.

It has also been useful in laying ground for the community mobilisation,education through establishing new training venues like the Teacher Training Course at Mukono Branch, Catering and Tailoring course at Mbarara. The environmental education has also been talked during this programme, the Mukono Branch project proposal for Eucalyptus tree growing is a case in point,and the vegetable growing carried out by Youth from Mbale is such an example.

4. *Technical exchange programme - 6 (staff).*

The following have benefited in the given discipline:

- Robert Joseph Jjumba,
  The National Secretary General
  The Project Proposal writing and financial mobilisation 3rd-7th March,1997

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- Martin Wanda, the Deputy National Secretary General,Development and Extension undertook,
  The Planning and Management of Community Development projects,7th- 18th April,1997
  Project Planning and Management 10th-20th June,1997
- Ms.Roselyne Birungi Sebaleke,Deputy National Secretary General,Programmes and Training undertook **Training Programme in Human Resource Development 10th -14th March,1997.**
- Ms.Margret Ssembajjwe,the Secretary
  Business communication for Secretaries 4th -25th April,1997.
- Mr.Bakesiga Dennis, Book Keeper,National Council Secretariat undertook **Training in Accounting Technician course 7th April-30th May 1997.**

There is commendable improvement in performance in various areas such as **Project proposal writing,management and implementation.** 5 out of 6 (about 78%) branches have come out with different proposals for funding for example:

(a) Mbale Branch prepared - proposal on Reproductive Health and has attracted half funding from CEDPA..

(b) Mukono Branch: -Eucalyptus tree planting project

- Heifer project

- the accommodations of a Hostel

(c) Jinja: - Floriculture and orchard project

- A four classroom block

- Fencing of the premises to offer a camping site for tourists

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(d) Mbarara: - the Catering department has opened up

- Tailoring programme introduction of a loan scheme,sweater knitting

(e) Kampala - Aids Awareness programme

- Expansion of the canteen

- Clearing of the go-down for body building exercise

Human and Physical Resource Mobilisation:

Another area of significant improvement is the Human and physical resource mobilisation, especially at Mukono ,Mbarara and Mbale Branches where they have come up with recruitment of qualitative membership. Also, the leadership has mobilised members to start income generating projects such as piggery , poultry,brick making etc.

Other areas of improvement especially at the National level include:

- High creative attitude amongst the leadership for example recently the Chairman Interim Executive committee Mr.Clement Ndyashangaki through contact came up with a proposal to start Library service at the National Council. This idea has attracted funding from Lottery International.

- The idea of beginning a Teachers Training Course for Grade III at Mukono Branch, the first of its kind to be privately run on private basis in Uganda has been nurtured.

- The idea of using a local oven to produce cakes,bread and chapaties for commercial purposes in Mbarara Branch is a clear testimony of progress, and many others.

* Also to note is the steadily growing confidence in work delivery and presentation both at the National and local level.

* Uganda YMCA has been able to come up with Annual Report,Staff appraisal programme and periodical publications.

* There is growing appreciation amongst the leadership and membership regarding accountability and transparency. Boards and Staff which have acted contrary have been dissolved e.g. in Kasese Board and Jinja staff,Acting Secretary General, was dismissed.

* The working relationship between staff and staff and volunteers is steadily improving especially at the National level. It is no longer of take it all or manipulation as it used to be, it is rather coming up to a situation of working in partnership for the purpose of promoting Uganda YMCA objectives.

The awareness of Matching Grant V brought into place the idea of restucturing,that gave birth to the Interim Executive Committee whose major terms of reference were among others as follows:

- The review the Uganda YMCA Mission,objectives and performance.
- To entirely examine the factors that have enhanced or hindered the effective performance of the Uganda YMCA
- Re-visit Uganda YMCA Resource base and its management systems.
- Review Uganda YMCA Constitution and Personnel Policy.
- Formulate mandate proposal for the Uganda YMCA.

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C. HUMAN RESOURCES;

1. The MG V has been very instrumental in attracting both new human and financial resources. In the process of implementing this programme at both National and Branch level, Uganda YMCA has been rejuvenate to the surface. In the process, Uganda YMCA has attracted quality membership from High Government circles, other NGOs,Colleges and Universities. For instance the ***3/4 of the Interim Executive Committee*** are all new recruits of various respectable professionals. Even at Branch level,new quality membership has been attracted to join leadership.

