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MID-TERM EVALUATION

for

**YMCA HUMANITARIAN/DEVELOPMENT
INITIATIVES**

in

CENTRAL/EASTERN EUROPE

"The Saphir Initiative"

(U S A I D Cooperative Agreement EUR-0032-A-00-1021-00)

by

Patrick Penninckx
Tutor
European Youth Centre
Council of Europe
Strasbourg, France

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EXECUTIVE SUMMARY

I Saphir Initiative

- 1 The Saphir Initiative has stimulated a rapid growth of the YMCA in the four countries of Central Europe, both at local and national level. In one country, it is crucial for the development of the organization.
- 2 The choice of working through field workers, who accompany / facilitate the organizations on the spot is indispensable for the success of the Initiative.
- 3 The basic attitude of the field workers, which is described by the German term 'Begleitung' or accompaniment is clearly appreciated by all organizations involved.
- 4 The coordination of the Saphir Initiative, with all partners involved (national organization, field workers, European Alliance of the YMCAs and the YMCA of the USA) runs without any major problems. An open communication process is established at all levels.
- 5 The Saphir funding is used most effectively in those places where the applying organizations are fully respected in their choices.
- 6 The Saphir Initiative is fully integrated in the overall support set up under the YMCA Intermovement Cooperation system.
- 7 In all countries regular contacts with USAID project specialists take place. They receive full information on the development of the organization and projects. Invitations to take part in activities are forwarded. In some countries field visits have been effectuated by USAID staff. All are in praise of the information flow and meeting opportunities offered.

II National Organizations

- 1 In all four countries, highly motivated, young people are the carriers of the development of the YMCA. They are at the same time anchored in the YMCA tradition of the pre-communist period.
- 2 Despite the many similarities, each of the organizations has developed differently. They are rooted in different traditions and take a form which is adapted to the national situation.
- 3 Throughout the organizations, at all levels, young, highly skilled professionals take the lead in shaping the YMCA.
- 4 At all levels there is a clear determination to become self-sufficient, autonomous organizations in the coming three to four years.
- 5 All organizations show an openness towards the creation of a ecumenical, tolerant society and to develop social action.
- 6 All organizations are developing on the basis of the needs of the community and especially on the needs and aspirations of young people.
- 7 The YMCA has a clear option to work beyond its own boundaries and is willing to support others in other countries and continents.
- 8 In the most developed YMCAs there is a concrete willingness and commitment to support the development of other YMCAs in Central and Eastern Europe.
- 9 The YMCA is recognized by local and national authorities, churches and educational establishments as a valuable contribution to community life and society.

III Project Development

- 1 Projects are well reflected and coordinated They fit community needs and are integrated in the organizations' orientations and programs
- 2 Most projects concentrate on community development, involving a wide range of programs (leisure, educational, sports, etc)
- 3 High priority lays in leadership training at national level This is an indispensable element for the further development of the organizations It is the cornerstone in the building of a pool of trained and motivated volunteers
- 4 The ecological programs are mainly run in the form of summer- and winter camps Other environmental programs are less elaborated
- 5 Management training and the development of small enterprises are with one exception, not explicitly developed However job clubs for the unemployed are emerging in most countries
- 6 All projects are evaluated on whether they are sustainable after the Saphir program Eye-flashing, but non-integrated projects are avoided
- 7 A concrete follow-up of all projects exists, both at content and financial level The organizations themselves take high responsibility in this and sometimes develop further internal evaluation systems

IV Conclusions

- 1 An important move towards sustainable development of the YMCA in the four countries covered by the Saphir Initiative has been made
- 2 Financial assistance and highly motivated volunteers and staff members, are however not the only determining factors in setting the pace of the development
- 3 The Saphir Initiative should therefore, on a decreasing basis be renewed for an extra two to three year period This will permit the continuation of the important steps which have been made

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**I. TERMS OF REFERENCE FOR THE MID-TERM
EVALUATION**

The Mid-term Evaluation is an integral part of the Grant Proposal which was submitted to the U S Agency for International Development back in December 1990 and taken up again in the revised version of March 1991. The Evaluation was originally foreseen for the 22-23 months of the program. In practice the evaluation with the external consultant has taken place in the twenty-first month.

The core team as well as the basic methodological approach have been outlined in the Statement of Work by the YMCA of the USA.

The core evaluation team consisted of the undersigned, external evaluator, together with the YMCA field staff responsible for the program implementation in the geographical area for which they are in charge. In practice one week of evaluation was spent in the Czech Republic and Bulgaria with the Saphir Program Executive, the Second Week was spent in Poland and Hungary with the Saphir Program Director. In addition to the core evaluation team, in each country these persons were joined by the persons in charge of the direct program implementation. In practice, the external evaluator had the freedom to interview various partners of the program at all levels.

The basic methodological approach during the field visits was the 'in depth interview' with the different persons concerned, either individually or in a group interview. Most interviews were held in English, some in German or French, and sometimes with consecutive interpretation for some of the partners involved. Wherever possible a visit on the spot was effectuated with the Saphir Field Staff, sometimes however, due to the enormous geographical area to cover in a limited time, the interviewees were asked to come to a central meeting place to have a meeting with the external evaluator.

The interviews mainly gave the floor to the interviewees themselves, describing their views, ideas and perspectives for the development of the YMCA in their country. They were also asked to describe the situation of young people in their city, region or country, and how the YMCA responds to this.

Some comments to understand the context of the Saphir program

The Saphir program is part of a much larger cooperation program, which operates at different levels within the YMCA. A series of initiatives are coordinated at the European level (programs which fall under the intermovement cooperation of the YMCA), whilst others are directly led at a bilateral level (between national organizations or even at local level). For an outsider it is not always easy to make a distinction between the different systems of cooperation. The external evaluator concentrated on those developments which were directly supported under the Saphir program. It is understood that these developments do not take place in a vacuum and that the field workers need an overview of the entire situation.

The above comment is particularly important in the sense that the cooperation which takes place outside the Saphir program is quite distinct from country to country. Some countries receive a lot of external support, whilst others receive much less. This may depend on geographical closeness between countries, or often on the pre-knowledge on the different countries. The walls which separated the continent have led to a lack of understanding and knowledge about some of the countries. This is clearly the case of Bulgaria. The information that other organizations have about certain countries is clearly determined by the media (on political or social-economic developments) or simply by the tourist attraction of some countries. The role of information spreading will be much more important for those, less attractive countries. This has a direct impact on the level of support that an organization will receive from outside.

The needs assessment, from the very beginning, insisted on treating the countries as separate entities. Emphasis was laid on the fact that even though from the outside these countries seem to have gone through similar developments, the particularities of each country need to be taken into account. I will try to outline these particularities under the different country descriptions. The particularities do not only refer to the situation of the YMCA, but more generally to the situation of young people and the development of volunteer organizations in these countries.

I will refer to the development of State Youth Policy in each of the countries concerned and also to the state of development of National Youth Councils. The development of such Youth Councils, which regroup and coordinate the work of all non-governmental Youth Associations in one country, is often a reliable indicator of the state of the development of what is called 'associative life' in a European context.

In none of the countries concerned were individual initiative and community involvement valued. No independent associations could operate and the simple fact of being 'organized' referred to being a member of the official youth organizations. Leadership Development was only possible within these official structures and was disapproved of or punished otherwise. This has influenced a number of generations in these countries.

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All the countries involved are in a phase of transition from a totalitarian state towards pluralized Democracy, from State Planned Economies to Market Economies. The State of Law and the Respect of Human Rights are only now finding their place in Society. That this goes along with misunderstandings, trial and error in the application of these principles is quite understandable. In Bulgaria, for example, all excesses of individual freedom are called 'Demokrazia', as a sigh of relief after many years of oppression, but also as an excuse for just about anything.

II. PRINCIPAL FINDINGS

Under this heading I will take up the questions which were raised in the statement of work for the mid-term evaluation I will treat consecutively the following areas of YMCA development support through the Saphir Initiative

- A Effectiveness of YMCA Assistance Structures and Development of YMCA Institutional Capacity
- B Results of Project Specific Activities/Organizational Program Development
- C Monitoring and Support Processes
- D Long-Term Program Effectiveness

Under a separate heading I will go into Conclusions and Recommendations, with regards to the Initiative and the different Specific Activities

Many of the questions raised in the Statement of Work for the Mid-Term Evaluation are both general and specific Wherever appropriate elements will be taken up in specific Country descriptions The country specific descriptions will be taken up under a separate chapter Whenever a conclusion is drawn in the descriptive part or when a recommendation is made, they will be taken up in the part on general conclusions, if they are of a more general concern

A. Effectiveness of YMCA Assistance Structures and Development of YMCA Institutional Capacity

1 YMCA Working Structures for the Implementation of the Saphir Initiative

As already indicated above, the Saphir Initiative fits into a larger cooperation program of the European Alliance of the YMCAs (EAY), together with the YMCA of the U S A and YMCA Canada, to develop the re-emerging associations in Central and Eastern Europe Most of it is coordinated under the Intermovement Cooperation Committee (IMC), which is a standing Committee of the European Alliance of the YMCAs, and operates under the Executive Committee of the EAY Final decisions on Intermovement Cooperation matters are made by the Executive Committee of the EAY In order to implement the decisions of the IMC, specific field groups per country or per group of countries have been established The field groups are open to representatives of all interested National Movements

The goals of the IMC Field Groups are twofold

- to support the establishment, or re-establishment, and extension of YMCA National Movements,
- to provide a platform for other National Movements to take part in that process

All of the countries involved in the Saphir Initiative are covered by one of the field groups, which include members of the European YMCAs and one member of the YMCA of the USA

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A detailed description of the IMC Committee and Field Group Terms of Reference will be appended

Saphur Field Staff

The Working Structures for the day to day implementation of the Saphur Initiative are described below

The main option has been to employ two field workers, with a large experience in organizational development. They are the core of the Saphur Development and coordinate all initiatives within the different countries

In order to cover the four countries in the most efficient manner, each of the staff members has taken the responsibility of covering two countries. Each one following/facilitating the development of the movement in one country which is less developed in YMCA organizational terms, and one country which has already a stronger basic infrastructure. Johan Vilhelm Eltvik, from Norway, is in charge of the coordination of the Saphur Initiative in Poland and Hungary.

Michael Wardlow, from Ireland, is in charge of the coordination in Czechoslovakia (since 1 1 1993 the Czech Republic and the Slovak Republic, two separate countries, which will have a separate development) and Bulgaria.

It is quite important that the two field workers come from different cultural and organizational backgrounds. This ensures that not just one organizational model is promoted and that in staff meetings different experiences can be shared and confronted.

Field Workers Meetings and Staff Meetings

The type of work, field visits in separate countries, means that the field staff are much on their own and can have to rely on their own judgement to evaluate a situation or a request. Regular staff meetings are therefore crucial to be able to step back and look at the type of facilitation/accompaniment from a distance.

During the past 16 months, since the recruitment of the two field workers (September 1, 1991 to January 1, 1993), the field workers met 37 days in 8 countries and 11 venues, which is an average of two and a half days per month. These meeting days can be divided into various events:

- training activities,
- European Assembly,
- Intermovement Cooperation Committee,
- Field Worker Meetings, inclusive Staff Meetings

About 17 of these were spent in pure Meeting days, which averages about one day per month. Apart from the actual meeting days, the Field Staff hold regular telephone conversations (about once a week) and exchange fax messages.

These regular meetings are crucial for the coordination of the entire program.

They give the possibility of having an overview of the program development, looking at tendencies and establishing policy lines with regards to the attribution of project money.

Full staff meetings, involving the EAY Secretary General and the YMCA of the USA's International Division (YMCA/ID) take place once a year and determine the broader orientation of the program. The EAY and the YMCA of the USA are also involved in certain field visits and take part in the major training events, which means that in practice they meet more often.

The grant decisions are taken by the EAY Office, on proposal of the Field Staff (see below).

2 Forms of assistance offered to YMCAs in Central/Eastern Europe

The forms of assistance provided are manifold, but the basic form of assistance offered is the accompaniment of the national movements by the field staff. It is this accompaniment, referred to under the German term 'Begleitung', that provides the basis for all other forms of assistance. The main objectives of the assistance are described in the Project Implementation Plans for the different quarterly periods. They go into some detail about the concrete objectives which are set for each period, but they can be regrouped as follows:

- operate as facilitator for staff and volunteers at all different levels,
- assist in the development of long term perspectives and concepts together with the different organizations and their decision making bodies,
- assist in the development of a constant needs analysis, with regards to the situation of young people and the specific community and country situation,
- contribute to the development of training proposals at different levels (local, volunteers, Board Members, including also International Training),
- evaluate and ensure a follow up of the different initiatives and projects run under the Saphir initiative,
- create an awareness and act as catalysts to develop a support system among all YMCAs, including the local to local contacts and the direct cooperation initiatives,
- develop a consciousness about a sustainable development for each of the projects launched, beyond the reach of the Saphir Initiative,
- provide financial support for the launching of new projects

Role of Field Staff

The role of the field staff is crucial in the development of the Saphir Initiative. They are in a key position to actively assist the national movements in the assessment and the evaluation of their needs. They can also, on the spot, respond to the changes and development needs in the different countries. They can, as outsiders, have an overview of the entire national organization and relate their experiences with other national YMCAs.

At the same time they do not take over the running of the organization, even though some weaker organizations sometimes express that wish. They give active support under real partnership conditions. They have the ability to stand back when the organization can handle the situation by itself. They are aware of the negative impact that, even though well-intentioned, directed help will have on the development of the different initiatives. In this respect, they have to reflect, and sometimes hold back, well-intentioned material support offers, which does not take into account the country situation and the negative consequences that these could sometimes provoke.

In order to keep up this profile it will be crucial that the field workers keep regular meetings in the different countries for which they are in charge. This can lead to some cross-fertilization between the organizations, and will help the field workers to better understand each others problems, challenges and perspectives. It can do away with some of the feelings of frustration, which are inevitably linked to the specific working conditions. It can also help in the elaboration of mutual programs between the Saphir countries, based on common needs.

According to the interviewees, the major contribution that Saphir can give to the Developing National Movements, is the building of human support systems.

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This has to be seen in a wider perspective of networking, image building with other YMCAs, developing of new ideas and contacts (about possible programs, but certainly also about training and volunteer motivation)

Field Workers as an instrument for development

The choice to work through Field Workers, which are not linked to one country in particular, but who have two countries to facilitate deserves some attention. The choice not to have a 'fraternal secretary', i.e. a Secretary working in only one country to assist the movement on a day-to-day basis, is operational.

Many arguments plead to have the system as it now operates, i.e. through the accompaniment of two organizations

- it permits taking certain distance from the developments within one country, it gives the opportunity to see that developments can run quite differently, even with a similar approach from the field worker himself,
- it confronts the field worker with different value systems, and avoids using his own value system as the only reference to understand the other culture,
- it helps the field worker in the assessment of the organization and also his self-assessment, in terms of his approach to the accompaniment of the organizations,
- it gives the organizations time and space to develop their own views, make a short term planning and run the movement by themselves on a day-to-day level,
- it avoids an over-identification of the field worker with the organization he accompanies

'Begleitung'

More than a description of concrete tasks, the overall concept of accompaniment/facilitation needs a more detailed description, since it is the core of the attitudes/tasks of the Field Workers and of all assistance programs. It has been made quite clear that there is no possibility to come into the countries with some clear cut ideas and programs. They might be very interesting and workable in a set cultural context, but completely out of place in another cultural setting. In fact the term 'Begleitung' entails a set of both personal attitudes and professional capacities of the Field Worker. Whenever in this document I refer to any of the functions (field worker, secretary general, program director, etc.) in the male form, this refers to the reality in the countries concerned.

At the personal level, the field worker needs a basically open mind and attitude towards the developments in the country. They have to overcome a feeling of prejudice, which prevails towards any foreigner who comes to assist the national movements. National pride, but certainly also the past experiences of foreign domination play a role in the development of this feeling. We also have to bear in mind that quite a number of these countries have been flooded with international advisors/trainers/consultants and that a certain reticence (a stronger term would even be more appropriate) of the native population has grown.

The personal attitude needs to be one of an openness to learn about oneself (personal, cultural and organizational background) and about the other culture, framework of the organization (past and present, wishes and goals) in the countries context.

At a professional level, the field worker has to be willing to share his experiences and to use his personal resources to assist the organization in developing their own concepts and goals for the movement they wish to build. It implies not giving answers before the question was asked, not to transmit values and experiences, but to be aware of having them. It implies taking a certain distance from the personal background, without denying this background. It involves not to manipulate the organization, or not trying to force them into the direction they perceive as righteous. It involves also seeing the contribution that the national organization might have to the development of the EAY and the World Movement, with new challenges and demands.

3 Communication Structures

The communication structures for the implementation of the program are well established. Apart from the previously described staff meetings and meetings at different other occasions, a regular communication system is established between Field Staff, EAY and the YMCA of the USA. Regular telephone and fax contacts are the main links between persons working at some distance from one another. The training events (such as Tiszadob Program Institute) and field visits of both EAY staff and YMCA of the USA have permitted the establishment of direct contacts between national decision makers and Saphur Project staff at all levels. The Field Workers are often an intermediate between local or national projects and the overhead structure. Clear roles have been defined with regards to decision-making concerning project financing and project acceptance.

The Field Worker can stimulate and improve the quality and feasibility of certain projects and makes recommendations to the EAY Secretary General, who decides on the grants that do not exceed a certain platform (1,000 US dollars). Once this platform is exceeded the decisions have to be taken on the basis of written quotations, provided to the YMCA of the USA. This system generally functions quite well, a clear distinction in decision-making bodies, which provides for a built-in control system and avoids pressure being put on the field workers, in their function of advisors.

The direct relations between local or national organizations and the EAY, as decision-maker for certain grants and as account manager for the different projects which have been approved, differ from one country to another. In Poland, for example, all financial regulations are directly dealt with between the National Program Director and the EAY. In Bulgaria on the contrary, the field worker has an important task in follow-up of the grants allotted to the local associations, and the accountancy for them.

4 Cooperation Procedures

The system which is used for collaborating with national or local YMCAs about the kind of assistance they need differs from country to country. The different procedures will be described under the country descriptions.

In general, a needs analysis is set up with the applying partner (whether local or national) and the project is elaborated in a cooperation atmosphere, between equal partners. The elements which are considered in such a process are the following:

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- the importance of the project in the community development,
- the link between the project and the development of the YMCA,
- the feasibility of the project and whether they are sustainable in a longer term, and beyond the financing of the Saphur project,
- the type and amount of the grant requested (institutional or start up funds)

This basically means that the projects should fit in the general objectives outlined in the grant application and the specific conditions under which this has to take place, but at the same time most of the deliberations will consist of the viability of the project in the context of the organization

Some of the specific conditions cause problems, such as the obtaining of written price quotes to buy products or material over 1,000 US dollars. In countries where market economy is only now re-emerging, it is not always easy to obtain such price quotes

In some countries all applications are coordinated at the national level, eg. in Poland, where the local associations are considered to be 'branches' of the national organization or in Czechoslovakia, where the program director is consulted on the grant distribution and the finance secretary is involved in the financial follow-up. In Hungary and especially in Bulgaria, this coordination role is to a larger extent taken up by the field workers, due to the lesser development of the national structure

5 Role of Saphur in the development of YMCA

We have to keep in mind that all the Central European YMCAs depend highly on finances from abroad to develop the organization. This funding will remain important for the coming (three to four) years. Even though there are quite some differences between the different YMCAs in these countries, mainly program - but also to a large extent institutional development - depends on this foreign assistance for the time being

Only few organizations can count on proper resources, such as the Czech YMCA, through renting out part of the restored Prague YMCA-building. Neither can they count on developed government subvention systems, as they are known in most Western European countries. Fund raising and personal contributions are not part of the peoples' habits, and it is only recently that a system of sponsorship has been established (in 1990 for Hungary, as from 1993 for the Czech Republic). Membership fees, and consequently membership registration is often seen as part of the old system, where such registration was also used for other purposes

Saphur is part of this foreign funding, and is in some countries, like Bulgaria, practically the only financial source. It goes without saying that the existence of such a program has a determinant function in the rapid development of the organization. Saphur financing is mostly made available for program development and leadership training, and only where all other support systems fail is it also paying for the institutional development, in order to respond to urgent needs. This is the case in the Czech Republic for the Youth Information Center and in Bulgaria for the regional Program Directors

In general, Saphur funding and support is highly complementary to the other YMCA programs which are put into place for this region. A set of coordination instruments have

therefore been elaborated

- the participation of the Field Workers in the IMC Field Groups of the concerned countries,
- their involvement in other EAY meetings,
- their cooperation with other Field Staff, provided for through other programs, such as an International Program Adviser for the Polish YMCA (Sarah KAUFMANN) through the Canadian YMCA

These instruments allow the Field Worker to work in an overall cooperation frame. Usually the support of these other programs go to activities, which are not a priority for the Saphir program (eg Salaries of Secretary Generals and Office Staff of the national organizations, etc.)

Not all activities and cooperation programs can however be coordinated. Sometimes this leads to clashes and negative experiences for the national organizations, which may have its influence on their willingness to operate such programs in the future (eg some negative experiences with volunteers in Poland)

The Saphir Field Staff is usually the only external staff which is in the country on a regular basis. They have an overview of the assistance coming into the country, but also over the gaps in the provision of assistance in certain areas. They have a particular role to play, especially in those countries where the national organization is only in its starting phase. The IMC Field Groups do not have Field Staff and Field Group Leaders, who meet once or twice a year, cannot stay in the respective countries for a longer period of time. Their role is therefore limited to setting the frame of the cooperation, but they can hardly have a direct impact on the day-to-day coordination of all the initiatives.

6 Program Effectiveness

The Saphir support is most effective where it assists the local and national developments, in programs which they themselves have elaborated.

In order to keep this role of an assistant to the local/national developments, Saphir really needs to follow the pace of the organizations. There is not much interest in promoting highly developed programs or to emphasize certain aspects, if they are not part of the needs which are perceived by the organizations themselves.

In the cases where such an 'external' needs analysis has put forward certain ideas, the local or national counterparts will not feel in charge of the project. They will not feel the ownership of the project and its chances for success or development will decrease considerably. The project will not be carried by the organizations themselves. The projects will then only last for the time the grants are received, unless its importance is perceived in the mean time. This seems to be the case with the Youth Information Center in Prague. I will come back to this in the description of the YMCA in Czechoslovakia.

An other element which determines the effectiveness of the program is the way the local associations perceive the possible grants from the Saphir program. If they perceive it in the first place as an instrument to get as much money as possible out of the system in the shortest possible time, then little is done to develop the necessary support structures to put

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the projects into practice. This seems to be the case in the Gabrovo YMCA, where many ideas are launched, but the follow-up of the ideas into concrete programs, although approved for support, does not take place.

The implementation of Saphir Assistance certainly aims at increasing the national/local associations' potential to plan and organize their program and activities. In the Polish YMCA and the Czech YMCA this led to a first long term plan (1993-1995) being established, to a great extent with the assistance of the Saphir Field Staff. This planning took place in a separate planning meeting for Poland, whereby the planning and orientation of the movement took a central role. In other places this planning assistance took the form of Board Member training or direct cooperation with the persons in charge. In this planning, elements of financial management are integrated and increasing financial self-sufficiency is part of the objectives in all countries concerned.

It is clear that a certain 'critical mass' has to be reached before substantial, independent planning can take place. The national organization needs a number of well-functioning local branches, generating critical volunteers, a certain level of self-financing and appropriate decision making structures and power to execute these decisions (mostly through paid staff), before any realistic national planning can take place. In Hungary and Bulgaria this planning only takes place at a local level and not yet in all associations.

B. Results of Project Specific Activities/Organizational Program Development

Many of the questions raised under this chapter will be dealt with in the country specific descriptions, as they refer to the realization of the concrete programs financed under Saphir. Only the elements which are common to the different countries, or those which provide some striking features or differences will be taken up under this general chapter.

1 Status of Project Activities

In general we can say that the YMCA programs generate quite some interest in the different countries.

First of all, in all these countries some YMCA tradition exists, and for the older generation YMCA is somewhere in the back of their minds, either through the programs YMCA provided in the pre- and post-war period, or through the buildings (and the activities connected to them). In Warsaw, Prague and Bratislava, for example, the buildings are still referred to as YMCA-buildings, (also because they were quite impressive for the time in which they were built and they were practically not modified in the past period). YMCA was part of life of the new elite in the thirties and forties. The re-emerging YMCA in these countries is anchored in this tradition and can count on some prominent persons, which are known for their ideas and have often spent part of their lives in prison or concentration camps for these ideas. After the changes in 1989, these persons have taken up important positions in the life of their society. They formed the basis for the re-establishment of the YMCA in these countries. In many of the Boards of the YMCA, either at national or local level, we can find members of Parliament, lawyers, university professors and lecturers, researchers, media people, etc.

Activities however, do not only generate interest because of the prominent background of some of the Board members of the organization, but mainly because of the interest of the programs themselves. All programs are community centered and focus on the life of the community, in a context which was described above.

In all countries, regular evaluations are carried out about the programs and training offers. In Poland, for example, an assessment of each of the Saphir sponsored activities is carried out in terms of participation of the beneficiaries, cost effectiveness, evaluation of the participants, etc.

There is direct interaction with the life of the community, or even of the entire society. In general, the YMCA activities generate interest from the local/regional/national governments, because they provide services, which the authorities can/will no longer take up.

At the local level this interest is shown through putting buildings, material, furniture, transport at the disposal of the organization (Plovdiv and Rousse in Bulgaria). In some cases they are asked to run entire community programs. This is also the case for some of the local Churches in their attitude towards the YMCA (eg. Bekescsaba in Hungary, Cernilov in the Czech Republic). Schools are also interested in cooperating with the YMCA (the example of the Ecological High School in Olsztyn, Poland). In general the YMCA can count on local and regional media coverage for the activities they undertake (some articles are appended).

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At national level, the YMCA gets support from the national authorities, wherever a youth policy exists. They are estimated as reliable partners and some projects are launched together, or grants are given for the development of certain programs. There is also some cooperation with the universities (for example, the Polish YMCA publication on Polish Youth, realized in cooperation with the Warsaw Faculty of Social Studies).

National media coverage of activities is also assured for certain activities, or for the general introduction to the YMCA in the country (television broadcasting about YMCA in Poland or of the 'literature-coffee-house-course' in Hungary).

Target Public

We can say that the main group reached by the YMCA is the upper-middle class in the different societies. In purely economic terms, this classification does not make much sense. Their "well-off" financial situation has degraded in the past decades, but still the concept is useful. It aims at this class of society which has been highly educated, living in stable families.

Often the term 'elite' is used in interviews by people in charge, or reference is made to the 'good' families the young people come from. YMCA is considered to become a meeting place for young people from different backgrounds, meaning in the first place different religious (as a ecumenical christian organization), different intellectual and professional backgrounds. This YMCA is seen to have the task of generating a general discussion in society and create a large network of intellectuals and future decision makers in political, social, religious and economical life. The major objective would be to build an open, tolerant society for young people (Projects in Poland regarding refugees, Seminars on democratic developments, school project on tolerance).

The relations with the different churches in the respective countries are quite different. Sometimes a close cooperation is sought (like in Hungary), while in other countries some mutual cooperation and understanding is looked for, without establishing any structural relations (like in Poland, Czech Republic and Bulgaria).

In all countries, the YMCA targets young men and women.

2 Organizational Program Development

The different programs working under the Saphir initiative are run under the responsibility of the national/local YMCAs. In the countries with an elaborate national structure, this national structure plays an important role in acceptance, evaluation, follow-up and financial reliability of the different projects. This has been the case in Czechoslovakia, Poland and Hungary (the latter because most projects were national projects).

In Bulgaria, due to the absence of an operational, national structure all projects are dealt with at the local level.

Volunteer involvement in the programs, but also in the rebuilding of the entire movement, is the major concern of all organizations. It has been described above that no tradition whatsoever exists to involve young people on a volunteer basis, other than as consumers of services. Developing such a volunteer attitude is considered to be the major challenge for all organizations. The recruitment of professional staff is considered to be the basis to do so. It is not always clear how this professional staff will be paid, once external funding stops. Budgetary plans tend to count on a very high degree of self-financing in a relatively short period.

In some countries, one could expect an increased self-sufficiency through

- regular government subventions on the basis of objective criteria,
- rent-income from the restituted buildings,
- increased personal participation fees for the programs,
- the establishment of foundations to generate financial support,
- the development of fund-raising initiatives,
- the development of a sponsorship-system

The rapidity of such developments should however not be overestimated, and goes together with a series of overhead costs, which might be quite substantial for some of these elements (renovation of buildings, judicial procedures for the restitution of property, legal barriers to the establishment of foundations, etc) It is quite clear that the organization of fund-raising initiatives will also have to be accompanied by training initiatives which introduce and support them

The estimates on self-sufficiency are too optimistic for the time frame in which they are planned

In other countries, where the possibilities are less developed, this self-financing can certainly not be reached in the coming two or three years (Bulgaria, Hungary)

Project Planning

The planning of the projects, and the project proposals have developed positively since the start of the Saphur Initiative In two countries, Poland and the Czech Republic, a schedule has been developed for the support of projects for 1993 They fit into the (first) long-term plans of the organizations The project proposals, suit better the common criteria which have been established

Also for Hungary, the project proposals from the national level are part of a coherent picture of the development of the organization An extensive field visit to the different local organizations has been planned to promote higher local implication in the Saphur Program In Bulgaria, planning ahead at the national level is not yet part of the strategic thinking of the organization and most projects are initiated at the local level on the basis of concrete needs There has been a positive development, in the sense that the proposed projects fit into the possibilities of the Saphur Initiative Together with the field staff the proposal is analyzed and decisions about the feasibility of the project are taken jointly

Projects in their community context

In the grant application to U S A I D , projects for youth leadership training and program development were said to focus around three major areas of work

- community development activities,
- environmental programs,
- management skills training programs

In all countries there is a clear concentration on community development activities

In some cases (Czechoslovakia and Hungary), community development was the only main starting point for projects, even though the projects touched on ecological elements (through camping activities) and on management skills training (In fact, in all training courses some management skills are touched upon)

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In Poland and Bulgaria some specific Environmental Programs were developed (such as Olsztyn Ecological Camp and Tree Planting Action in Rousse), which resulted in positive image building (in Rousse) and a close cooperation with the Ecological High School in Olsztyn

The only projects which have Management Skills Training as explicit starting points are the unemployment programs in Gdynia and Lodz, and the Small Academy of Economics in Szczecin (all in Poland) Management skills training is however part of the different leadership training programs which are set up The phased training programs, eg in Poland, imply periods of development of individual projects including project steering and management An interesting feature in this training concept is that some of the projects elaborated during the training courses can become part of the Saphir program, if they respond to the criteria

C. Monitoring and Support Processes

The type of support which is provided has been described in the chapter on the assistance structures set up under the Saphir Program, when they concern the general support system. They are described under the country specific descriptions where they deal with situations which are particular to one country.

Procedures and criteria differ from country to country and are mostly adapted to the local specificities. The support systems provided, are usually assessed between the national secretary, the field worker and the organizing branch or local association, before they are submitted to the EAY for approval.

The YMCAs viewed the support services as beneficial at local and national levels. The field staff plays an important role in the planning and the implementation of the approved projects. Their role varies in accordance with the state of development of the different associations. A full description follows under the country descriptions.

Especially the role of the field workers is geared towards the development of local and national leadership in the YMCAs. Through the support processes described under the term 'Begleitung', field workers engage in a dialogue to assess the needs of the organizations, their volunteers and professionals and jointly try to find answers to the questions raised. Leadership is being developed, both through these regular contacts and through specific training initiatives.

The types of information and reporting required from the YMCAs receiving assistance covers the different aspects of the projects:

- project description,
- target group and number of participants expected,
- financial planning and accounts,
- project assessment

In some cases an even more elaborate, internal evaluation system has been set up. This includes participants and trainers evaluations in the case of training courses and evaluation by members and project leaders for other activities. Next to this the field workers are involved in a more general assessment with project leaders, program directors, financial managers and the secretary generals about the overall importance of the granted activities.

The standards for grant attribution are clear for the receiving partners, and a certain flexibility is used to adapt the program better to the countries or local needs (eg. the involvement of program officers).

D. Long-Term Program Effectiveness

It has been clarified to all participating and benefitting YMCAs that the Saphir project will run for a three year period. All activities were supported in this perspective. Most local assistance was given to start-up activities and to launch projects. This support has been crucial to start up the organization in a period when government funding is still unclear, when private funding and fund-raising are still unknown and when contributions by the users or members are still not fully understood.

In some countries, the chances are higher that these different support systems will come about in the next few years. In others this is still in an initial stage. In all countries however, the YMCA seeks local support from authorities, churches or private sponsors. They have been quite successful in doing so. They can however not influence the speed of the developments in society, especially where it concerns youth policy, a matter which is usually not the first priority for governments faced with a difficult economic situation.

Many ideas and projects concerning financial development (including the creation of Foundations, exploitation of own premises and membership fees) are currently under discussion. These possibilities will certainly need further exploration and the Saphir field staff will have a role to play in this. A more detailed description is taken up under the country descriptions.

It will however be a slow process and cutting the assistance from one day to the other would be detrimental to the development of the organizations. In the Grant Proposal submitted to USAID, the EAY engaged itself in covering part of the institutional development costs, such as the salaries of program directors and regional staff for the period covered by the Saphir Initiative. Stopping all external assistance at the same time would not be very opportune and the EAY has the intention to continue its support, but decreasingly over the next few years. A continuation of the Saphir Initiative on a similar basis should be envisaged.

Some countries have already been largely integrated in the regular functioning of the EAY and are taking their role very seriously. Putting economic barriers to such a participation in the future would inhibit the further integration of the countries of Central and Eastern Europe.

III. FINDINGS PER COUNTRY

A. BULGARIA

1 Brief Overview of Youth and Youth Policy in Bulgaria

Bulgaria finds itself today in a serious economic, social and political crisis. Youth Policy is therefore certainly not the government's main concern. However, the situation of young people is getting worse every day: youth unemployment, housing problems, rising criminality and drug abuse. The Bulgarian society is invaded with different sects/cults and often initiatives which are not purely commercial are perceived as cults. The feeling of suspicion and distrust is still prevalent in Bulgaria and a feeling of insecurity takes the overhand.

The major problem that young people seem to face is to have no major aim in their lives. They live day by day and are confused with the new situation in the country. They can not show their abilities in the best way, and despite the fact that some young people have had higher education, they do not find suitable jobs.

Religion was put in a negative light by the previous regime and the former Bulgarian Orthodox Church was controlled by the state. Religious matters are still today no major attraction poles for young people.

One major challenge for Bulgaria is certainly the presence of large national minorities (Turks 10 %, gypsies and Macedonians).

Positive signs however are that young people seem to have a sound attitude towards life and are eager to learn. They are willing to participate in activities which will improve their self-realization.

The breakdown of the regime and the official youth organization (KOMSOMOL) left a vacuum, in the sense that a number of activities were organized, which disappeared from one day to the next. In many cases little or nothing has replaced them. YMCA is one of the only youth organizations doing extension work in Bulgaria. For many other non-governmental youth associations, Bulgaria is given low priority because of the sometimes unclear political situation. In some towns, like Gabrovo or Rousse, the YMCA is the ONLY non-governmental, non party-political youth service organization operating.

The property of the former KOMSOMOL now belongs to the State. Sometimes parts have been sold to the former employees of KOMSOMOL (eg small print-shops, etc), whilst most of the property is not used. YMCA tries to make use of this property in some cities. Even when no considerable national youth policy exists, sometimes some support can be obtained from the local authorities (mainly furniture, rooms, etc).

The youth organizations which are operating have not been able to sit down together and create a National Youth Council. Instead three cooperating bodies, each regrouping different youth associations, have been set up (one of the former organizations, one of the different party-political youth organizations and one of the other volunteer organizations). The YMCA does not take part in any of them.

2 The YMCA in Bulgaria

The YMCA in Bulgaria is now reemerging in number of different places and localities, either on the basis of contacts of the former YMCA or through their relations. In general the organization is still very young and only recently a national structure was set up. A lot of work still needs to be done on the side of the coordination of the different local YMCAs. For the moment, we can only speak of a very loose federation, which is mainly held together by the field worker of the Saphir Program. An extensive report of the first year of functioning of the Program, and the situation which existed before this, was elaborated by Michael Wardlow. The report is appended to this evaluation (Assessment of Bulgaria to December 1992, see Appendices).

The needs of the Bulgarian YMCA were described in this report. The urgent issues identified by a Field group of thirty Bulgarians were the following: the need for a representative national council, for internal coordination and information, for the establishment of new YMCAs and the development of social programs. The issues which were considered to be most important were: a representative national council, more camps, more training seminars and the need for an impact on society.

3 YMCA Assistance Structures under the Saphir Program

a Working Structures

The main assistance offered goes through the Field Worker, who visits the organization on a regular basis and accompanies/facilitates the work of the professionals and volunteers in the country. The general principles about this work, described above, also apply to Bulgaria. Some elements are more specific for the country concerned:

- the only YMCA which is geographically close to Bulgaria is the Greek YMCA, which has cooperated and continues to cooperate with Bulgaria,
- future developments in the Balkan area will probably influence these contacts (the question of the former Yugoslav Republic of Macedonia, the war with Serbia, and the consequences of this on communication with and transport possibilities to Bulgaria),
- the relatively weakly developed national structure of the organization,
- the fact that Bulgaria is more unknown in the European context and is therefore less appealing (to give a concrete example: the entire number of tourists in the whole of Bulgaria was about 1% of the number of tourists to the city of Prague in 1992).