Financial Resources:

As a result of Capacity Development:

New ideas/provisions/policies through restructuring regarding financial review strategy have been proposed for adoption in the new constitution.

These include:

* A clause to be included in the constitution which gives power to National Executive Committee to seek financial facilities from financial Institutions.
* All Life membership subscription to be remitted to the National Council for investment
* To introduce centralised auditing system to improve on accountability
* National council to resume fund-raising efforts.

Other areas of financial improvement include project proposal writing seeking funding. These include:

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1. The National Council project proposal for self-reliance of the computer school which has attracted funding from YMCA of USA.

2. Renovation of vocational Training School in Jinja for self reliance

3 Mbale branch has prepared a proposal on Reproductive Health and has received funding from CEDEPA.

4. ***Mukono Branch***:

Has prepared project proposal on.

- Heifer project to prepare the Youth and women membership towards self-reliance.

- Project proposal on Eucalyptus tree planting as anticipated source of income to YMCA

- Proposal on computer training school.

5. Other areas of financial improvement include:

- Catering service for the productions of cake,bread for commercial purposes at the branches of Mbarara and Kampala.

- Tailoring services on commercial basis at Mbarara Branch.

- Beginning o f Hostel services to students of Mukono branch and other areas on commercial basis.

- Beginning of Teachers in-service training as a service and also as a source of income for Mukono branch.

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- Poultry and piggery farming plus brick making as a source of income to the youth and women in Mbale,Mukono and Mbarara branches have taken off.

- Also cereal crop farming has taken off on commercial basis.

HOW MG V INFLUENCED THE LEADERSHIP ROLE OF YOUTH AND WOMEN IN UGANDA YMCA:

- The trend of attraction of Youth and women in Uganda YMCA is growing steadily from 10%-30% involvement in the youth activities.
  Actually about 65% of the participants of the MG Training were youth and about 25% were women. These are being prepared to join the leadership corridor of Uganda YMCA.
- In addition the rehabilitation of the volley ball court at Kampala branch and the Tennis court in Jinja branch has attracted youth membership in the Organisation. Also in the up to-date profile distributed to other NGOs and government Agencies have revived common touch actually the internal exchange of publication of programmes activities between Uganda YMCA and AIDS Commission,Human Rights Foundation,World Vision,DENIVA and others have started on a high note.
- Uganda YMCA took advantage of the Hosting of the Eastern zone MG V Training under Africa Alliance,National Training, National Review workshop,Local Training and monitoring visits, inviting top Government officials to perform the opening and closing ceremonies.
- Encouragement to the youth and women to join YMCA leadership without any discrimination.

D. LINKAGES:

MG V has been instrumental in reviving Uganda YMCA linkages and building new ones especially with the Government,other NGOs and the University. The following areas which have come up as a result of the Training programme,have been very helpful to the linkage.

- Publicity of the training programme through the National media and newspaper have attracted government agencies to take keen interest in Uganda YMCA programme activities
- The Annual Report and up to-date profile on Uganda YMCA.
- Also during the Training Session we always involved Trainers from other NGOs e.g Red Cross,Human Right foundation,Ministry of Gender,Local Government departments,Colleges and Makerere University . The linkage is growing.

MG V Contribution to the Adoption on new methodologies:

MG V has enabled Uganda YMCA to appreciate new methodologies of running the affairs of the Movement such as review of the trends of Uganda YMCA,through a locally organised study, involving the membership of the organisation at both National and local levels. The findings of this study formed the basis of the National review workshop and the revised policy documents.

Participatory appraisal system amongst the country is being appreciated at the local level.

This could be noted amongst the beneficiaries to be actively involved in the implementation to the on-going projects. The community especially in Jinja YMCA where the community representatives participated in the Training programme is now very keen on transparency and accountability.

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At Mbale YMCA the involvement of the Youth in development projects is recommendable too. However,the process needs time to fully be internalised and appreciated.