The situation described above leads to the following consequences on the work of the field worker and the working structures in general:

- the field worker is seen to be the major, if not the only, link between the different YMCAs,
- some aversion is felt towards the 'centralizing' position of Sofia within the YMCA and interviewees insisted a lot on the differences between the local YMCAs,

- for some, the field worker would have to take the role of a Secretary General of the Movement,

Due to the lack of a Secretary General in the Organization, it is the field worker who has the best overview of the YMCA. He visits the local YMCAs and negotiates directly the cooperation and assistance required.

Apart from the role of the field worker as a coordinator, the Saphir program has provided the local YMCAs with ample opportunities to further develop

- Program Development for Local Youth Activities (mainly Start-up Funds), in Sofia, Rousse, Plovdiv and Gabrovo, mainly in the categories of Community Development, Camping and to a lesser extent environmental education and Job clubs,
- Leadership Training and Participation in International Training Events,
- Institutional Development in the recruitment of an administrator for the National Office and for two regional Program Secretaries,

b The role of the Saphir program

The role of the Saphir program in enhancing YMCA development in Bulgaria is absolutely crucial. Saphir's both human and financial resources are described as the link with the outside world. Even though all partners are aware of the limited duration of the program, they perceive it as a crucial step for the integration of the organization in the World Movement.

Finance

In Bulgaria, the financial resources obtained through Saphir are the main resources of the organization. From the above description, one can conclude that neither government, nor private sponsors can provide much support to developing youth associations, other than material support.

The geographically more isolated position of Bulgaria also means that there are less spontaneous contacts. An intense job of promotion and image building has to be done, and is done, by the Saphir Field Worker. For the moment this job can not be taken up by anyone else in the movement.

Saphir support often means that good ideas which are launched at local level, can be put into practice with little financing from the Saphir program. Without this support, the YMCA of Bulgaria would only develop at a slow pace, and would probably remain embryonic.

The interviewees, however, were all aware of the creation of a possible dependency situation and would put everything into place to avoid this. The Plovdiv YMCA has already announced the desire to hold a summer-camp in 1993, without any financial support from outside.

I have to insist that finance is very often not the major problem. At this stage it is important that financial resources are readily available when needed, without them taking the lead in the development of the organization. Too easily the Saphir program would then be perceived as an Institute from which to get as much money as possible, as long as the project lasts. A more spread financial commitment, closely linked to the needs which arise, is a more adequate and efficient way to spend the money. Even when this implies staying under a set

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budget for a given year

Human resources

Next to the role of the field worker as a link between the different local associations and with the outside world, direct contacts of staff and volunteers are very important

The different training initiatives have provided an occasion for the local YMCAs to meet and get to know each other. The international training has opened the perspective of an international movement and has created direct links and ideas with other movements and programs

The field worker has also acted as a trainer in different training initiatives, together with volunteers and professionals from other movements (including one trainer from one of the other Saphir countries, the Czech Republic)

Responding to Strengths and Weaknesses of the YMCA

The major perceived successes are all activities which are supported by the Saphir Initiative camps, training events and the development of relationships. Also the perceived weaknesses are taken up by the program, concerning

- the lack of meeting premisses for the program activities, through the financing of meeting rooms,
- the lack of financial resources to initiate new activities, through grants for program development,
- the lack of experience in the YMCA, through the promotion of training activities and participation in international training courses and exchanges

Saphir will also have to respond to the urgent and important issues raised above. Some of these have already been addressed through specific projects (like the establishment of a national newspaper to promote internal coordination and information). These projects will have to be followed up by the field worker, as to see to it that this project is also actually implemented

Other issues can only be addressed by new projects, eg to support the National Movement, which seems to be the main weakness at this stage

The need to have a national Secretary General or Program Secretary seems to be urgent. This could promote the further development of a representative national council and the establishment of new YMCAs and social programs. He would also have an important function in creating better coordination and information between the local associations

The difficulty will be to appoint a person, who is acceptable to all YMCAs and does not increase the already perceived differences in concept between the local branches. An important role lays here with the field worker, who has the confidence of the different YMCAs

This appointment however is only advisable if a financing of such a post is possible beyond the end of the Saphir Program, either through the involvement of national movements, or through the continuation of the Saphir Program. The national YMCA does not have the means to take over such a cost at this stage. I will come back to this question when I address the long-term perspectives

4 Project Specific Activities

a. Status of Project Activities

On the basis of the needs assessment and continuous identification of new developing needs, as the program proceeded, an effective program planning started to take form

In Bulgaria, due to the state of development of the organizations, this is mainly the case at the local level. At the local level, both program staff and volunteers take active part in the planning of programs and activities. At the national level, their participation is still at the stage of needs identification. The National Council, even though strong in the principles of the movement, is not yet adequately equipped to orient the movement and decide on common program priorities. The reflection on the need for a national secretary comes again into the picture.

At the local level, all programs are suggested by the local volunteers or professionals themselves. Ideas are not lacking, and subjecting them to the field worker, is somewhat counter-checking the viability and orientation of the projects.

For the moment, only projects have been financed in places where a professional secretary is employed. It reveals the importance of professionals in the development of the organization. It also raises questions as to the sustainable development of projects without the presence of professional staff. A minimum of structure is required, before projects can survive.

YMCA activities are valued at the level of participants and direct beneficiaries of the programs. The impact is however much larger than the impact on the young people directly involved in the programs. Most of the participants are multipliers in their own community and are directly in touch with other young people. The concept of working through young people that have a role to play towards their peers, is the basis for voluntary work and the multiplying effect of training activities. The press (local and regional newspapers and radio) report extensively about the YMCA activities (eg. the ecological actions in Rousse, the camps for children in Plovdiv). In these cases the name of the cooperation program is mentioned and sometimes the field worker is invited to take part in radio interviews (namely in the Rousse region).

The contacts with the different local and regional authorities are quite extensive and the work of the organization is valued by them. They have received material support and in some cases the utilization of a building. They are recognized partners in the development of community life in the different towns in which they are active. As mentioned above, in a number of cases the YMCA is the only non-governmental, non-political organization present in some towns.

Target group

The main target group so far is young people from what the people in charge of the organization call 'good families', young people belonging to families of the pre-war upper-middle class with a high interest in education and are often highly qualified. Both sexes are reached within the programs of the YMCA.

There is an explicit openness towards young people from all Christian religions (dominantly Orthodox, Evangelist and Catholic). Their religious affiliation is no obstacle to their participation in activities.

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b Organizational Program Development

Programs are run under the responsibility of the applying level (local or national) The Saphir field worker stimulates the putting into practice of the planned program and supplies the necessary support to organize the activities The different associations themselves are in charge of finding the necessary equipment, rooms and contacts for the running of the programs They are also in charge of the financial aspects of the activities and give reports to the EAY, double-checked by the field worker

It is quite clear that the different programs generate new volunteer mobilization The training courses are directly intended for young volunteer leaders to take up responsibilities for a larger group The Saphir sponsored programs are only one part of the numerous actions developed by the local associations These actions are then supported by the participants themselves (eg language courses, excursions, etc) It is only where the organization's own means are not sufficient (camp material, transport costs, supportive equipment), that the Saphir finance interferes

As already described above volunteers participate actively in the program development of the YMCA They also participate in the evaluation of their programs As an example, the evaluations of both leadership training courses in Plovdiv and Rousse are attached The field worker also invites participants to international events to give their evaluation of the interest in participating in such activities In general, however, not all associations have reached the same level of self-evaluation This leads to situations, like in Gabrovo, where a number of projects have been agreed upon, but where the organization is not able to realize them in the set time frame Again the role of the field staff is quite crucial in the follow-up of these activities and their evaluations

Local YMCA associations

The major role in local associations lays in bringing together young people and improving their level of self-esteem and respect for each person In these simple words lay, in fact, essential responses to great deficiencies in Bulgarian society Community issues were always taken up by the state and no initiative or motivation was expected from the participants They were consumers of, almost, free goods and offers Self-organization was out of the question All activities were organized by paid staff members with a clear ideological background In this respect it is noteworthy to see that the YMCA manages to a certain extent to involve young people at a volunteer level, even though the back-up support of paid staff seems to be crucial to further development

Local YMCAs have a clear community involvement, in the field of developing programs for young adolescents, child care facilities, environmental programs, cultural activities, etc

5 Long-term program effectiveness

Financial Independence

As already stated, the Saphir support is the main support the Bulgarian YMCA gets, for its future development The support only came into effect on the first of January 1992 Looking at the present state of development of the movement, it is indispensable that this support can be maintained for at least two more years after the end of the present assistance program The efforts which have been put into the development of the organization would be neutralized by an abrupt cutting of the program

Future financial assistance should concentrate on small program initiatives, without creating enormous financial dependency. It should also support future institutional development, through supporting program secretaries in the different localities where YMCA is active. It should continue to support those initiatives, which respond to the needs of the local YMCAs. Some programs, such as the ecological initiatives in Rousse, the Job Clubs and other initiatives which have a direct impact on the community in which they are operating. Main emphasis will however have to be laid on the development of a network of volunteers, including leadership training and prepare young volunteers to take on roles at national level.

Human resources

The role of the Saphir field staff is indispensable for the future development of the YMCA in Bulgaria. He has taken a significant role in the coordination of the dispersed local groups. Some perspectives are being opened to come to the appointment of a national secretary. Even if these plans go through, an in depth accompaniment of this fragile national structure will have to be done. This accompaniment will have to focus on introducing the national secretary to the local associations and continue the follow up of local initiatives and training sessions.

B. CZECHOSLOVAKIA

1 Brief Overview of Youth and Youth Policy in Czechoslovakia

Since January first, 1993, Czechoslovakia has been split into two countries the Czech Republic and Slovakia. During the period covered in this mid-term evaluation they were still one country. The YMCA did not wait for the splitting of the country to set up a separate organization in each Republic.

Society is in turmoil and the constant changes lead to a great deal of uncertainty for the young people interviewed. At the religious level, the country is more secular and religious values are not so important for the majority. The Czech Republic claims to be in the forefront of economic changes (privatization and development of a market economy). This is certainly supported by the afflux of tourists to the former Czechoslovakia (80 million tourists for 1992). The leading slogan for Czech politicians is "Back to Europe", where they see a close integration in the European institutions as a major objective (Newsweek, Jan 25, 1993). Slovakia has been economically less developed, and this might lead to a more rapid disintegration than the 'velvet divorce' had foreseen.

There is a broad range of activities for young people.

Young people are somewhat indifferent about youth activities, even though youth organizations have quite a lot to offer. There are some 350 recognized youth and children's organizations in the Czech Republic, about 100 of them working effectively. Previously, young people did not have many opportunities to take initiative. This is probably one of the reasons why it is quite difficult to motivate young people to volunteer in any kind of organization. There is no tradition whatsoever in volunteer involvement. The rapid economic changes have also made young people more interested in making money than being involved in an organization. Membership in the formal youth organization (SSM) used to be compulsory and in reaction to this people do not want to register in "another" organization. Despite the large number of activities for young people, there seems to be a need for programs for young people between the ages of 14 and 25.

The youth policy in both Republics is well-established, with objective criteria for the distribution of subventions to non-governmental organizations. Subventions from the Youth Department of the Ministry of Education in the Czech Republic are administered through the 'House of Youth and Children', in which youth organizations also have their say. Subventions can mainly be obtained for projects and programs (camps, leadership training, programs like Ten Sing) and some more structural grants (as for the Youth Information Center). The YMCA is considered a credible partner by the government, and together with four other organizations (YWCA, Scouts, Woodcraft League and the Camp Union), they form an important lobby group towards government policy in the Czech Republic.

The property of the previous official youth organization (SSM) is still in the hands of the state or other organizations.

In the Czech Republic, none of the five organizations mentioned above are members of the National Youth Council, which has some difficulties in finding an appropriate way of functioning. In Slovakia on the contrary, the Youth Council is well established and the YMCA is a part of it.

The split of the country will also have financial implications for the budgets of the Ministries of Education (larger overhead costs) and the subventions to youth organizations will also decrease over the next few years.

2 The YMCA in the Czech Republic

Some of the elements described below may also reflect the reality of the YMCA in Slovakia, but since I did not get a chance to visit them, I do not want to generalize.

The YMCA is still in the minds of the older people. The YMCA building in Prague (and also in Bratislava) is still referred to as the YMCA-building. The new YMCA finds its roots in the contacts with this older generation. Often they constitute the founding members or Board members of the newly established organization. In the pre-war period the YMCA was established as an ecumenical, lay men organization. They also included members of Jewish families.

The fact that many Board Members are representatives of this pre-war period, also implies that there are sometimes difficulties in realizing new programs, which do not necessarily fit with the old standards. Renewal of the Boards is however taking place, in most local and national Boards.

The YMCA produced a three-year plan at national level, taking up the orientations of the organization, the major program thrusts and the strategies and priorities they want to put forward.

The YMCA faces the problem of the restitution of their old properties, and this requires a major follow-up by the National Secretary.

The major challenge the YMCA faces is certainly the motivation of volunteers to become involved with the organization, not just as consumers of programs, but as initiators of programs and activities. There is a certain reluctance by the parents to have their children involved in any kind of organization. In the countryside, they would rather have them at home and working, than volunteering in an organization. There is also some suspicion about church activities or organizations which seem to have a link with them.

Volunteer motivation also needs some backing up through training courses for new leaders and a support system of professionals. Training courses for local volunteer leaders and improvement of the communication between the different local YMCAs is also considered to be a fundamental need. This training would go beyond the training already offered to professional secretaries and Board Members. Another challenge for the organization will be the financial autonomy and the fund raising that will have to go with it. Starting on Jan 1, 1993, sponsorship will be possible in the Czech Republic, and persons in charge will have to be trained on how to run these fund-raising activities.

In general it will also be important to find a place for both the older and the newer board members in the YMCA.

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The role of the YMCA is considered to be to respond to the needs and interests of young people, independently of their religious (or non-religious) backgrounds. The national organization is thereby seen as a major support to

- development of the local YMCAs,
- establishment of new associations,
- setting up of leadership training,
- establishment of a communication network between the different associations

3 YMCA Assistance Structures under the Saphir Program

a. Working Structures

The Field Worker plays, as in the other countries, an important role in the coordination of the support to the organization. His role is not fundamentally different from his role in other countries. Some elements, however, influence the type of approach and work that can be expected from the field worker

- whether the YMCA is well-established at national level,
- the number of staff-members in the organization,
- how the national level assumes the role of coordination and guidance for the local initiatives,
- the number of international contacts outside the Saphir program

The Field worker is considered to have an overview of the functioning of the association and understand the problems it is facing. The assistance provided takes the form of concrete cooperation and is seen as a mutual process.

The Saphir program has provided both national and local associations with a number of chances to further develop

- Program Development for local associations (in Krnov, Cernilov, Hradce Kralove, Banska Bystrica, Bratislava), mainly in Community Development projects,
- Program Development for Programs for the whole of the Republic (such as the Ten Sing Development),
- Leadership training and participation in international training courses,
- Youth Information Points (Prague and Bratislava),
- Institutional development in the form of the recruitment of regional program development secretaries

b The Role of the Saphir program

The role of the Saphir program in the Czech Republic is an important one, but not decisive for the development of the YMCA in the Czech Republic. The Saphir program allows a more rapid growth of the programs of the organization and is crucial where it provides some start up-funds for new activities (eg Camp equipment, sound equipment, etc). It also provides the opportunity of, where there is mutual consent, to adapt the programs from other YMCAs to the local context. In order to keep the pace of growth and strengthening of the organization, it is seen to be quite important to prolong the program for another three to four years.

Finance

In the Czech Republic, the financial resources of the organization are manifold

- their own income (renting of office space in the Prague building, membership fees, contributions to the programs by participants, etc)
- State subventions (for programs and projects or for the running of activities for the authorities),
- External resources (IMC, bilateral agreements, Saphur)

The financial assistance goes mainly to start up new projects and to financially assist training courses

The assistance provided and the programs sponsored are discussed between the field worker and the program director of the Czech YMCA. It is through visits and discussions that appropriate decisions are taken. The criteria for grants and the rules for the purchase of material are explained to national and local organizers.

The organizers at all levels clearly indicate that they consider the support as a start up fund, and they hope to be self sufficient in three to four years.

Human resources

The human support provided is similar to that in other countries. The field worker is mainly seen as someone, who can share his experiences. He is also considered to be the main contact-person towards other YMCAs in other countries. The Tiszadob program institute was considered to be positive as a source of new ideas and experiences. The role of the field worker is then to follow this up in the country and help to translate this into the local context.

Responding to strengths and weaknesses of the YMCA

The major weaknesses were already described under "the YMCA in the Czech Republic".

They can be summarized as follows:

- insufficient financial assistance for the renovation of buildings,
- need to reach and motivate young volunteers,
- training for volunteer leaders and professionals at all levels (local to national),
- lack of good communication structures between all YMCAs,
- need to establish a training scheme on Fund-raising,
- assist in the renewal of Board members

Some disappointment was shown concerning the lack of financing for building renovation, a support which they had received from the YMCA of the U S A during the two wars.

The Saphur program responds to most of these needs, especially concerning the volunteer training and training of professionals.

The recruitment of volunteers is said only to be possible with sufficient staff. Therefore emphasis is also laid on regional program secretaries to support the institutional development of the organization.

Other elements will have to be supported through new projects.

Fund-raising will certainly have to be taken up in the near future. Other projects may want to concentrate on providing better communication possibilities between local associations.

The Youth Information Center

The Center in Prague was originally under the responsibility of the National YMCA and is now handed over to the Prague YMCA. There has been some recognition on the governmental side for this project. They are linked up with the National Information Center for Youth, through the Information System of Youth. The outputs of the Center are for the moment rather low (detailed information is attached). There are some plans to remedy this situation, eg. to locate the center somewhere closer to the public.

Some things will also need to be done regarding the image of the center, as it is put forward as a YMCA Information Center, which does not exactly correspond to the target group they want to reach out to.

The major question is that of 'ownership' of the concept of the information center. As it started as a national initiative and was handed over to the local Prague YMCA, there is still some unclarity over who feels really in charge of the running of the center.

Furthermore an adequate system of cooperation between professional staff and volunteers will have to be developed. Such an information center needs an adequate level of professional staff, including some specialized staff members (in legal fields, or counseling, etc). This would be a major investment, and the organization really needs to carry the project before this can actually function and continue after the Saphir funding.

As I was not able to visit the Slovak YMCA, and because the attempt to invite them to Prague failed, it is quite important to look into its separate development. The split in the country, and probably also in the YMCA, was partly due to the centralist organization of the country. It is advisable that the field worker in the coming period puts time aside to build up the contacts in Slovakia. An approach through Prague would doubtlessly be considered as patronizing. The establishment of a 'field office' and regular extended visits seem to be important.

As the grant for the Information Centers also covered a Bratislava Youth Information Center, I believe that this question should be reconsidered, as a well-functioning center already exists in Bratislava, which has received the responsibility to coordinate the Information Centers in Slovakia. All government support goes to this initiative and it would be quite difficult to obtain government funding for this in Slovakia.

4 Project Specific Activities

a Status of Project Activities

In general, the role of the projects is to establish better communication between young people and give them a broader view on the world. Saphir has an important role to play in the existence of these projects, even though a number of them are run in a self-financed way. The projects are clearly embedded in the local and national community needs (integrated playroom for handicapped children in Prague, drop-in centers for teenagers, nurseries, self-confidence programs, etc). Sometimes they respond to very specific local situations, such as the R-Club, rehabilitation center for cancer patients in Hradece Kralove.

Language courses (English) also form a major focus of a number of the programs. There is a strong need and eagerness to learn particularly English as a foreign language. The level in schools is considered insufficient and the YMCA provides these courses, either through professionals or through volunteers from abroad.

Within the different levels of the organization there is an openness towards the world, some activities are linked to Third World aid, eg collection of second hand clothes for the former Yugoslavia

In general, the projects fit into a general frame which is based on a needs analysis made during Board Member Training. In these training Board members share the situation of the YMCA in their community, develop a needs analysis, develop plans on how to meet these needs and extract specific areas of interest

The programs are important in developing commitment from volunteers to the YMCA and to community actions. Personal involvement is expected from the participants (in Krnov eg). In other places young people are invited to the organization and running of the different activities (eg in the canoe project in Cernilov)

In order to realize these programs, the YMCA cooperates and receives support from other organizations and local authorities and they have a good impact on community life

- In Krnov, eg, the mayor is member of the YMCA and the town provides both office and meeting rooms for the activities of the YMCA. Good relations are kept up with the local Center for Youth
- In Prague close cooperation with family associations exist. Through lectures concerning "Christianity, Democracy and Humanity", they reach out to a broad spectrum of interested persons. They have established good links with the Ministry of Education, but also with schools and churches. Prague YMCA is also member of the City Youth Council, and involved in the establishment of City Youth Policy (grant distributions, etc)

Target group

The target group of the YMCA is all young people between the ages of 14 and 25. In fact all the persons I met and interviewed were quite young, both professionals and certainly the volunteers

They reach out to all young people without distinction on any basis (racial, religious, etc). However the average group reached, would be from middle class families, young people without too many problems. In some cases mainly secondary school students are reached (like in Krnov)

b Organizational Program Development

The responsibility for the projects lays with the level which is organizing the activities, projects or programs. Local associations apply for possible support, either during field visits or at training or other activities. The Saphir field worker, in cooperation with the Program Director of the National YMCA, agrees in principle on the granting of the project. The financial follow-up is taken care of by the national Finance Secretary, whilst the content is followed up by the Program Director and Field Staff

Even though the role of the volunteers is increasing, and in some cases programs are completely carried out by volunteers (eg in Hradece Kralove, professional staff still play an important role. For the moment they form the motor for the extension of the movement and will be important pillars for the coming years

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We also have to mention the role of international volunteers, as they can have an important "example" function for other young people, in devoting one year to the establishment of specific projects in a country (Ten Sing, the Youth Information Center, etc)

The local associations are the basis for the whole organization. A number of their activities are carried out without any financial support from outside. Only for starting up certain programs are external funds required. They have a great openness towards the reality of young people, but are also concerned with problems which go beyond their community (eg Third World questions). In their concern to attract many young people, they try to develop those activities which appeal to them the most.

5 Future Developments

In general, we can say that the popularity of the YMCA in the Czech Republic is rising. They have a great concern for developing into an autonomous, fully fledged organization, also on a financial level.

The restitution of property is certainly a major challenge to the organization, and some of it will require substantial finances and finance managers to deal with all the questions related to this. At the same time this restitution is seen to be the basis for financial independence. Training related to finance and fund-raising will be quite important in the next part of the Saphur Program.

Fundamental for the further growing of the organization will be the recruitment and motivation of volunteers. Both programs and training will have to emphasize the continued involvement of volunteers.

C. HUNGARY

1 Brief overview of Youth and Youth Policy in Hungary

Hungary has the highest standard of living of the four countries described. Foreign investment is also the highest of Central Europe and Budapest is the most Western-like city in the region and an important attraction-pole for tourists. They are in the forefront where it concerns privatization of shops and industries. Despite these changes, young people have the feeling of living in a situation which is not very stable. The constant changes also lead to uncertainty with young people and a lack of perspectives. In fact, inflation is still quite high and unemployment is rising. An other challenge for the Hungarian society is certainly the question of minorities (8% of the population are gypsies).

Young people face many problems, which are relatively new to them: rising unemployment (700 to 800,000), drug problems, rising criminality, minority problems, housing problems. There is little interest in church activities and community life. My interlocutors described their situation as 'Bodemlosigkeit', young people are in doubt about their future. They have no life perspectives. The main problem would be that the entire value system has been turned around and young people find themselves in a situation of lack of orientation ('Orientierungslos').

This makes a perfect breeding ground for a number of cults, which are spreading in Hungary.

Youth Policy is organized by the Prime Ministers' Office, and is developing at a satisfying rhythm. Youth organizations can receive subventions from the State, both for their general budget and for their activities. Before, all youth activities were organized and run by the state through the official, communist youth organization (KIS). The breakdown of the organization left a vacuum, which is now more and more filled by different youth organizations. Some of the old organizations have taken the form of 'new' organizations and took over part of the property and infrastructure of the old structure.

A Youth Council has been formed (MISZOT) and was in fact the first well-functioning Central European Council, and the first one to become a member of the Council of European National Youth Councils. The interlocutors found the MISZOT a relatively closed organization and Christian youth organizations are suspicious about the developments in this body. In fact a transformation process of the council has been requested by some of the major (political) youth organizations. In general, contacts between MISZOT and the government have been deteriorating lately.

2 The YMCA in Hungary

The YMCA was active in Hungary before the war and also owned property. This property was given to the Churches before the nationalization. The Churches have claimed some of the property back and have some agreements with the YMCA to reconstitute their buildings, but the situation still needs much clarification.

There is some suspicion about the role of the YMCA from the side of the Churches. Lay work has been completely absent in past decades and the Churches do not always see a place for

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this They fear the influence of religious cults Some local churches are however quite cooperative The YMCA is mainly working with the Protestant Churches, even though they are only a relatively small part of Hungarian Society

At present the YMCA is largely dependent on foreign money (up to 75 %) and the leadership really counts on the returning of the Property, the creation of a Foundation and private sponsoring and finance to continue to work in the future

The role of the YMCA is seen to be an ecumenical one, ecumenical in the broad sense of openness towards other religions, but also not only concentrating on religious and spiritual programs The YMCA wants to play an independent role towards the churches In general they want to create a better life for young people, by responding to their needs They see their involvement mainly in community development, through creating meeting places for young people, giving them some kind of a community feeling (eg through coffee-culture-shops, etc) It is also felt that the YMCA should have a social role in society (eg related to drug problems, minority problems, etc) The Hungarian YMCA is also turned to the outside, with some involvement with Hungarians outside Hungary (like in Transsylvania, Rumania)

3 YMCA Assistance Structures under the Saphir Program

a Working structures

Also in Hungary, the Saphir Program is seen as a complete program, which combines human and financial resources

At the human level, the field worker is considered to give valuable assistance both at personal and professional levels He is considered as someone who understands the situation in the country and to act as a co-worker for the organization This cooperation allows the national staff to better understand their work at the professional level through talks and concrete cooperation This is an important complement to the financial assistance

The role of Saphir in the development of local associations is quite considerable In the example of Bekescsaba YMCA, a full program was supported in order to set examples for other YMCAs throughout Hungary, in co-financing both the Literature-Coffee-House and the creative camp which is planned It is through this example function that a real impact can be achieved The program is embedded in other programs and the material which is bought can also be used at other meetings

A full coordination between the different initiatives, through optimal contacts between the different IMC Field Groups in charge of different countries, could lead to better understanding of how different countries can support each other

b The role of the Saphir Program

In general we can say that the Program needs to be part of a long-term plan and rather than really setting the pace of the development, it needs to fit into the pace of the development of the society An explosive development of the YMCA in the short run, through extensive (and expensive) actions could not necessarily be consolidated in the long run, and be fruitless

The program can facilitate the setting up of certain activities, and give them a larger outreach

than would be the case without the assistance. The Saphir program also permits bringing some new thoughts and experiences into practice and getting people moving.

At the financial level, it is felt that there is a need for someone who can assist in decision-making on the projects to be supported and also on the controlling of the effective use of the money provided. It is clear that without the financial support of Saphir, some of the activities would have to be reduced.

An example of this is the creative seminar in Bekescsaba, where without funding the national dimension of the seminar would be reduced to a regional or even a local dimension, with fewer participants and a smaller community impact.

At the level of human assistance, the field worker can provide new ideas and creativity and challenge the organization in what they are doing. He is part of a process which consists of finding answers together, rather than giving the answers. The field worker has the opportunity to meet with local groups, being involved in summer-camps and other activities. He has an overview of the development of the movement and can also give a different view to the national YMCA. Through positive criticism he can help the movement to grow. It is also quite important that the international contacts and the relations with the EAY are linked to one person, who can guide these contacts in a more coherent way.

The contacts abroad also play an important role in opening the minds of the people involved. They open the possibility of personal contacts and networks, but they have to be well-prepared and can not be a first step in a training process. Poorly prepared and accommodated international contacts have a rather devastating effect on the development of the organizations.

The Program Institute was evaluated positively by the participants. It provided the opportunity to get to know the diversity of programs existing. Again, the remarks already made earlier are also valid for the Hungarian participants. The Program Institute had a positive "spin-off" effect in Hungary in the set-up of a national program institute, whereby some programs were introduced to a larger number of participants.

Strengths and Weaknesses

The Hungarian YMCA perceives its main weaknesses in the need of volunteers and the need of leader training at different levels. The Saphir program responds to these needs by giving clear support to initiatives in the field of leadership training and by setting positive examples for the entire movement.

Another important weakness of the movement is its financial management. A program will have to be established to assist the organization in this, and to appoint a financial manager in the near future. In general, however, there is also a need to work on the financial self-sufficiency of the organization. Training on fund-raising, at all levels, and the putting into practice of the many ideas concerning financial management in the future will have to be stimulated. There are in fact ample opportunities to receive funding from the government and other sources, but this will have to be well coordinated.

Another challenge perceived is permanent contact with the international YMCA. Also here, the Saphir supports projects whereby Hungarian participants can take part in international study sessions and training courses.

4 Project Specific Activities

a. Status of Project Activities

The basis for the programs lays in the community needs and the necessity for development of the YMCA at the national level. For the moment there is no long-term planning in the Hungarian YMCA. The programs are decided upon by the different program committees, headed by the Secretary General of the organization.

They establish together the concept of the different projects (goals, target group, number of participants,) and insert this in an overall program and look for additional financial resources.

Unfortunately the commitment of the volunteers at the national level is still rather limited, and the rather young board is no real counterpart to the role and function of the Secretary General. Most Board members are relatively young (20 to 25 years) and their primary interest lays with the local developments. The Board can therefore give little orientation to the development of the movement. In order to provide also the local organizations with support for their initiatives from the side of the Saphir program, a tour visiting the local associations was planned for February.

The role of the volunteers is very important and a constant challenge. At the local level it is mainly the volunteers that run the organization. At the national level, the biggest need is to motivate volunteers who can carry the projects. The need for leader training courses is a very important one. This is a major aspect of the changes that currently take place in the society where before young people were told what to do, without any sense of taking responsibility, without chances for choice, the current situation is seen as completely different and a major challenge. The only opportunity that one had was being part of the official organization, and being a leader meant being a communist leader.

The YMCA certainly has its place in society today. Where a number of Catholic organizations try to regroup young people strictly according to their beliefs, the YMCA is trying to break through this into a more ecumenical approach. It is however also the case that most youngsters involved in the YMCA are from a protestant background. Some initiatives consciously try to break this concept open (such as the Ten Sing activities, which also attract a number of youngsters without any religious affiliation or interest).

Some of the YMCA activities made an impact on the regional and even national media (such as a television broadcasting for the Literature-Coffee-House in Bekescsaba). The local churches support the YMCA development (through offering rooms for offices, etc). They also obtain some local, municipal financing through the so called "cultural funds", which exist in some municipalities. Where cultural activities were previously supported by the state, they are now taken over by local and regional authorities, but with much less financial possibilities.

The target group of the YMCA is mainly all young people between the ages of 14 and 25. Most would be of protestant background, but as already mentioned, the Ten Sing activities have a much more open, project-centered recruitment. Their total membership is estimated to be around 1500 young people, with also a certain outreach to the Hungarian minority in Rumania.

b Organizational Program Development

The responsibility of the projects lays with the Board and the Secretary General, who is in charge of the organizational running of the program. The Secretary General is the contact between the local groups, the national board and the field staff. Through dialogue they together decide on the projects to be supported and the programs to be developed.

In this respect we have already mentioned the role of volunteers at the national level and the need to develop a consciousness about their responsibility at the national level. It has also been described how this sense of responsibility is a new item to be developed. Some of the programs certainly integrate more young people and more easily in the decision-making processes (eg. the Ten Sing Programs). A feeling of responsibility at a somewhat larger scale seems however to be a weaker point.

From what was described we can see that the movement has mainly developed at the local level, with rather strong local associations. In many towns, the YMCA provides the only youth activities. In a number of towns a major involvement in the development of the community has played an important role.

In Budapest, young people from a deprived background (young unemployed, in contact with drugs, etc.), join in the Ten Sing activities.

In Debrecen, young people from refugee families are involved in the local groups.

In Bekescsaba, YMCA actively contributes to the local cultural life, and shows a clear motivation to be involved in some social services.

All of these developments have to be seen in the light of the developments within Hungarian society, with a decrease of government involvement in social services and a strong decentralization of the latter, with the consequence of a decrease in finance for social services, hospitals and education in general. It also has to be seen in connection with the development of the churches, in which lay-work was practically unknown and not used.

5 Future Developments

The main needs and challenges that lie ahead for the Hungarian YMCA are certainly linked to the development of a basis of young volunteers and leaders. One of the problems that this entails is also the transfer capacity of the young people in a training situation to their home situation. This will require a concrete follow up by the present leaders and staff members. The movement has developed quite rapidly over the past three years, with some 28 to 30 local groups being active. This will need further consolidation and the creation of more national coordination and involvement. In this respect the exchange of volunteers (eg. a Norwegian group establishing Ten Sing groups throughout the country) was highly valued.

Another major challenge is the development of the YMCA into a self-supporting organization, both at the financial and human level.

The financial situation is still one of a high dependency and the growth towards a more sustainable development on the basis of their own means, will be a difficult one. At the level of finance this will demand a rigorous management scheme in order to fulfill all the requirements that come from different partners (foreign and domestic, governmental and non-governmental). Fund-raising is still a strange concept, and the ideas on how to work

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with a YMCA Foundation will need further exploration

The possible restitution of the buildings and the entire infrastructure of the movement will certainly be a major headache for the coming 6 to 7 years, which will require some managerial assistance

The future financing partly through membership fees will also be something new for the Hungarian YMCA, where membership previously had a very specific connotation, to which young people are rather skeptical

The three years of Saphir support have been crucial to overcome a difficult initial phase. In order to further develop, the Hungarian YMCA would need continued support or it will have to reduce the number of national activities. The transition to independence will certainly need to be further accompanied by training for young leaders, on financial management and fund-raising.

The YMCA has a good basis for further developing its relations with Churches, local and national governments. It will have a role to play in developing its social activities. The National Office could give some guidelines in this field, but this would have to be backed up by a stronger National Board, which could give orientation to the movement.

D. POLAND

1 Brief overview of youth and youth policy in Poland

The situation of young people was very well described and analyzed in the Report on Polish Youth", which was a project co-financed through the Saphir Program. It covers the period from 1989 to 1991, the time of radical systemic transformations in Polish society. The major problem young people are facing in Poland is growing unemployment. This leads to a concept of society in which everything is at stake, and as some interviewees put it 'everything can still change'.

At the religious level, Poland is 90 % catholic, and young people increasingly questions religiousness in its traditional, institutional dimension. The attitude towards the church has changed considerably in the past two or three years. Where in the eighties the church was seen as an opponent to the Communist regime, it is now felt that they have too much power. This also results in the disapproval of certain recent laws, such as the anti-abortion legislation and the fact of making religion part of the school curriculum.

In Poland many youth organizations are active, the strongest being the 'post-communist' organizations, which had their role in society before (eg Polish Scouts). Around 70 youth organizations are active at the national level. The youth field is not empty, and a youth organization needs to establish its own image in order to attract young people.

Youth policy in Poland is only in a starting phase. A grant system to youth organizations is being developed. The property of the former official youth organizations is still not recovered and judicial procedures are under way to realize this.

The Youth Council, which excludes the former official organizations, does not function very effectively. According to some of the interviewees, it is dominated by the many small catholic organizations.

2 The YMCA in Poland

The YMCA was before and after the war an elitist organization, in which it was difficult to become a member, even though number of people were reached through its activities. The YMCA represented a new model of society and carried innovative ideas.

Many of the leaders from this period are still active in local and national Boards.

The Polish YMCA is not directly seen as a christian (meaning catholic in the Polish context) organization, and often the YMCA is referred to under its abbreviation (Polska YMCA), also because the term Christian has a rather negative connotation for Polish youth.

In today's Poland, many activities exist for young people. The Polish YMCA needs to be very specific in the image it wants to create and the offer it wants to put forward. The YMCA also needs to find a balance between tradition and present day needs.

Since many of the National Board members are from the previous generation of YMCA, they sometimes promote the old concept of the YMCA, without being able to orient the movement in today's context and develop its own identity.