STRENGTH OF MG V PROGRAMME:

1. It has been well organised right from the beginning where Africa Alliance,sent a consultant to carry out a Research on which the MG V Training was based.
2. The disbursement of funds from Africa Alliance was systematic and consistent.
3. The co-ordination of the programme and guidance from Africa Alliance was consistent and very helpful.
4. The MG V Programme was flexible to allow adjustment of the training at the request of the Movement. This enabled the training to address the local felt needs. This put into consideration that the training needs that had been identified by the consultant or local study had been already over taken by events.
5 The internal and International exchange programme was a strong component of the exercise as it allowed participants to acquire more relevant management skills from both within the Country and without.
6. Involving the implimentors of the programme from the National Movement level in the final Evaluation is a strong point of vision for future linkage to the new training programmes.

WEAKNESS OF THE PROGRAMME FROM UGANDA YMCA PERSPECTIVE:

Weakness of MG V in particular respect to Uganda YMCA:

(a) The period allocated to the Programme was short in relation to the magnitude of the planned activities e.g We were not able to cover the training for the Youth and Women.

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(b) In some Branches we received more participation from staff than Board members.

F. FUTURE ROLE OF THE YMCA OF USA.

1. YMCA of USA is called upon to continue providing funds for training towards self-reliance.
2. Should provide funds to sample movements to sustain the projects that have been started as a result of MG V.
3. If possible YMCA of USA would help our movement with funding to enable us accomplish the MG V planning activities. This programme has been very helpful we call upon USA and Africa Alliance to provide more funds,where possible.

FUTURE ROLE OF AFRICA ALLIANCE:

1. To continue providing co-ordination and guidance and follow-up to enable Movement accomplish the planned activities resulting from MG V.
2. To involve the National Movements in drawing another training programme that would lead to self-reliance . Continuation as a process to link up is very important.

Prepared by:

Uganda YMCA National Secretariat

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REPORT TO THE AFRICA ALLIANCE OF YMCAs ON

MATCHING GRANT V AND ITS IMPACT ON THE SOUTH AFRICAN YMCA

RELEVANCE

The South African YMCA has been through a lengthy period of transition. Within that period not much was accomplished in the area of training and capacity building. Allow me also to say that apartheid had a direct influence in this regard and black YMCAs in South Africa had to struggle for survival and could not afford to address some of their critical needs such as Training and Capacity Building.

In the light of the above, the National Council, as well as the National Executive Committee (NEC), saw it fit and relevant to adopt an extensive training programme that would enhance capacity, focus on self-reliance and train specifically in the sustenance of the self-reliance aspect. The process is well on its way and Regional Councils as well as Local Associations have taken up the challenge very positively.

We feel that when we achieve self-reliance, or part thereof, within the next five years, the following structures within the South African movement will definitely benefit:

1. Local Associations
2. Regional Councils
3. National Administration (or National Office)

I will support the area of relevancy by submitting reports of the outcome of our National and Regional workshops, as well as a calendar for training for the rest of 1997.

The Capacity Building programme will be an ongoing process and is part of our Strategic Plan. A National Training Co-ordinator will be appointed from 1998, in the National Office, and will work with the National and Regional Training Committees which are already in place.

QUANTITATIVE

From January 1997 to date (June 1997), a total of 52 people have attended our workshops around the country. All the workshops were run over two full days and dealt specifically with Self-Reliance and Constitutional Principles and Options. After the workshops, Local Associations and Regional Councils re-visited their visions and were looking at self-reliance options within current programmes and new ventures.

Most participants were Board members of Local Associations, Regional Council members, Youth and Gender representatives and members of the National Executive Committee in the respective regions. Boards of Management of Local Associations, Regional Council Executives as well as NEC members function in different portfolio capacities such as programme manager, financial or fundraising committee or personnel committee. They are all very active in their associations, regions and some at national level.

QUALITATIVE

Tangible change will only be visible within the next six months. These changes will be based on the output of the workshops and the introduction of new options within our programmes at

local and regional levels. As I mentioned earlier, local and regional staff are re-visiting their visions as well as mission, re-defining their roles and making changes accordingly. New programmes are being introduced which have mobilised more volunteers as well as staff personnel. An example is the Reproductive Health Programme which has been implemented and 90 Peer Educators will be trained by our National Training Committee as part of our capacity building programme. Those educators will also be asked to stay on as volunteers.

ROLE OF AFRICA ALLIANCE / NATIONAL MOVEMENT

The Alliance will serve and has served thus far in a resource capacity. It was also through the Alliance that we could tap into funding from Matching Grant V. The Alliance, together with our National Executive, will be the final evaluators of our Self-Reliance programme and their barometer will be our reports and the tangible changes.