The role of the YMCA is seen to go beyond the regular youth programs, to be more than a regular youth organization. The YMCA puts itself forward as an interreligious, intercultural

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Organization An organization which is truly ecumenical and tolerant
It sees itself to have an importance for the development of intellectual life in Poland, to provoke a more general discussion in society (through Democracy in Action, Social service activities, projects on tolerance, etc)

On the Institutional level, the Polish YMCA is the only one organized as a national organization, with the local YMCAs being branches of the National YMCA

3 YMCA Assistance Structures under the Saphir Program

a. Working Structures

The field worker plays also here an important role in the running of the Saphir program In a spirit of cooperation with the national organization, decisions are taken together (between field worker and program director) In general, the field worker needs to understand the context of the organization, and is not expected to push for certain programs

This cooperation offers direct training possibilities for the national program director on program development, but also in a broader sense of developing orientations

In Poland, the field worker also established good cooperative relations with the International Program Advisor (Sarah Kaufmann), which was appointed through a cooperation program with the Canadian YMCA

The main assistance which is provided by the field worker is the fact that through the many visits he can really understand the organization, discuss possibilities with them and provide new opportunities Sometimes it is also important to hold back certain cooperation initiatives, since not all would be really beneficial for the organization

At the level of developing local associations, Saphir provides impulses to get to know new programs A wide field of activities are being offered at the local level

- the 'traditional' activities (hobby groups, sports,)
- ecological programs,
- camps,
- music groups,
- social service activities (for the unemployed, for refugees (Bosnian children in a refugee camp)

The criteria set out under the Saphir program, and which have been made more specific to fit the organization's objectives, mainly are they should lead to the self development of the branches and improve the self-organization of the young people involved The criteria remain flexible and discussions between the different partners involved, is usually the basis for decision making The field worker assists in the selection of the projects

b The role of the Saphir Program

The Saphir program is seen as providing 'a friendly hand" to the organization It also develops the organization's consciousness of their role towards other organizations That is how they are also involved in the IMC Field Group for Russia and Ukraine and in preparing training programs for these countries

Saphir is not transposing a specific lifestyle, but respects the identity of the country involved

Finance

The program provides start up finance for new programs (ecological programs, summer-camps) It also supports the setting up of leadership training In general it is seen to speed up the extension of the organization, both in additional programs and in volunteer motivation The programs provide ample opportunities to take part in international training courses

The proportion of Saphir subventions in the total budget of the Polish YMCA amounts to about 20 %, but when we only consider the program budget, then Saphir represents almost 70 % of this budget Saphir, together with other foreign assistance coming into the Polish YMCA, creates possibilities to develop a coherent program and institutional development of the organization

The persons in charge of the Saphir program on the Polish side (administration, finance, etc) have regular contacts with the EAY concerning the authorization, running and finance of the Program

Human Resources

The main assistance provided is certainly the accompaniment by the field worker of national staff, in particular the program director This provides ample learning and training opportunities for both partners involved A direct consequence of this is the establishment of a first strategic planning meeting, where a three-year program was decided upon

Other aspects of the cooperation are the direct contacts developed between persons in Poland and abroad The participation in training courses is seen to be an important aspect of the personal development of both volunteers and professionals An early sending of young people abroad does not, however, necessarily imply that they will become active members of the organization afterwards International training should in this sense be seen as one step in a complete training program, which precedes the international training

Program Institute

Twenty Polish volunteers and professionals took part in the Tiszadob Program Institute It provided them with a first contact with the international 'family' of the YMCA Such courses are seen to be very important in the integration process of the organization and to build direct contacts It helps the organization in developing an own orientation of the movement and brings in new ideas and challenges

It needs however a correct follow-up, through the field worker or/and the national program director In Poland this follow-up was done in the form of meetings with the regional Program directors These meetings cover most organizational aspects of programs, but also imply training modules This follow-up is complemented with field visits in the different projects, together with the regional program secretaries

This follow-up is necessary to translate the different programs which are presented to the national context Often the modules and programs proposed show some kind of model, which once out of context does not necessarily function The methodological approach of such training also needs looking into It is felt that the teacher/pupil approach is not very relevant, and this can lead to misunderstandings The trainers should at least have some background knowledge of the Central European context, in order to understand the underlying questions If these programs are not rooted in the reality of the country they want to focus on, they will be seen as alien bodies

A cooperation approach, i e where all participants are considered as equal partners seems to be more adequate The training should also imply participants from other Western

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European YMCAs, which could stimulate the exchange of understanding
Such a course is seen as complementary to the national training, certainly not to replace them, and not as a first step into the organization

Strengths and weaknesses

One of the strengths of the organization is certainly the developed leadership-training which is offered and seems to run quite effectively. It is a four phase course, spread over the year, which also involves a phase of project development. In the future, the projects, based in the local YMCAs could become Saphir-sponsored projects, if they respond to the criteria. The training is rounded up by an evaluation phase and at the end of the course participants receive an official recognition of their participation.

The whole question of the restitution of property to the YMCA will certainly have considerable impact on the functioning of the organization. It will most certainly provide financial resources for the organization, but will also imply a number of overhead costs and staffing needs.

The organization is still for the most part directed by the 'older YMCA members' in the National Board. A challenge will certainly be to integrate new, younger members in the Board and to provide further training for the existing members.

4 Project Specific Activities

a Status of Project Activities

The basis for the different projects certainly lays in the community needs and opportunities which can be developed.

It has to be emphasized that most of the regular programs are run without Saphir or other external support. The ones that receive Saphir funding are, again, those that need to start up new initiatives which would otherwise not be possible.

During the training course in Rynia, I was able to witness the diversity of the leaders present, (being in charge of English lessons to the Photographic section of a local YMCA), persons in charge of Ecological programs, bicycle section, basketball, arts, gymnastics, tourist section, aerobic classes, body building, jazz, Ten Sing, Badminton, volleyball, piano lessons, etc.

In Olsztyn YMCA, Saphir funding is used to start a Ten Sing group, which would be important to spread this program throughout Poland and even beyond. The funding was used to buy sound equipment to make their performances possible.

Also in Olsztyn, the YMCA closely cooperates with the Ecological High School to jointly prepare ecological camps.

The role of volunteers in the organization is growing, even though here the tradition is also to have all services paid for.

The importance of professional staff in the growth of the organization is therefore emphasized.

The YMCA has in general established good relations with authorities, schools and universities

An example of the cooperation with the authorities is that the Ministry of Education has chosen the YMCA to do a two year experimental course on 'Education towards Tolerance'. This initiative, to combat the growing problem of intolerance towards nations, religions and cultures, will be carried out both in Warsaw and Szczecin

There is also good cooperation with the local authorities at the program level. There are no official links with the Catholic Church, even though Archbishop Glemp, Primate of Poland has blessed the activities of the YMCA. This mainly means that suspicion about the possible background of the YMCA, which exists in certain circles, can be dispelled.

Their connection with the University of Warsaw has been clearly demonstrated by the joint publication on Youth Research. Other examples can be mentioned, such as the Academy of Physical Culture in Wroclaw, which provided a trainer for the training course in Rynia.

The connection with schools is also evident from the examples of the Ecological High School, but also of the Music High School which provides rooms and support for the Olsztyn Ten Sing group.

The YMCA is also determined to take up social tasks, eg to provide psychological aid for drug addicts.

The outreach of the YMCA is mainly towards Catholic youngsters (Catholics represent 90 % of the Polish population), mainly in bigger cities. Most of the young people reached are students in higher degrees. They could be defined as coming from the upper, middle class (not necessarily in economical terms).

Eighty percent of the participants of the Rynia training course could fluently speak a foreign language (English or German, and sometimes -jokingly- Russian).

A challenge for the YMCA will be to reach out to young people in more rural areas in the future.

b Organizational Program Development

The responsibility for the projects lays with the organizing level, namely the local program directors, who have an important role in the creation of programs. In fact, all Saphur sponsored activities take place in cities where the YMCA has employed a program director.

The decision making about the projects takes place in conjunction with the National Program Director, the Branch leaders and the Saphur Field Worker. They have to fit the objectives of the Saphur Initiative and the policy of the organization.

Project planning has improved since the start of the Saphur program. The Program is better known to the local program directors and a one-year project plan has been made for 1993. This planning fits into the three year orientation which has been developed at national level.

The staff members play an important role in the entire set-up of the support system. In the long run, this will put the finance question on the forefront. For the moment their salaries are paid by YMCA-IMC finance. The EAY has a long-term commitment to support the

Saphir Mid-Term Evaluation

institutional development of the organizations, but on a decreasing basis. This means that financial education about fund-raising and financial management will be important factors in future training offers, especially for staff and board members.

The role of the local associations is in the first place to establish some group affinity, to establish relations and a community feeling between group members. At the same time there are in a number of the groups clear options for community commitment, involving social oriented programs.

The YMCA develops its position in society through important initiatives, such as the 'Education towards Tolerance' initiative, in cooperation with the Ministry of Education and primary schools. It applies democratic principles in everyday life through the 'Actions for Democracy' in Lodz.

The Polish YMCA has also created its own Evaluation scheme of the YMCA programs, which includes participants' evaluations, team evaluation, financial assessment and the link of the activity with the overall program of the YMCA.

5 Future Developments

The Polish YMCA has established a strong basis for further development.

Their training program is well developed and gives good perspectives for the new generation of emerging YMCAs.

The activities and the organization gets support from different sides, but in the long run the financial situation will require more self-financing for staff needs. Training linked to Fund Raising will be indispensable, even though at the local level most of the activities are already self-sufficient.

The Polish YMCA has a clear commitment to the development of young people and involves itself in social activities.

They are also committed to the IMC and have a clear option to help other organizations in the region, if they are asked to. They are involved in the IMC Field Group for Russia. In the future they want to become more involved in the Executive bodies of the EAY.

IV. WORKING METHODS - EVALUATION PROCEDURE

The evaluation consisted of three major parts

- 1 Preliminary discussions and interviews with
 - a) young people from Central Europe, involved in one program activity of the YMCA (Ten Sing),
 - b) the field workers,
 - c) persons (trainers) involved in the cooperation programs with Central Europe
- 2 The examination of the following documents
 - a) field workers' reports,
 - b) EAY reports to the YMCA of the U S A ,
 - c) reports of the YMCA of the U S A to U S A I D
- 3 A two week on the spot visit to the four countries concerned and in depth interviews with YMCA leaders at all levels

The visit was the most intense part of the evaluation phase, with interviews, discussions and practically living together with the field workers in their 'normal' environment. The field visits were complemented with shorter interviews and discussions with the Secretary General of the EAY, Dolf Weder and with persons outside the Saphur program, but working in Central Europe.

The visits and interviews on the spot were well organized and prepared, both at the level of the field workers and at the level of the national YMCAs.

Some limits with regards to the methods used

- The time attributed for the visits was relatively short (two to three working days per country) and quite some time was spent travelling
- The core evaluation team, initially foreseen to include U S A I D staff and YMCA of the U S A International Division staff has been reduced to the external consultant, in cooperation with the field workers and the national secretaries or program directors of the organizations
- Some choices had to be made concerning the field visits. They were made on the basis of their being representative and the diversity of the projects concerned. The geographical distance was also taken into account
- In the Czech Republic and Bulgaria, all persons in charge of projects under the Saphur Initiative were interviewed. The interviews foreseen in the Slovak YMCA could, for technical reasons, not take place. In Poland and Hungary more emphasis was put on the field visits, which was more time consuming, but gave a clear idea of the circumstances under which the projects are run

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In the different countries, interviews were done with

- all National Secretary Generals employed by the YMCA (Czech Republic, Hungary and Poland),
- three National YMCA Presidents (Bulgaria, Hungary, Poland),
- National Board members,
- all National Program Directors (Czech Republic, Hungary and Poland),
- number of regional and local program secretaries,
- number of volunteer leaders, sympathizers and participants,
- international volunteers

A full list of the interviews is appended (Appendix 10)

In all countries the USAID project specialists were contacted and asked about their relations with the Saphir Initiative and the information received concerning the development of the YMCA and the sponsored activities

In all countries I found an open attitude to critically evaluate the development of the YMCA and in particular the assistance provide through the Saphir program

The technique of self-assessment by the interviewees proved to be adequate for the type of evaluation requested

Details of grant attributions concerning very specific projects were not requested by the external evaluator, this in order to avoid possible unclarity about his role

The major part of the interviews concerned the concepts and perspectives of the interlocutors concerning the development of the YMCA in the country

V . C O N C L U S I O N S A N D R E C O M M E N D A T I O N S

"The participation of young people in influencing the conditions of their own lives is crucial. Participation is more than involvement in institutions and decision making. Participation in a pattern of how one lives in a democracy, it is relevant to work, housing, leisure, education and social relations. Participation is also a question of young people's rights and obligations in shaping the future society" (Final text of the Second Conference of European Ministers Responsible for Youth, Oslo, april 1988)

Such a concept of participation regards young people in a decidedly positive light. They are considered a resource for the constant renewal of democratic society. Today Europe is undergoing a severe crisis as regards institutional participation. Many young people sense a weakening in credibility at political level. In this context, training for representative participation should be promoted. This is needed more than ever before to revitalize democracy and the various forms of participation in political, social and cultural life and in voluntary organizations. Therefore youth organizations and institutions catering for young people have a vital role to play in making citizenship a real-life experience for young people. They are in contact with young people and can train for participation and democratic living. It is clear that young people in Central and Eastern Europe view their life-situation as more critical than young people in Western Europe. They are very skeptical to traditional institutions, and have little interest in politics. The interaction of young people mainly takes place in the so-called "kleinen Lebenswelten" (in their own small world: family, circle of friends, workshop and school) and in the various forms of cultural and leisure activities. Very few young people consider themselves as being religious. In general there is a strong trend towards individualization.

The many documents and researches initiated at European level just recently prove that decision-makers are worried about these developments. They are also looking for responses (see eg. the research of the Council of Europe on 'Concepts of associative life for young people in Europe' (1991-1993) or the topic of the fourth Conference of European Ministers Responsible for Youth on 'Youth participation in the Greater Europe').

A clear response is found in the work of volunteer organizations, such as the YMCA. The development of volunteer organizations is a major contribution and an indispensable element to stabilize the newly re-emerged democracies in Central Europe. They have an important role to play in the development of civil society. They form an active part in community development and the commitment of young people to the life of their societies. Solely concentrating on the economic developments would make these societies tend towards more authoritarian regimes, where pluralism and Human Rights are baffled.

1 Developing a Volunteer Network

The biggest challenge which is found in all associations is the need to develop a network of volunteers, trained and motivated, to help in reconstructing the YMCAs in the different countries. In order to do this the Saphur program has responded to many of the needs expressed by the national YMCAs. They have provided them with training initiatives,

Saphir Mid-Term Evaluation

program support, international contacts and facilities of all kinds. They have mainly provided the organizations with a regular accompaniment from the side of the field workers. The field workers have worked in respect of the questions and the traditions of the different YMCAs. They will have to continue to do so, in respecting the pace of the development of the YMCAs in the countries.

2 Financial Management and Fund-Raising

For the immediate future, many questions will be raised with regards to the restitution of the former properties and the management of this. This will be a part of an overall question of financial management and sustainable development of the organizations. This will have to be a point of concern for the immediate involvement of the field workers, especially since the agreed period for the Saphir Initiative is coming to an end. A next Saphir program Institute could concentrate on the Financial management in general and fund-raising in particular. Different experiences at all levels could be exchanged and a transfer to the local reality should form part of the program. Field workers should be given a concrete task in the follow-up of this training.

3 Developing a Trainers-pool

The elaboration of a trainers-pool in each of the countries, based on common experiences and based on the needs and developments in each of the countries should be another focal point. Training at all levels should be further promoted. A trainers-pool, focusing on the training for trainers (including and maybe primarily program staff) should be set up at an international level. The ideas around a Staff training scheme could be enlarged in order to integrate staff from all over Europe. They could make use of all human resources (in East and West) to make this function. It is very important to make use of the resources and knowledge available in the different countries, in order to adapt the program of these training courses to different realities, and to make them better transferable to the local situations. There is no need to treat new staff from Eastern and Western Europe differently, on the contrary, confronting participants with each others reality will be an eye-opener for all involved.

4 International Training and Contacts

International involvement and exchange should be further promoted, but clear objectives should be formulated for each of the projects and training offers. A clear commitment of the organizations involved should be requested. International training is expensive and if not well targeted, they can have the reverse effect on people (no further involvement, disappointment in the organization, etc.) International training has the best effect when it is the result of a complete training process, which starts at local or national level. This is also true for international volunteers sent to one of the Central European countries.

5 Targeted Accompaniment

The Saphir Initiative has provided the organizations with important start-up funds at all levels. It has provided the national movements with a serious system of accompaniment. All organizations have expressed the wish to continue the type of involvement for the reconstruction of their organizations.

6 Field Staff Meetings

The regular contacts and meetings of the field staff should be maintained and should preferably take place in one of the countries of the Saphur program, in order give field workers a better view on the situation in these countries. It will allow for cross-fertilization of ideas and facilitate the establishment of common projects. It will also prepare the ground for a next program institute.

7 Program Institute

A next program institute should take account of the reality of the different countries. It should focus on one aspect of the development of the movements to autonomous organizations (such as fund-raising, training or other). The program institute should make better use of the experiences already made in the countries concerned, and use the knowledge and results already obtained and widen these experiences.

8 Saphur II

An other two to three year commitment, eventually with a decreasing involvement at financial and human level over the coming years would be advisable. During this Saphur II, a more targeted assistance should be provided, aiming at more specific geographical areas, with higher assistance needs (eg Bulgaria, Hungary and Slovakia) could be envisaged. The other areas would be accompanied less intensively in terms of human assistance. A broadening of the countries covered by the program could also be envisaged (to neighboring countries, using the experience already acquired).

Even though the concept of overall accompaniment of the movement is still valid, it should focus more on specific aspects in some of the countries covered, such as financial sustainable development or the development of an overall training scheme. It should however not change the fundamental role of the field workers into financial advisors or training specialists.

9 Contacts with U S A I D

The contacts with U S A I D in the different countries, should be maintained as they provide an important means of keeping the Project Specialists informed about the development of the YMCA and the sponsored projects.

10 Progress towards Self-Reliance

The planning of the progress towards self-reliance is over-estimated and the move towards financial autonomy will take longer than expected. In some countries, a higher degree of self-reliance has been reached than in others. More specific financial targeting should therefore be realized.