THE WAY FORWARD

Community Participation

The South African YMCA workshopped the idea of a Community-based Organisation (CBO) at its last National Conference. The objective is to make the community part of some programmes, for them to own the programmes and for the YMCA to do the co-ordination and the training in project management, as required. Our national programme audit will reveal which programmes could run with the assistance of the community and which will be turned into self-reliance programmes. In the Western Cape workshops were run with parents, school teachers and prominent community leaders to encourage community participation.

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Resource Mobilisation

Tertiary institutions, consulting firms and corporate business are being utilised for theoretical information. Personnel from NGOs within South Africa are to be used to share experiences in communities and success stories in this regard are being shared specifically. We will also be looking at YMCA national movements within Africa for shared experiences and advice (Togo for example). We are hoping to contact the Africa Alliance for advice on national movements in the east with a similar background to that of the South African YMCA, and lastly will be looking at all our partners - local and international - to workshop the idea of self-reliance with us as well as sutainability.

Role of the Africa Alliance / National / Local Associations

The Alliance will continue to be a resource entity, monitoring as well as evaluating, giving us advice and keeping us accountable.

Our national body will function within the same role but in a far more responsible manner. The South African NEC has wholeheartedly committed itself and has accepted full accountability for the self-reliance process.

The South African YMCA is indeed grateful to the Africa Alliance of YMCAs for the support we have received for Self-Reliance training. We are positive that the impact of our training will be visible soon and that visionary leaders will be identified through this programme. I believe our future looks bright and promising and the South African YMCA will see the effect within our committees in the near future.

Many thanks.

TREVEN HENDRICKS
NATIONAL SECRETARY

19 JUNE 1997

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KwaZulu Natal Y's News

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Y SELF RELIANCE ?

by MIKE CUTHBERT

A word increasingly being used within YMCA circles is 'self reliance'. What does this word mean to me and to my local YMCA? Firstly, you cannot make people or organisations self reliant, they become self-reliant. Self-reliance is more about attitudes and skills than money and materials. The following insight might add to your understanding of what 'self-reliance' means.

Self-reliance is not the same as self-sufficiency.
Self-reliance requires 'flexibility', the ability to see and adapt to new challenges and opportunities.
Self-reliance is about interdependance. It requires partnerships and sharing of resources.
Self-reliance means that a growing percentage of money is being generated from your own projects to provide for your own services.
Self-reliance means that you are proactive as against reactive or passive.
Self-reliance requires a clear vision that can be articulated to draw people together to achieve clear goals.
Self-reliance requires skilled human resources at all levels (volunteers, Board, staff)

It seems that self-reliance means much more that simply having the ability to raise enough money to run your YMCA. It also means being in partnership with other organisations who share similar objectives. The YMCA internationally, offers all local YMCA's the opportunity to become part of a world wide network of resources that are being shared around the globe. Is your YMCA a part of this network?

Nobody want to have to ask other people all the time for money to run the programmes. It seems to me that everybody I have spoken to over the past 6 months about the concept of 'self-reliance' is eager to move in that direction. How can you assist your local YMCA to become 'self-reliant'?

BIG changes are happening in YMCAs around the world. Opportunities to start new programmes are being presented to the YMCA in South Africa on a daily basis. Is your YMCA aware of these opportunities and changes?
Is your YMCA prepared to meet the new challenges?
Is your Board aware of the changing NGO environment in South Africa and are they preparing to meet the challenges?

MIKE CUTHBERT

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REPORT OF THE TRANSVAAL REGIONAL COUNCIL 'SELF-RELIANCE' WORKSHOP held at the Orlando YMCA on Saturday 24 May 1997.

1. ATTENDANCE

see attached list

2. FACILITATOR

Mike Cuthbert - staff of Regional Council in Kwazulu/Natal

3. OBJECTIVES OF WORKSHOP

- to understand the role of the National Training Committee (NTC)
- to understand the goals and processes of the 'self-reliance' training programme
- to be able to define 'self-reliance'
- to have listed and prioritised the needs of the Transvaal Regional Council (TRC)
- to have started the process of developing a Regional Training Committee (RTC)

4. The agenda of the meeting was as follows;

4.1 Outline of the rationale and purpose of the National Training Committee (NTC), who are responsible for the implementation of the 'self-reliance' programme.