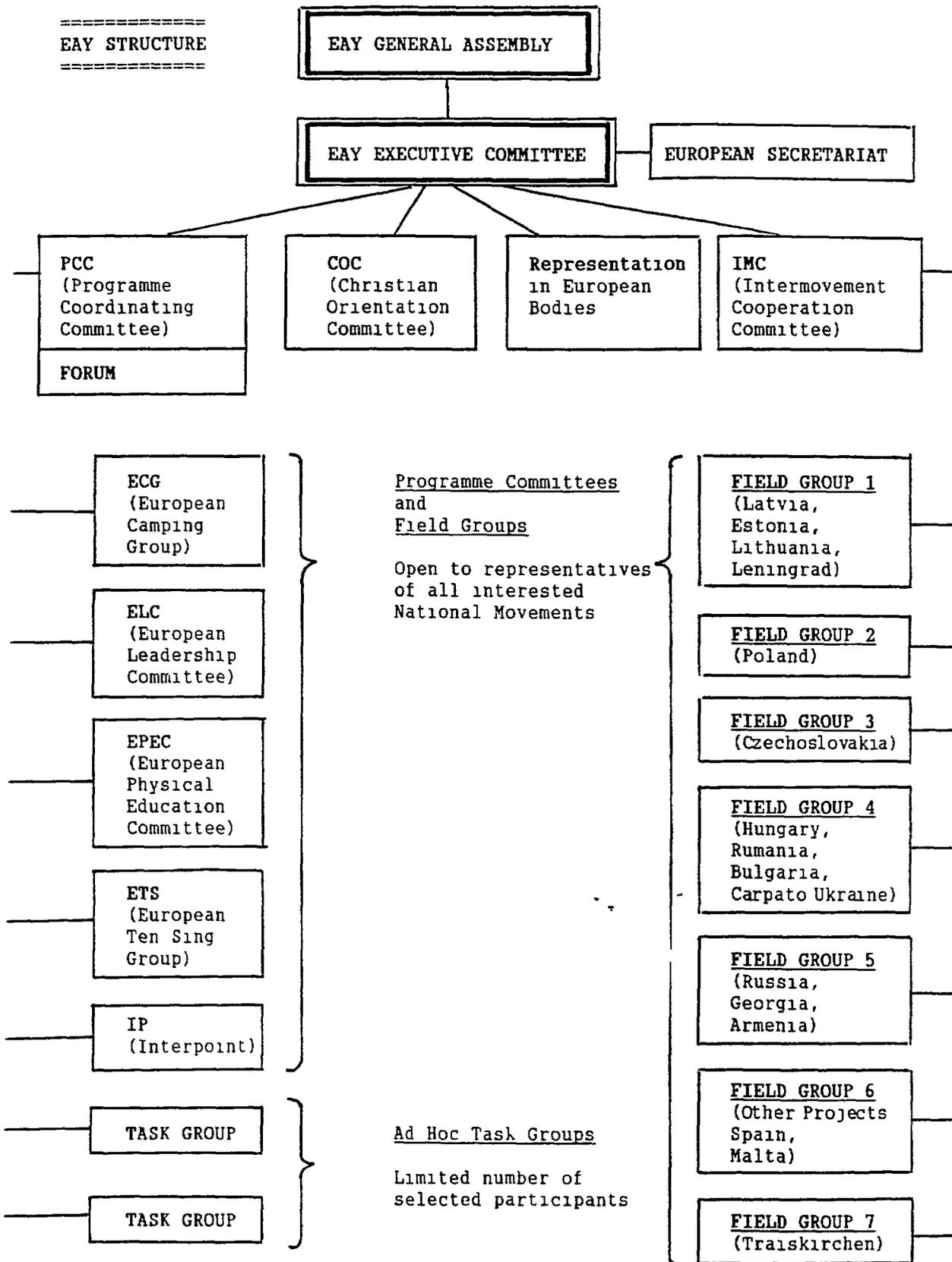
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EAY STRUCTURE

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Appendix 2

4 COMPOSITION OF IMC COMMITTEE AND FIELD GROUP TERMS OF REFERENCE

(Adopted by the EAY Executive Committee, 26 - 28 Oct 1990)

4 1 IMC-Committee (Standing Committee of the EAY)

The Intermovement Cooperation Committee is a standing committee of the European Alliance of YMCAs and is responsible for the total work related to Intermovement Cooperation (IMC) in the EAY. Final decisions on IMC matters are taken by the Executive Committee of the EAY.

Composition of the IMC Committee

Members are drawn from the following sources

- a) the EAY Executive Committee
- b) leaders of the IMC Field Groups
- c) representatives of the EAY IMC-related bodies, e.g. Y's Men Europe, YMCA of the U S A, Y M C A Canada
- d) other persons as appropriate, e.g. consultants, resource personnel etc

The above are invited to serve on the committee by invitation of the EAY Executive Committee

4 2 Terms of Reference for IMC Field Groups

4 2 1 Goals

- a) To support the establishment, or re-establishment, and extension of YMCA National Movements
- b) To provide a platform for other National Movements to take part in that process

4 2 2 Objectives

Through existing National YMCA structures, or through YMCA structures in formation

- a) To support existing National YMCAs (or initiative groups aiming towards establishing a National YMCA) in planning, implementing and evaluating IMC development
- b) To consult with and counsel emerging National Movements in all aspects of the process
- c) To coordinate all IMC activities in the respective IMC field
- d) To direct and follow-up the work of any consultants or resource persons
- e) To make use of the expertise available in EAY and other bodies and link up with them
- f) To prepare costs and budgets, to identify sources of funding and to control expenditure for each project
- g) To promote and market IMC initiatives within and beyond their National Movements
- h) To ensure quick and effective communication with the EAY office, with all member movements represented in the Field Group and with other partners

4 2 3 Membership of Field Groups

4 2 3 1 Membership of the Field Group will include representatives from

- a) the emerging National Movement(s) or initiative group(s) included in the IMC work of the Field Group,
- b) those National Movements actively involved in the IMC work of the Field Group,
- c) those National Movements in other Areas outside Europe willing to share their experiences and resources
- d) consultants and resource persons, in an ex-officio capacity, whose skills may be required at a given point

4 2 3 2 Conditions for participation in a Field Group

- a) Members must be mandated by their respective National Movements

- b) A National Movement may have membership of more than one Field Group
- c) The member's National Movement must be actively involved in the IMC work of the Field Group
- d) Members have to be prepared to attend meetings
- e) National Movements must be prepared to cover the cost of any member(s) participating in the Field Group This includes the cost of administration carried out in their own office

4 2 3 3 In case of any dispute, the final decision on the composition of the Field Group rests with the EAY Executive Committee

4 2 4 Working Structure of the Field Groups

- a) The leader of the Field Group will be appointed by the EAY Executive Committee on the recommendation of the IMC Committee
- b) The Leader will conduct the work of the Field Group and will communicate progress to the IMC Committee
- c) Field Groups should make use of correspondence and telecommunications rather than hold excessive meetings

4 2 5 Accountability

Field Groups are accountable to the EAY through its IMC Committee

4 2 6 Overall Coordination

European office

4 3 IMC Consultants and Resource Persons

- 4 3 1 Such persons may be called upon, on an ad hoc basis, by Field Groups to assist in specific areas of work
- 4 3 2 Field Groups may have one or more consultant/resource person

- 4 3 3 Terms of reference will be determined by the Field Group to whom the consultant or resource person is responsible
- 4 3 4 Costs related to the work of the aboven persons, and their participation in the Field Groups, are to be included in the projects of the respective Field Groups

5 IMC FIELD GROUPS

Status 21 11 1991

| | Field Group | Leadership | Participation |
|---|---|-----------------------|--|
| 1 | Latvia Estonia Lithuania St Petersburg | Sweden Goran Stenfelt | Estonia (Uellar Kerde) Finland (J Koikkalainen) Latvia (Gunta Kelle) Norway (Gunnar Angelvert) St Petersburg (A Yablonsky) Sweden (Goran Stenfelt) |
| 2 | Poland | Germany Gunther Haas | Canada/Kitchener-Waterloo (Norman McKee) England Germany (Gunther Haas) Poland (Wiktor Leyk) USA (Bruce Knox) |
| 3 | CSFR | Norway Odd Bjørnsen | Austria Canada/Toronto (Henry Labatte) CSFR (Lubor Drapal) Denmark (Niels Jørgen Lange) England Germany (Wolfgang Rumpf) Norway (Odd Bjørnsen) Switzerland (Helena Kozelka) USA (Bruce Knox) |

| | | | | | |
|---|---|-------------|----------------|---|---|
| 4 | Hungary Rumania Bulgaria Carpato Ukraine | Switzerland | Emile Stricker | Austria Bulgaria Canada/Vancouver Denmark England Germany Greece Hungary Rumania Scotland Switzerland USA Wales | (Stephan Botcheff) (Bill Owen) (Jens Pedersen) (Pip Wilson) (John Massos, Alex Tsokos) (Janos Severinji) (Horvath Levente) (Jim Love) (Emile Stricker) (Bruce Knox) (John Berry) |
| 5 | Russia Georgia Armenia | U S A | Bruce Knox | England Germany Greece USA | (Y-Care) (Hanspeter Matthies) (John Massos, Alex Tsokos) (Bruce Knox) |
| 6 | Malta, Cyprus | Scotland | Jim Love | Cyprus Germany Latin American Confederation Malta Scotland Spain | (N Rodriguez) (Tom Cusens) (Jim Love) (IgnacioRodriguez) |
| 7 | Traiskirchen | Denmark | Alice Pedersen | Austria Denmark Germany Netherlands Norway Switzerland | (Dietrich Reitzner, E-Lu Vatter) (Alice Pedersen) (Günther Haas) (Bram Dekker) (Eirik Endresen) (Esther Herren) |

TECHNICAL
Appendix 3

1) Background

The SAPHIR Initiative has now been operating for 20 months but the actual programme initiatives in Bulgaria first began in late 1991 with the first field visit by SAPHIR Staff in August.

A preliminary visit to the Bulgarian YMCA was arranged during the period 14-19 August 1991. As Bulgaria was not due to become fully involved in the SAPHIR initiative until 1992 the purpose of a visit at this stage was twofold.

Firstly to become acquainted with the country and the YMCA (including meeting some volunteers and members) as it presently exists, prior to the impending general elections in Sept/Oct 1991.

Secondly to take the opportunity to begin the process by which a full Needs Assessment will eventually be undertaken by seeing some of the existing work of the YMCA, and through talking to some Bulgarians about the perceived needs of the young people in the country. The timing proved to be excellent as it coincided with the Soviet Coup, and allowed me to experience, first hand, the fragile nature of the existing political system as well as to hear some of the real fears being expressed for the future of democracy in the country.

2) Beginnings

At this stage the following programmes were operating or ideas were being developed -

A) Distribution of 1000 Bibles donated to the YMCA the Greek Bible Society.

B) Distribution of Milk powder donated by Greek businesses and obtained through the contacts with the Greek YMCA.

C) Two young people attended the Greek camp at Kalediki, during the summer to study the approach used in Youth Work at the camp.

D) Two proposals have been submitted to TEMPUS to obtain funding to allow an exchange of young people from Greece and Bulgaria to take place in September and November 1991.

These were leaders and prospective leaders of the YMCAs in both countries. The total number was 20.

E) The Greek YMCA had planned a Fact Finding visit to Bulgaria to take place

F) Plans were already ahead to discuss the future possibilities of the employment of full time staff in the YMCA in Bulgaria

G) The Christian Orientation Committee was to have its next meeting in Sofia in Jan 1991 The subject under discussion will be relationships with the Orthodox church

H) The resurrection of the paper THE MIR by the President of the YMCA has gone a long way to re-establishing the credibility of the YMCA among the intellectual groups in Bulgaria

3) Local Associations

The Sofia Association had been formed with about 30 members but no programmes

The Plovdiv Association had also formed with 30 members with programmes involving Bible studies and Discussions distribution of Bibles donated by the Greek Bible Society and attendance, by some members at a camp for young people run by the Evangelical Churches One or two Films have also been shown covering Christian themes

The Gabrovo Association was also in existence with some small craft work being carried on mostly by one of the Board members It had about 12 to 15 members

The original Rousse YMCA was also running with some Biblical lectures and a membership of 30

There were also a few ad hoc meetings in Varna and some initial interest shown in Veliko Tarnovo

4) SAPHIR appraisal at that time

The following observations were also made -

1) The YMCA in BULGARIA is trying to create its own identity neither relying too much on the past nor wishing to be too radical in the way ahead

2) More young people are taking an interest in the YMCA mostly through the MIR and personal contact

3) The financial situation is crucial Several YMCAs have no real operating capital or places to meet

- The situation regarding the return of former YMC- property is far from resolved. The President of Sofia is an excellent lawyer and is trying to do something in this regard. It will take much time.

5) There is real enthusiasm for the work, in old and young alike. Both groups seem to coexist well.

6) The YMC- for the most part is Interconfessional and I think that this will be important as the YMC- attempts to define its future role in the Youth work field as church youth work re-emerges.

7) There is a genuine desire to go along with SAPHIR and the programme ethos. There is much obvious need in the whole area defined under the programme initiative and a substantial nucleus of people to form the basis of the YMC- development work.

8) The old YMC- seemed to attract the intelligent young men of Bulgarian society. At the time of my visit it seemed that this characteristic will be continued with the catchment group now including young women as well. Many members have third level qualifications, for example.

5) DEVELOPMENTS

Since the snapshot above considerable development has taken place in the movement. The most significant of them in my opinion being the following -

1) The last Field group which has agreed that the national Council to opt one member from each of the 4 current YMCAs to help make a more representative organisation.

2) The registration of the national Council in the law courts.

3) The appointment of two regional secretaries and one office manager.

4) The attendance of a number of Bulgarian delegates to major European events such as the 1-1 Assembly, Tiszadob Volunteers for Europe Seminar, Christian Orientation Committee Eurocross and Democracy in Action Workshop to name a few.

5) The emergence of good well supported programmes which are impacting on the real needs of local communities.

6) The SAPHIR funded Training Seminars in Bansko and Plovdiv where about 60 people received training in Camp Leadership and Teamwork Seminars.

The first successful Summer camps in Focusee and
Tic... for over 40 young people. These were the first camps
in over 40 years.

6. The real desire to move ahead with limited human resources
into the communities using the media to its fullest extent in
the process.

CURRENT SITUATION

Yugoslav Council

The present... secretary in post and no one who is
obvious has materialised. Stefan remains the President but
is actively involved in looking for a successor. The board
comprises mostly members of the Sofia YMCA, an historic
position due to the situation in early 1990. As previously
mentioned the Board has now agreed to co-opt four members
from the current YMCAs to help make it more representative.

Local Associations

1. Sofia

There are now 80 members.

At the last visit the following programmes were suggested -

- Lectures given by outside specialists
- Extension of the existing language classes to include
English
- Ceramic courses
- Excursions to the mountains at the weekends
- Calligraphy (Aerobics)
- Visits to houses of interest and to a people by groups of
YMCA volunteers
- Correspondence clubs with other YMCA groups
- Group of former... to be established
- Ecological programmes and... region
- Music group (chorus...)
- Guitar classes
- Sports programme
- After school club

The current situation... of the Sports programmes are
working well with Tennis and swimming taking place twice or
three times a week to help... young people.
There is the idea of... training camp in December for 10
days. It will cost 350... It may become a project.

The... music concerts since June. The
last one was attended by... people when I was there. The
biggest attendance was... mainly for PR.
The... for members as English
is... introduced... schools.

BEST AVAILABLE COPY

There is a small Ecological group meeting about twice a month who are concentrating on the local environment
There have been 3 excursions to a variety of venues These have included Parents as well as children
The guitar classes are due to begin in November
In the past year the Sofia YMCA has probably had a direct effect on 24 young people but an indirect effect on over 200 through all the programmes

Sofia's self assessment is that it is strong in Music Excursions and weak in not having a meeting room

2) Plovdiv

The YMCA makes good use of its room in the House of Youth in the centre of the town
There are 50 members in the YMCA with 20 volunteer leaders
Current programmes include the following -

After School Assistance with homeworks on a one to one basis (15-20 young people benefit from this)
English Language classes (24 benefit from this provision)
Ecological programme for tree planting in town in partnership with the municipal council who supply the trees
The YMCA has set up a library particularly in connection with the English language classes The Summer camp was a good success when over 60 young people from all over Bulgaria came together
The Plovdiv YMCA has had a direct effect on approaching 100 young people in the past year and an indirect effect on probably 150
A Winter camp is planned for 5 days over Christmas for 45 young people
Plovdiv's self assessment is that it is strong in Camps and Christian programmes and weak in not being registered

3) Gyorovo

The YMCA now have a premises and are in the process of equipping it for the coming of the Monitor as well as the job club and offices
There is a programme Secretary in post but at this stage the YMCA is moving slowly in this regard
The main articles are ready for the Monitor, but the printing has not yet happened as other YMCAs are still to respond with articles
There are many ideas in Gyorovo including the setting up of some form of training alongside the job club but no programmes operating as yet
The YMCA has had three seminars with registration and has had to amend no consideration on these three occasions
They claim 30 members
The self assessment of Gyorovo indicates the strengths in the

calibre and commitment of the volunteers it has attracted and the drawbacks are obvious no programmes yet

In the past year the YMCA here has had a direct impact on probably 30 people and an indirect effect on 50

4) Rousse 2

This unit is now closed Diane Dobert is now with Rousse 1

5) Rousse 1

The Rousse YMCA now have been given the full use of a large Velodrome at no cost for 5 years and have a lease to prove it! This is to help develop the work with the skateboarders and in the summer non traditional sports There is even the idea to build an alpine wall

They have now found an office and meeting room which they are renting on a month to month basis

The activities continue as before

English language classes

Mothers and children's meetings for discussion

Ecology in partnership with the council (in Autumn)

Sports in local swimming pool

Discussion groups and creative Bible study courses

Singing group (Orthodox music)

Other proposals include the establishment of a library for the use of the teachers and students at the language classes as well as joint programmes with the other YMCA in English language and Sports The YMCA want to begin working seriously with families especially mothers and children as well as family camps like the Arroy concept

The first stage of the tree planting proved very successful and the volunteers collected the 50 trees in 5 indigenous varieties from 40km away and distributed them in half an hour to over 150 people Everyone who took a tree got instructions on the planting and after care of the tree together with some information on the YMCA The trees were planted all over the town There was considerable media interest and as a result the advertising for the YMCA through this small project was immense

The YMCA will be needed for 4 or 5 English courses this session

In Rousse the YMCA has had a direct impact on about 150-160 young people and children

This is broken down as follows -

| | | |
|------------------|----|---|
| Dance group | 35 | } there are inevitably some double numbers as young |
| English classes | 45 | |
| Parent camp | 12 | |
| Other programmes | 70 | |

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| | | |
|-----------------|---------------|----------------------|
| Bible study etc | 6 (regularly) | } people attend more |
| | 20 (seminars) | } than 1 activity |
| Skateboarders | 24 | } |

Rousse's self assessment is that they are strong in the board and in commitment together with enjoying media support but weak in not having a permanent base and not enough volunteers

7) FUTURE PERSPECTIVES

The Field group comprising 30 Bulgarians met in November 1992 and spent a considerable time analysing the needs of the Bulgarian YMCA. Their findings are as follows -

URGENT ISSUES

- The need for a representative national council
- The need for internal coordination and information
- The need to establish new YMCAs
- The need to develop Social Programmes

IMPORTANT ISSUES

- The need for a representative national council
- The need for more camps
- The need for more training seminars
- The need for the YMCA to impact in society

The Field group also carried out a SWOT analysis and it found the following to be true -

Perceived Successes -

Camps Training Events developing of relationships

Perceived Weaknesses -

Lack of meeting rooms lack of resources and lack of experience in the YMCA

Perceived Opportunities -

New Programmes Improved communication new YMCAs and a First National Assembly

Perceived Threats -

YMCA perceived as a corrupt national Council not representative and failure to accept the diversity of the YMCAs in Bulgaria

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Training needs

In an assessment of the main training areas, the YMCA volunteers and Professional staff indicated that their priorities were in developing expertise in programmes for Camping Sports and Creative Arts with Social Programmes in town place

We have responded to this with a new training event to be held in January 1993

The Training of Professional Staff is also seen as a priority

S-P41R STATIS

UPDATE ON BULGARIA PROJECTS

533 Sofia

The budget line is \$2,400

The money is to assist in the development of Sports and music classes and programmes for the three local units in Sofia. In addition language classes went ahead for 4/5 young people under 12 without the need of funding. There is now some money to buy two computers to begin computer training for the young people.

The two young boys who were the prime movers in both the sports and guitar ideas have been at Eurocross(5308) and the summer camp in Plovdiv as well as camp leadership training in Bansko (5304). When fully operating it is hoped that this project will have a direct effect on about 30 young people initially.

Points for development

In the absence of a full time Programme Secretary in Sofia things are taking off slowly. There is much enthusiasm and energy particularly from the President of the Association. The young people seem to be at the stage of enjoying taking part without a fully developed sense of responsibility such as is evidenced in say Plovdiv or Rousse. Accordingly the volunteer training is of the utmost importance as is practical involvement in programmes at all stages. This will be picked up later in my General Observations.