The NTC is a committee set up by the National Executive Committee to assist with the outworking of the National Plan of Work which was adopted by the National Council in Bloemfontein, 1996.
The TRC representative on the NTC is Maria Moate.
It's goals are to;

- Develop a National Training Strategy
- Implement a 'self-reliance' training programme
- Establish a Regional Training Committee in each region , that will be responsible for the outworking of a National Training Strategy

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4.2 Outline and discussion of the `self-reliance' program re: objectives, time frame, objectives.

Goal of the `self-reliance' programme is to develop capacity of the 4 Regional Councils in SA.

The program that will be followed is;

- 1 workshop in each region, during May/June with the following expected outcomes;

  By the end of each workshop, participants will:

  *. Understand the role of the NTC
  *. Understand the goals and process of the self-reliance training programme
  *. Be able to define self-reliance
  *. Be able to list and prioritise the needs of their regional council.
  *. To develop a regional training committee.

- report at the National Council AGM, outlining progress, goals etc

- 1 workshop in each region during August, focusing on skills training needed in each region to implement `self-reliance' options

- a National Consolidation workshop in September, where further training for `self-reliance' will take place and a National Strategic `self-reliance' plan developed to the year 2002.

4.3 Brainstorm session on `our present understanding of the meaning of self-reliance'. (this was done in 3 small groups with feedback in plenary).

Feedback from the groups resulted in the following;
`Self-reliance' means.....
- being responsible, creative, innovative, accountable and self-sufficient.
- being financially and mentally independent
- self-confident
- self-empowerment through powers delegated by the constitution
- being able to spend donors money according to own needs
- not being dependant on donors
- running self-sustaining projects that can create income for non self-sustaining projects
- being self-supportive by for example investing money on the stock exchange
- good programme management
- educating people
- being able to face challenges
- being able to live by ones own means and also within ones own means
- having confidence in existing resources and maximising what we have
- being inter-dependant at local, regional, national and international level
- ongoing capacity building within YMCA structures
- being empowered to know how to negotiate with donors in a spirit of partnership rather than domination

4.4 Comparison of Transvaal RC and NTC understanding of `self-reliance'

The National Training Committee's understanding of self-reliance was shown to participants;

Self- reliance is not self-sufficiency
Self-reliance requires "flexibility", able to see new opportunities
Self-reliance is about inter-dependence. It requires partnerships, sharing of resources
Self-reliance means that we have some sense of control over our own direction
Self-reliance requires credible programmes
Self-reliance means that a percentage of money is generated from income or internally (as opposed to donors)
Self-reliance is pro-active
Self-reliance requires a clear vision that can be articulated and draws people together to achieve clear goals
Self-reliance requires skilled human resources at all levels (volunteers, staff, Boards of Management etc.)
Self-reliance requires a clear matching of responsibilities to skilled people

NB! Note to the word `self-sufficiency.

Self-sufficiency gives the impression that a Regional Council should not have to depend on anybody or any other organisation because it is self-sufficient. This understanding goes against the ethos of `self-reliance' which says that true `self-reliance' occurs when an organisation is partly dependant on other people and other organisations for its survival. The nature of the relationships between the organisations is the factor which determines the level of `self-reliance'. The participants in the workshop eventually agreed that the wording should read ` not entirely self-sufficient'.

4.5 Discussion and prioritisation of the 5 dimensions of `self-reliance', as identified by the National Training Committee (NTC)

The 5 dimensions of `self-reliance' are;

- a clear vision
  all constituencies should be involved in developing such as vision. The vision should be directly related to needs, problems and dreams.
- a credible program/s
  This program should emerge from the vision. It has clear goals and resources to reach those goals.
- financial management skills
  This would require the region to develop skills in;
  financial strategy
  financial policy and controls
  budgeting and planning cycle
  monitoring finances
- fundraising skills
- income generating options/skills

4.6 Small group discussion and plenary feedback on TRC options for 'self-reliance'.

Small groups brainstormed different options for the TRC to develop towards 'self-reliance'.
The following information emerged during a plenary feedback session;

- local Y's should be financially committed to region - even if in a small way
- brick making, guest houses, shops, canteens
- purchasing a franchise
- scratch games
- act as trainer's and/or consultants to business, NGO's, CBO's, govt.
- purchase shares from membership fees
- maintain ethical standards in fundraising
- farming, eco-tourism
- drams group touring country
- dinners, fun runs, cake sales, golf days, raffles
- regional events like concerts, beauty pageants, debutants ball
- Develop a Regional Youth Centre where you can sell services
- recycling of waste
- Music festivals
- print shops (t-shirts, C.Vs etc)
- Regional Advice centre that sells services like business plans, tendering advice etc
- Tendering for govt. Contracts
- Sale of electricity/phone cards

4.7 Development of a 'Self-Reliance' Plan of Action for the TRC.

The group began to formulate an action plan to take some of these ideas forward. Consensus was reached that before this occurred, a 'regional vision' needed to be developed. From there a 'self-reliance' project would be selected and worked out. This was seen as a short term solution. It was hoped that the next self-reliance workshop would flesh out a detailed strategic 'self-reliance' plan for the region.

The incoming Regional Executive for 1997/98, were asked to facilitate the working out of a regional vision which would be circulated to all regional council members.

Report on the Self-Reliance workshop held for the Western Cape Regional Council. Friday 6 June 1997.

Facilitator: Quinton Mitchell

Workshop Objectives:

- To understand the role of the National Training Committee (NTC)
- Develop an understanding of the goals and process of the 'self-reliance' training programme
- To be able to define 'self-reliance'.
- To have listed and prioritised the needs of the Wester Cape Regional Council
- To have started the process of developing a Regional Training Committee

The workshop followed the format of the previous Self-Reliance (SR) workshops in KZN and Gauteng.

developing a common understanding of SR

Western Cape response: a Regional Council is Self Reliant when they.....
- are independent (not completely self-sufficient)
- have access to resources
- have direction - are self-propelled
- have the ability to deliver services
- can generate own income - aim to be financially independent
- can sustain own programmes
- are self-confident - not dictated to
- are pro-active not reactive
- are part of an ongoing process of development
- are providing opportunities for members and staff to gain new skills
- are flexible
- are able to articulate, catch, and sustain a vision

This understanding matched the understanding of the National Training Committee (NTC) quite closely. The NTC understanding was presented and agreed upon. It was agreed by participants that the NTC could go ahead and develop a common understanding of SR based on input from the workshops held in each region. This understanding would be presented to the National Council at the AGM in July.

looking at dimensions of SR

The 5 dimensions of Self-Reliance, as presented by the NTC, were presented.

- a clear vision
- a credible programme
- financial management and programming skills
- fundraising skills (Aug/Sept 97 SR workshop)
- income generating programme/s and skills

establishing Regional needs

- the participants felt that there was a lack of understanding of each others needs and problems in the region.
- need for a clearer understanding of what role the Regional Council should/could play
- need for a clearer understanding of who the region is and for a regional strategy that could be owned by all Regional members

□ **prioritising needs**

Participants prioritised needs in the following order (*needs, underlined and highlighted in bold lettering)*

1. Regional Exec to develop *vision and strategy*
2. HIV/AIDS *programme* starting in June 97, and the employment of a Regional Youth Worker, will be the first Regional programmes around which a building process could be established for the Western Cape.
3. Aug/Sept 97 Self-Reliance workshop could provide an opportunity for *development of skills* needed to exercise certain income generating options.
4. The Regional Exec would ensure that a Regional strategy for development would include a process for developing *stronger relationships* between the different associations.

□ **developing a way forward**

- Self-Reliance process will be outlined at Western Cape Regional Council AGM 1997.
- Regional Exec/Council will determine what the training needs are for the SR workshop in August.
- First income generating programme to start between January and June 1998.
- HIV/AIDS and Regional Youth programme to be discussed at Regional Council AGM with a view to gaining Regional support and understanding of how these two programmes fit into the overall Regional strategy.

During the evaluation, participants felt that all the objectives had been met with the exception of the establishment of a Regional Training Committee (RTC). The group felt that at this stage the Regional Exec could handle the task of training in the region. The idea of a RTC would be kept on the agenda of the RC.

Report on the Self-Reliance workshop held for the Western Cape Regional Council. Friday 6 June 1997.

Facilitator: Quinton Mitchell

Workshop Objectives:

- To understand the role of the National Training Committee (NTC)
- Develop an understanding of the goals and process of the 'self-reliance' training programme
- To be able to define 'self-reliance'.
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- **developing a common understanding of SR**

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