I feel against the Volunteer model that a Programme Secretary will be of immense benefit in such a large town and I feel we must give this search a priority.

5302 Rousse

There are 3 projects under this number totalling \$ 3,300

5302 i \$900 transferred for youth activities English language and skateboarding. There were very successful language training classes which involved about 15 people in all some of whom will lead this coming sessions activities. The young men have found local farms who will help them in

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Points for development

I am not sure where the difficulty lies in this unit. We now have a Programme Secretary in post and have also recently obtained premises. There is no shortage of ideas and vision, but the heart and the head have not come together yet. I have no doubts about the sincerity level nor concerning the ability of the volunteers there. I am sure that the Programme secretary need extensive induction into the YMCA and Professional training. On my next visit I will take considerable time to discuss the development strategy of the unit before which we have attempted to arrange for Velichko to spend a few days with the group to see if he can help them break through.

5304 Camp leadership training

\$817 was spent

in providing training for 35 young people over the weekend of 1-3 May 1992.

The Greek YMCA provided two young Camp leaders to co-lead the project along with myself. The two Swiss leaders were not able to come. The programme involved the use of actual case history simulation, small group work, twos and threes, solo activities as well as seminars and discussion groups.

Themes included the history, ethos and background to the YMCA with particular reference to Sports and Camp programmes, leadership skills, programme planning and ideas, dealing with problems which arise etc.

Points for development

We spent time evaluating the programme during and at the end of the time and the general consensus was that this was needed and should be the beginning of further training in leadership. Altogether there were 17 people who became leaders for the summer camps who attended the training event.

5305 Democracy in Action Workshop in Poland

\$-52 was spent

in sending three Bulgarian volunteers to the Polish YMCA's democracy in action workshop in the Spring.

There was a mixed reaction to the way in which the programme was organised and run but the general consensus was that it was a worthwhile event in which good opportunity was given and taken to discuss democracy and the attitudes of young people in East Central Europe. Once again it shows that travel costs to events out of the country can often be well spent provided the project itself is worthwhile.

supplying equipment and raw materials for the construction of the skateboarding ramps etc. Now there is an arena it is hoped that the work will begin soon on the equipment construction. The above report on Rousse offers much more hope in the near future in this regard. There are between 24/30 young boys involved in this programme.

5302 2 \$800 transferred for video and TV for English language. Now that there is a lock up room this has been bought. A library has also been agreed for \$500. Again it is estimated that the English classes will effect about 30-50 young people from Rousse.

5302 3 \$400 transferred for the purchase of trees for the Ecological project. The trees were identified and bought in the month ahead which was the optimum time for the planting. This project involved up to 50 young people directly and perhaps several hundred indirectly through the publicity and carrying out of the project.

We have just agreed to an additional \$700 to cover the rent of rooms for programmes.

Points for development

Again Rousse is proving that an active visionary full time Secretary seems to be a necessary in between stage in this country against the background of Comsomol which seems to have been stronger in its lasting influence than in CSFP.

We have arranged for Professional training in the UK for Michko which will both assist in developing his programme further as well as improve his English and foreign contacts. Again Volunteer training will be important as well as re-integration of the Skate boarding boys who seem to have drifted a bit over the Summer months. This is under way.

\$700 Gabrovo

\$5,700 has been agreed for work in Gabrovo.

1 Programme worker for the job club and to develop other programmes as mentioned above to include tax \$1,200 (1 year)

Contribution to Office as used for programmes \$3000

Contribution for Support for sport education programmes payment to tutors and rooms \$1500

Total \$5700

The staff member responsible for the programme has been appointed from 1/9/92. Premises have now been found with three good rooms and ample space for the job club and office etc. The committee are in the process of buying some equipment. The project should now begin to develop more quickly over the coming months.

Points for development

There were mixed reactions to this event. Positively there was good Trans national experience as the Polish YMCA organised and hosted the whole event. Negatively the Bulgarians had some personal questions over several aspects for the programme. We have discussed these fully. In the main it was a good experience and although not cheap it will cement Polish/Bulgarian relationships further.

5006 Plovdiv Camps

A total of \$2900 has been agreed as follows -

A budget of \$1500 was agreed for a Summer camp and a further \$1400 was agreed for a Winter camp. I spent some considerable time with three different groups of people involved in the first camp in an effort to begin the education process. The groups represented the Plovdiv leaders, young people from Rousse and Gabrovo and young leaders from Sofia. Several problem areas were raised. In total there were 70 young people booked with 60 turning up for the duration of the camp as well as about 12 leaders. The spread of the campers included 11 from Gabrovo, 11 from Rousse, 16 from Sofia, 2 from Burgass and the remainder from Plovdiv. There were about equal numbers of male and female in the party and the young people were both rural and city, middle and working class. About 10 of the 20 leaders had attended the training in Binsko. There was also a Doctor on staff. During the camp there were 2 visits from the TV who covered the camp nationally twice. The media interest was also taken up by the local paper who covered the camp in the centre pages of the paper.

Points for development

Together with all the leaders and campers that I spoke with agreed that the camp was a tremendous success. The above problems were identified by the leadership and not the campers who expressed no dissatisfaction at all. I have since offered a second leadership training weekend (5007) which picked up some of these issues.

5007 Rousse day camp

A budget of \$700 was agreed for a summer camp.

The proposed Skate board Camp became a Day Camp as the time all reached due to many reasons some of which are highlighted in the Rousse report above in connection with the lack of skate boarding facilities. The camp operated from 1-5 August with 4 leaders, including [name] and his wife together with two other volunteers.

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...ing people at the camp representing ...
... as well as a ... backgrounds Almost ...
... 1975

Points for development

In a lot of the young people was built into the camp ...
... and the result was very positive a fact ...
... the camp ... some young people ...
... for a longer time
... the rise in ... so in Rousse the media care and
... on three occasions The local paper also
... The need for further volunteer ...
... again appropriate

Points for ...

\$2-00 has been agreed for this project

The ... is that the Galrovo YMCA board have agreed to
... the editing and preparation of the ...
... that the first copy ...
... The idea is to include short articles from young
... local national and international There
... as well as Bulgarian ...
... has agreed to print the paper

Points for development

... ground yet it is possible
... team ...
... get a printers agreement
... The lack of progress ...

Points for ...

\$700 was agreed for this project

... Camp as well as ...
... under the ...
... Both of these ...
... for raising ...
... the visit with ...
... to be a ...
... camp in ...

Points for development

... the boys ...
... long term ...
... both for ...

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leaders in the Plovdiv summer camp where they shared their UK experiences. I feel that the event should be used again in 1993 to give two more young people a similar experience.

5310 Leadership Training

A budget line of \$2300 was agreed for this project. This project has just finished and an evaluation is attached as an appendix.

5311 Rousse 2

A budget line of \$250 was agreed to assist in the development of English language classes in rural areas. This project has been cancelled as this YMCA has now been dis-established.

Points for development

As Rousse 2 has closed down, the project viability will need to be assessed to see if Rousse YMCA can deliver. At this stage it seems unlikely.

5312 Plovdiv Library

An amount of \$500 was agreed to establish a library for the English classes and general educational programmes.

Points for development

This is the addition of a library to assist in the further development of the language initiatives and as a capital resource will have a lasting effect beyond SAPHIR. If some young people can be involved as librarians to assist in the keeping of records, this will also help them develop administration skills.

5313 National Survey

An amount of \$600 was agreed to offer two weekends for the whole of the Bulgarian YMCA to meet together and discuss common issues. This was again the initiative of Gabrovo YMCA.

Points for development

Again, this programme has yet to happen. I hope that it will not be plagued by similar problems as outlined above.

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50 - Plans for Europe Seminar

An amount of \$750 was agreed

to send Assen to Holland to take part in the planning weekend for the development of the E-1 programme above

Points for development

A priority was given to extend the integration of Bulgaria into the wider ICA family and as such this project was a good success. It also allowed Assen to travel alone for the first time outside Bulgaria and to help develop his limited English language skills. A good success

50.5 Planning General Programmes

A further amount of \$1,000 was agreed as follows -

| | | |
|---|----------------|-------|
| 1 | TV Set | \$400 |
| | Video Recorder | \$300 |
| | Tapes etc | \$ 70 |
| | Total | \$770 |

2 Photographic equipment \$230

Grand Total \$1,000

This is to continue the development of a variety of programmes in Plovdiv, ICA

Points for development

This is a further indicator of growth in programmes in this training ICA unit. These areas of concentration have been generated by the membership - areas of interest and so are from the bottom up. It is hoped to allow young people to take major leadership roles in the development. Again, as always, further volunteer leadership will be important.

50.6 Training Proposal

This is a recent proposal for \$3700

for a 10 day training course for volunteers and Professionals

to be a Programme planning and development in two areas

a) Sport

b) CA Projects

This was discussed and defined by delegates at the previous

training event as priorities

Points for development

at least one operation

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FUTURE DEVELOPMENTS

The SAPHIR Process oriented approach needs to be maintained, as it promotes local initiatives and local ownership of projects, essential elements for the perpetuation of these programmes after SAPHIR

Leadership training following the personal development model (C Eagleburger) will be an integral area of concentration to assist in strengthening the professional base for programme support and development. The foundation has already been established for such a person centred approach in the YMCA of East Central Europe

The recruitment and subsequent training of Volunteers will be central to setting up the relevant skills base from which to develop the YMCA into new areas both in programmes and geographically

The establishment of a totally representative national council will need to be given a priority

The areas of concentration for programmes are likely to be the following -

CAMPING, SPORTS, CREATIVE ARTS, SOCIAL OUTREACH

The continued search for other sources of funding both from within in Bulgaria as well as from outside

The need for a SAPHIR 2 Initiative seems central for the further development of the Bulgarian YMCA

577 Professional Secretary Training

This final project is for \$3500

to assist in the training of the three professional secretaries, Assen, Velichko and Latchko

Points for development

Not yet in operation

GENERAL COMMENTS

1) So far we have budgeted a little over \$32,000 including all 17 projects and the new amounts just agreed. We had advanced approximately 52% of the budget as at 1/11/92.

Of this amount about \$12,000 is for training, \$3,400 for camps and the remainder \$16,000 for programmes.

This means that 50% of the budgeted figures are in the areas of training and camping, events which are now over.

If there is dependency it is only therefore in the remaining 50%.

Sofia's amounts are small and really insignificant in that much is for set up costs and capital items.

In Rousse the tree planting programme is over, and in the future will possibly be self sufficient. The Skate boarding amount included a significant amount of capital expense as did the library and the English language classes.

2) In my opinion the only potential dependency situation is in Gabrovo where we have invested \$5,700 as well as \$2,400 for the paper over half the total programme commitment.

Camping and training have been the main thrusts as these are areas where dependency is less likely. The programme development has been in areas of interest and many other programmes are operating where SAPHIR has had no financial interest.

3) I have a particular concern for the future of Gabrovo and both Stephan and Velichko agree with me that perhaps Velichko might be able to offer professional support here.

As is the case in other SAPHIR countries it is obvious that both the money and the general project operation are having positive effects on the long term development of the YIC. I think that half way through the project duration we can see that a three year time span is not enough to allow a self sufficient national YIC to emerge after such a long period having been closed and in a little developed youth service as is the case in Bulgaria. The emphasis on programme development has been and continues to be on locally based community initiatives with local leadership having such outside assistance as is appropriate but with the potential for long term sustainability. Built into this approach is the 'pleating' concept with its focus on individual personal development.

This is the only formula for a successful non dependent situation occurring post SAPHIR.

Introduction

This was the second training event sponsored under the SAPHIR initiative and involved dealing with issues identified by the volunteers in May and again after the summer camps that is building and Conflict resolution. It was held in a beautiful rural area in the mountains about 20 km from Plovdiv and ran from 27th to 28th October

Staff

There were two tutors Rev. Ron [unclear] a former Christian Education Officer of the English Church and myself SAPHIR [unclear]. There were 37 volunteers from all over the country divided as follows

| <u>UNIT</u> | <u>TOTAL</u> | <u>MALE</u> | <u>FEMALE</u> |
|-------------|--------------|-------------|---------------|
| SOFIA | 4 | 2 | 2 |
| ROUSSE | 9 | 5 | 4 |
| GABROVO | 4 | 1 | 0 |
| PLOVDIV | 17 | 7 | 10 |
| NATIONAL | 3 | 3 | 0 |

There was a very good split in age groups. Attached listing in appendix indicates

Appendix 1 also shows the final report prepared but with amendments as the group developed. The agenda at many points

Total cost was within the budget of 5200 giving a per person cost of \$62 a very good result

Conclusion

This is a self evaluation report by the group. It was held in a Hotel in Plovdiv. It was a success as a result of which the group had a very good time. The cost was a success of \$62 per person.

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| <u>SUBJECT</u> <u>RESPONSES</u> | <u>PERCENTAGES</u> | | |
|------------------------------------|--------------------|-------------|----------------|
| | <u>GOOD/YES</u> | <u>FAIR</u> | <u>POOR/NO</u> |
| FOOD | 90% | 10% | |
| ACCOMMODATION | 80% | 20% | |
| GEN CENTRE | 75% | 25% | |
| STAFF OF CENTRE | 10% | 15% | 75% |
| TRANSPORT BY BUS | | 5% | 95% |
| INFORMATION BEFORE EVENT | 55% | 30% | 15% |
| LENGTH OF TRAINING | 50% | 30% | 20% |
| SHOULD BE LONGER? | 50% | 40% | 10% |
| DID IT MEET EXPECTATIONS | 70% | 15% | 15% |
| ENOUGH FREE TIME | 40% | | 60% |
| ENOUGH SESSIONS | 50% | 25% | 25% |
| WAS THE VARIETY GOOD | 80% | | 20% |
| (ALL SESSIONS CONTENT ETC) | 90% | 10% | |
| PAIRS EXERCISES | 75% | 25% | |
| ROLE PLAYS | 90% | 10% | |
| ENOUGH OUTSIDE INPUT | 40% | | 60% |
| WERE YOU TAKEN INTO ACCOUNT | 80% | 15% | 5% |
| WHOLE WEEKEND | 90% | 5% | 5% |

TRAINING WEEKEND 23/25TH OCTOBER 1992

FRIDAY 23RD OCTOBER 1992

20 00 ARRIVE AND SETTLE IN
21 00 SESSION 1 ICEBREAKER ON TEAMWORK ROV?
BRAINSTORM SESSION ON NEEDS OF GROUP MW
LAYOUT OF PROPOSED TRAINING FOR NEXT DAYS ALL
QUESTIONS AND ANSWERS ON SUBJECTS ALL
22 00 CONCLUDING COMPLINE ROV?

SATURDAY 24TH OCTOBER 1992

8 00 BREAKFAST
8 30 QUIET TIME INDIVIDUAL OR ALL
9 00 SESSION 2 TEAMWORK 1
11 00 COFFEE BREAK
11 30 - 12 30 SESSION 3 TEAMWORK 2
13 00 LUNCH
15 00 SESSION 4 CONFLICT RESOLUTION
16 30 COFFEE BREAK
17 00 SESSION 5 CONFLICT RESOLUTION
18 30 CONCLUDE
19 00 EVENING MEAL
21 00 INFORMAL SHARING OF EXAMPLES OF TEAM GAMES
22 00 CONCLUDE

SUNDAY 25TH OCTOBER 1992

8 00 BREAKFAST
8 30 QUIET TIME
9 00 CHURCH? WORSHIP TOGETHER? OR SESSION 6
10 30 BREAK
11 00 - 12 30 SESSION 6/7 (SEE ABOVE)
13 00 LUNCH FOLLOWED BY EVALUATION AND AGENDA SETTING

SATURDAY SEMINARS

9 00 SESSION 2 TEAMWORK 1 WHAT HAVE I TO OFFER?
9 00- 9 10 ICEBREAKER
9 10- 9 20 BRAINSTORM ON GROUPS/TEAMS
9 20- 9 40 THREES GROUP ACTIVITY
9 40- 9 50 FEEDBACK ON ACTIVITY
9 50-10 20 LARGE GROUP ACTIVITY
10 20-10 40 FEEDBACK ON GROUP ACTIVITY
10 40-11 00 SUMMARY AND QUESTIONS

11 00 COFFEE BREAK

11 30-12 30 SESSION 3 TEAMWORK 2 WHAT IS A TEAM?
11 30-11 40 TWO'S EXERCISE
11 40-11 50 INPUT FROM FRONT
11 55-12 20 LARGE GROUP ACTIVITY
12 20-12 30 FEEDBACK ON ABOVE

13 00 LUNCH

SATURDAY SEMINARS

9 00 SESSION 2 TEAMWORK 1 WHAT HAVE I TO OFFER?
9 00- 9 10 ICEBREAKER
9 10- 9 20 BRAINSTORM ON GROUPS/TEAMS
9 20- 9 40 THREES GROUP ACTIVITY
9 40- 9 50 FEEDBACK ON ACTIVITY
9 50-10 20 LARGE GROUP ACTIVITY
10 20-10 40 FEEDBACK ON GROUP ACTIVITY
10 40-11 00 SUMMARY AND QUESTIONS

11 00 COFFEE BREAK

11 30-12 30 SESSION 3 TEAMWORK 2 WHAT IS A TEAM?
11 30-11 40 TWO'S EXERCISE
11 40-11 50 INPUT FROM FRONT
11 55-12 20 LARGE GROUP ACTIVITY
12 20-12 30 FEEDBACK ON ABOVE

13 00 LUNCH

BACKGROUND

This training event is the third such event in the past 9 months and forms an integral part of the SAPHIR approach within the country

The previous two events projects numbered 5304 and 5310, covered the basic elements of Camp Leaders Training and the underlying concepts of Teamwork with a specific emphasis upon the resolution of conflict within teams

At the second event, the group identified Programme planning as the next area to be the subject of a training seminar and within this that we should examine the three programme areas of -

Creative Arts, Sports and Camping

To this end I approached the Swiss National movement and the Czech National movement as well as an individual Volunteer within the German YMCA movement to be tutors on the third event. This was in keeping with the comments of the group at the second training event who identified the need to have additional outside trainers at future seminars

The German Volunteer had to cancel in the last few weeks due to unforeseen circumstances, and so we went ahead with two Swiss trainers and a Czech tutor to cover Sports and Camping respectively

THE EVENT

Again following the comments and the decisions of the second training group the third training event was held in Rousse and the venue organised by the local YMCA group. In all the seminar opened with representatives from the four existing YC-groups as well as one person from Plevin, interested in beginning work there under the YMCA network

Including the three trainers there there were 41 people at the opening session broken down as follows -

Plovdiv (1), Gabrovo (7) including two girls''', Sofia (4) I... (5) and the rest Rousse including several journalists and assorted visitors. This number reduced to about 34 who attended the whole event

There was a wide age range from 14 to 65 (see appendix) although the major concentration was in the under 30s

The male female ratio was not bad either with 2 from Sofia 2 from Gabrovo and 11 from Rousse in total 15/41 delegates

Having a female tutor was also a big improvement. We had a good nucleus of people who had been at one or both of the past training events (about 30%), as well as two of the four YMCA Professionals. In addition several of the delegates (about 12) have been outside the Bulgarian YMCA at other EAY events and National YMCA initiatives such as Tiszadob... for Europe Seminar Greek Summer camp leader training (TEMPUS initiative) Democracy in Action workshop in... and the Workshop on Racism in CSFR

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The event took the following order -

Day 1 Introduction to theme and General Introductions
Finding out of expectations and experiences
A consideration of Programme Planning as a concept
Evening of new games and Ice Breakers

Days 2 Workshops on the two themes At the request of the
whole group, the group was split in two as follows
and 3 Gabrovo (7) Plovdiv (5) and Plevin (1) together
Sofia (4) with the Rousse attendees (10-20)
The second evening, was a cultural evening of songs
Day three included the evaluation

On the second day at the workshops, the two groups divided with the Gabrovo Plovdiv and Plevin Group attending the Sports seminar and the others the Camping workshop, with this being reversed on the third day with all together on Day one

The method involved extensive use of small groups, activity games and exercises, practical sessions, question and answer sessions open sessions and plenary sessions
Translation was consecutive into Bulgarian from either German, or Czech as well as English, through the services of the Volunteers

Handouts were either in German or English but will be translated to Bulgarian later by the Bulgarian YMCA
Food as eaten at the Hotel as well as outside venues
As it was -15 degrees and snow outside activities were restricted'

PERSONAL EVALUATION

- 1) The mix of three outside tutors was excellent, especially the inclusion of a woman tutor The East/West mix was also good and showed the variety in the EAY particularly well
- 2) The facilities were good except there was only one room in the hotel for the seminar workshops small group work The chance of obtaining Flip Charts seems impossible in Bulgaria
- 3) The mix of groups was a little disappointing in that Sofia's three groups provided only 4 people & Plovdiv only 5 There were to be representatives of two or three other interested groups in Bulgaria but this did not materialise for whatever reason Gabrovo group brought with them what proved to be two token women who sat back despite efforts by the trainers to integrate them The Gabrovo boys had no idea of support for them even though I personally spoke to them about this area This was the most worrying feature about the group
- 4) The inability of the Creative Arts Trainer to come was a difficulty as it all happened in the run up to Christmas We need to run a separate Creative arts workshop soon
- 5) Once again the calibre and the professional approach taken by the trainers was excellent and well appreciated as the evaluation below indicates We are hopeful of follow ups by Switzerland in the area of Sports and Czech Rep in Camps

SUBJECT

PERCENTAGES

| <u>RESPONSES</u> | <u>GOOD/YES</u> | <u>FAIR</u> | <u>POOR/NO</u> |
|-----------------------------|-----------------|-------------|----------------|
| FOOD | 90% | 10% | |
| ACCOMMODATION | 90% | 10% | |
| GENERAL LOCATION | 85% | 15% | |
| STAFF OF HOTEL | 85% | 15% | |
| TRANSPORT BY TRAIN | 60% | 30% | 10% |
| INFORMATION BEFORE EVENT | 80% | 15% | 5% |
| LENGTH OF TRAINING | 80% | 10% | 10% |
| SHOULD BE LONGER | 10% | | 90% |
| DID IT MEET EXPECTATIONS | 90% | 10% | |
| ENOUGH FREE TIME | 50% | | 50% |
| ENOUGH SESSIONS | 80% | 20% | |
| WAS THE SOCIETY GOOD | 90% | 10% | |
| ALL SESSIONS CONTENT ETC) | 90% | 10% | |
| METHODS USED | 75% | 25% | |
| ENOUGH OUTSIDE INPUT | 95% | 5% | |
| WERE YOU TAKEN INTO ACCOUNT | 60% | 30% | 10% |
| WHOLE WEEKEND | 50% | 20% | |

1993 - 19951 Background

The year 1990 was the year of general euphoria in Czechoslovakia after new liberation without a one killed person. About 30 old people started the reestablishing of YMCA in Czechoslovakia. By end of 1990 there was about 300 people, two thirds older than 60 year who applied for new or renewed YMCA membership in 5 local associations. By end 1991 we counted about 1,000 members in the whole Czechoslovakia, the majority of them was under 40 years. About 10 local association started the YMCA work in the whole state. Our main achievement beside establishing international relations and membership within the YMCA family (including Toronto partnership and founding Field Group 3) was recruiting and training new volunteers, counsellors and Board members. We were able to send 25 young people abroad, organize camps for 1,000 young people and begin various and begin activities in our local units.

The year 1992 became the last year of YMCA in Czechoslovakia. Local units of YMCA in Slovakia adopted their independent YMCA constitution in March 1992 and confirmed their intention to recognize the Prague National Office only in those cases which suited them. In spite of all difficulties YMCA in both republics was developing its activities and it was using the help of the Field Group member and Sapfir grants to broaden its position. Altogether nearly 2,000 young people spent their vacation in Czech and Slovak YMCA camps and the membership by end 1992 is estimated about 3,000 people in 25 local associations. 1992 was the year of staffing the National office and larger local associations. On the 7th November 1992 16 local associations founded the new YMCA in Czech Republic. After official registration all rights and obligations will be assumed also formally by the fully independent Ys in the Czech and Slovak Republic. The whole year was a year of busy negotiations about

stolen YMCA property. In spite of all promises given by ministers and other state representatives the Czech government refused even to return YMCA property confiscated in 1991 from the Communist Youth League. At the beginning of 1992 we started the operation of our Prague YMCA house which became our ownership as a result of our own negotiations with the former owner. By end 1992 YMCA will face not only the reality of splitted state but also a somewhat different political, social and psychological situation.

2 Mission statement

Ecumenical Christian mission is expressed in the new Constitution

The YMCA in the Czech Republic is a human care organization based on Christian values that promotes, through its programs, the physical, emotional and spiritual well-being of individuals of all religions, races, ages and communities

The YMCA in the Czech Republic is a movement of help and service. The main target of most activities are children and young people, male and female

The above mentioned mission is carried out and developed through activities promoting

- consistent and tolerant moral education based on Christian values
- physical fitness and mental well-being
- education for democracy, esteeming civil and human rights and individual civic responsibility, diminishing ethnic tensions and prejudices
- special programs in science, culture and social life
- new programs in camping and hiking including ecological approaches
- charitable actions and various forms of assistance
- establishing international relations with emphasis on youth exchange

3 Major Program Thrusts

- A) Physical development and sports
 - fitness
 - sports and games for all
 - hiking
 - biking
- B) Scouts and camping
 - residential camps
 - D camps
 - wandering and trip camps
 - weekend camping
 - regular boy- and girl-scouts groups
- C) Environmental education
 - groups doing studies experience
 - expeditions
- D) Aquatic sports
 - learn to swim
 - swimming parents with children
 - diving
 - canoeing and boating expeditions
- E) Language courses
 - teaching and learning foreign languages
 - intensive language training courses
- F) Music and aesthetic education
 - Ten-Sing training and performing
 - teaching and learning music instruments
 - dramatic circles
 - children choirs
 - drawing
 - modelling and ceramics groups
 - window dressing and other arrangements
- G) Children and Youth Clubs
 - Pre-school activities
 - After-school program
 - Gipsies and handicapped children
 - various hobby circles (computers etc)

H) Family

- parenthood problems
- marriage encounters
- role of the family in a postcommunist country
- mother's club
- children center
- seniors' clubs

I) Leadership training

- Board Members
- Volunteers
- Secretaries
- Camp counsellors
- Special scholarship and partnership actions
- Managers' club

J) Christian orientation

- Introduction into the Bible
- ABC of Christianity and other religions
- Chapters of church history for atheists
- ecumenical role of YMCA

K) Democratic orientation

- education for democracy
- how to debate
- political culture
- civic and human rights
- nationalism and ethnic tensions
- racism, xenophobia, antisemitism

L) Guidance and counselling

- Information center
- Psychological and pedagogical advice point
- Abused women
- Institut of Alice Masaryk

M) International Cooperation

- Field group and other YMCA countries - grass level contacts
- ICCP recruiting center
- Interpoint
- cooperation with other Czech organizations
- cooperation with YMCA in Slovakia
- material help, collections

4 Strategy and priorities

Similar to our preliminary strategy for 1991-92, the work in the new YMCA in the Czech republic will be carried out through:

- a) National YMCA office
- b) Regional YMCA secretaries
- c) Local YMCA councils and, if there is, an YMCA secretary

The majority of all activities must be done on the local level

Regional secretaries, if there are, will play the main role in organizing the work and teaching methodology

National office staff must assume the coordinating and supporting function for the whole state. The office will be in charge of international contacts, training volunteers, board members and staff, and of course, financing and controlling. Only the National Board can be the partner for various negotiations with government and other state and central offices, even if these are non-government organizations.

YMCA in the Czech Republic faces following dilemma to extend the number of local associations and increase the membership and at the same time to preserve the quality of all YMCA work. To fulfill this task at once on all levels is impossible.

With regard to the mentioned dilemma and other facts following priorities should be taken in consideration

- A) Christian orientation of YMCA as a lay-men ecumenical organization will be promoted, especially as a reaction to long-term communist ideology
- B) To organize and support emerging interest in YMCA various towns of the state by visiting, lecturing and advising the core of the preparatory YMCA committee of new local associations.
- C) To stimulate the dialogue with representatives of local government, schools and churches in personal contacts to prepare conditions for starting a new YMCA unit

- D) To work out individual plan of actions which will lead to reaching following targets in founding new YMCA associations
- a) To start the YMCA work in all university and district towns within 1993: Plzeň, Pardubice, Ústí n Labem, Tábor, Jihlava, Zlín, Opava, Olomouc, Karviná
 - b) To start YMCA work in other 20 places during 1994-1995
 - c) To reach 7,000 YMCA membership and 2,500 participants of YMCA camp by end 1995
- E) To develop above mentioned program thrusts according to the capacity a possibility of any local association To be open to all other activities compatible with YMCA mission
- F) To formulate concrete steps in the recruiting of YMCA volunteers, Board members and counsellors To insist on daily fulfilment of this program by National Program secretary and other secretaries To urge the active members of YMCA, name, Board members to share this important task
- G) To improve public relations and develop a plan of informing the public through all adequate means and media One of the staff will be appointed as a coordinator
- H) To represent and speak on behalf of YMCA in the Czech Republic at the domestic level, especially in seeking the handing over or compensation of stolen YMCA property To use this opportunity for interpreting of aims, purposes and YMCA actions
- I) To represent and speak on behalf of YMCA in CP at the international level, mainly with EAY, WA of YMCAs and partnership countries To negotiate succession membership in EAY and WA of the Czech Republic
- J) To continue and develop international cooperation in youth exchange and training To coordinate regularly with local associations all conditions and possibilities to send out best people

- K) To support programs which serve as important contribution to solve special problems and ills of the Czech community e.g. democracy and political responsibility, rights and freedom of a citizen, heritage of the totalitarian regime (in thinking, various attitudes, habits), ethnic tensions and race prejudices.
 - L) To develop, coordinate and evaluate fundraising on domestic and international level. In the past here charity and fund-raising was rejected and abolished as a false Judeo-Christian substitution for social justice. Necessity of an open hand, ways of fund-raising and contribution to the center will become permanent part of any training.
 - M) To administer all property and staff operations on professional level to bring optimal profit for YMCA work. In the frame of training to teach management skills.
 - N) To take a decision about reconstruction of the main YMCA building in Prague at the latest in 1990 and to negotiate various possibilities of funding it.
- 5 Volunteers and Staff and financing

If you read in YMCA's World Alliance reports and magazines about reemerging and renewed Ys in Central and East Europe, an idea of restoring something left behind could be evoked. Even people from these reemerging Ys are prepared to resume activities they knew well from the old times before their YMCA was abolished. They remember this working up after the World War II was over and do not take in account that there is a fundamental difference between a 5 years break and 40 years interruption. In fact these Ys are starting from zero under different circumstances in a different world than they knew forty or even fifty years ago.

Our YMCA mission is to meet the needs of the young generation in the last decade of 20th century in a small post-communist country. The actual work and leadership must be carried on by young or at least not too old people, otherwise communication does not work. But where to find them?

After World War I America and Canada sent 62 secretaries to start the work. They were doing everything, also recruiting young people who had to be won for YMCA as volunteers and trained Czech staff. After the end of the cold war no secretaries arrived, financial support was very limited and only advisors were from time to time at our disposal. We used all offers for training young volunteers but it was not enough. We lost some of the fast-trained people for various reasons and we realized that at the outset staff, even beginners without experience, must play the decisive role in organizing of the most activities. It is sad, but it must be said, that the insufficient number of volunteers was one of the disappointments of YMCA national and local Boards after the velvet revolution. But we must not compare our situation to the year 1919. We must see our staff now as the substitution for trained and sometimes well trained American secretaries.

One of the greatest problems in all spheres in post-communist Czechoslovakia was and still is to find able and devoted staff even when very good salaries are offered.

Our present YMCA team is highly motivated and deserves praise for its devotion and willingness to work long hours when needed. We have, however, been forced to weed out a few misfits and our choice of a professional secretary general proved very quickly to be a misjudgement. We are therefore continuing our search for a personality who would meet the generally acknowledged requirement of a national general secretary.

By October 1992 we finished the necessary systemization and we can say that almost all needed functions are now occupied. We are not able at the time being to evaluate the real need and capacity of YMCA staff in Slovakia. Following the separation of both republics YMCA in Slovakia is to be already treated as an independent YMCA movement.

The following survey of employees is valid for the new YMCA in the Czech Republic at end of 1992.

Persons who directly report to the National General Secretary

| | |
|---------------------------------|------------------|
| Economic secretary (deputy NGS) | Vladimír Kutílek |
| Financial secretary | Pavel Novotný |

Program secretary: Michal Šourek
International relations secretary: Zdena Šerá
Regional secretary NE Bohemia Josef Bartošek
Regional secretary Moravia Jaromír Hron
NGS office assistant Jiřina Švejsová

Persons who report to NGS indirectly

Metropolitan Prague YMCA secretary: Petra Otčálová

Living Family secretary: Petr Imlauf

National Program Secretary has
an assistant for new forms of work
an assistant for the scouts-work

Financial secretary has
an assistant for evidence and accounting
(two others deal mainly with Y House)

Economic Secretary supervises also
the Prague YMCA House manager
with the house attendance

Metropolitan Prague Secretary supervises
a sport assistant
an economic assistant
an office assistant
a youth clubs director
two information center assistants

Prague Living Family has
an office assistant

Outside Prague there are secretaries reporting to their
local YMCA Board and methodically to the National Program
secretary: in Hradec Králové

Liberec

Krnoř

Thanks Saphir's support information center staff, Krnoř
and NE Bohemia Regional Secretaries could be appointed.

Prague YMCA Information Centre

Appendix 5

Statistical Breakdown

The following are statistics relating to the period August to December 1992

| | |
|---------------------------------|---------|
| Total No Enquiries | 396 |
| Average Enquiries per Week | 30 |
| Max No Enquiries in 1 Week | 51 |
| No of Enquiries from Foreigners | 40 - 50 |

(As an indication of 1993, for which figures have not yet been collated, the number of enquiries in the first week of January was 45)

Unfortunately we have no record of the age of visitors to the centre

Approximately one third of the enquiries are from YMCA members

The most frequently requested areas of information are as follows

- Information on YMCA clubs and activities (mostly in Prague) [c 100 enquiries]
- Language courses/schools [c 40 enquiries]
- Foreign travel/accommodation/YMCA work and camps abroad [c 30 enquiries]
- Worldwide YMCA activities [c 20 enquiries]
- Accommodation in Prague [c 20 enquiries]
- Information on the foundation of new local associations [c 8 enquiries]

Frances McCandless Prague 12 January 1993

TRIP 570
Appendix 6

The CSFR will function in two Republics from 1.1.93 although in fact from 7th November 1992 there has been a separate Czech lands YCA with its own mission statement national board and staff

as well as providing the normal programme report. I feel that it is a useful exercise at this mid point to look objectively at the developments and direction of the YCA over the 18 months of S-PHIR and to attempt to project ahead the trends in future development

SITUATION AT BEGINNING OF S-PHIR

When I first visited CSFR I found the following -

Staff

There were 7 staff working out of the Prague building plus Jaromir Hron in Moravia and Jana Brckova in Slovakia as a national employee. No buildings had been returned

Local Associations

There were 4 local associations in Slovakia Bratislava Banská Bystrica Vrata and Kremnica, together having perhaps 150 members and offering only a few programmes in Sports Bible study language study music and of course Scouts and camping activities

There were 11 local associations in Czech lands Prague City Prague Academic Prague Branik Zlva Rodina, Hradec Králové, Ostro nad Ohří Kladno, Ostrava Pastorky in Liberec and Drnc together totalling perhaps 300 members plus Zlva Rodina with 70 families involved. General programmes were beginning in over 50% of these units and Scouts were beginning in Brno. Prague had just appointed Peter and so programmes were in the early stages. The Academic were having some lectures. Branik had just formed and Hradec had operated a very successful camp along with several other ICAs. They had just lost their full time programme secretary

BEST AVAILABLE COPY

Camps at national level included

- Camping

Slovakia had 10 camps as follows

| <u>PLACE</u> | <u>AGE</u> | <u>NUMBERS</u> | <u>LEADERS</u> |
|--------------|------------|----------------|----------------|
| BRATISLAVA | 9/15 | 65 | 15 |
| | 7/15 | 90 | 17 |
| | 15/25 | 75 | 15 |
| | 7/15 | 90 | 30 |
| | 7/15 | 85 | 20 |
| | 7/15 | 85 | 20 |
| KOŠICE | 8/15 | 8 | 5 |
| | 8/15 | 14 | 6+ |
| | 9/10 | 25 | 10+ |
| | 9/13 | 25 | 8 |
| 9/13 | 25 | 8 | |
| TOTALS | | 567 | 154 |

Czech lands had also 11 camps as follows

| <u>PLACE</u> | <u>AGE</u> | <u>NUMBERS</u> | <u>LEADERS</u> |
|--------------|------------|----------------|----------------|
| BRNO | 8/15 | 15 | 6+ |
| ROUVICE | 8/15 | 100 | 25 |
| VLČICE | 8/15 | 30 | 10 |
| FAMILIA | | 40 | 10+ |
| CERNOBYL | 10/12 | 10 | 2 |
| LIDEREK | 8/15 | 20 | 4 |
| SAZAVA | 11/16 | 7 | 3 |
| ZDOBICE | 8/16 | 60 | 10 |
| | 8/16 | 60 | 10 |
| JONAT | 8/11 | 8 | 4 |
| STŘEK | 15/25 | 30 | 2 |
| TOTALS | | 360 | 86 |

In total over 900 young people attended camps this summer and this were run by 248 leaders almost entirely volunteers! Last year there were none

The camps mentioned were locally organised

B) Leadership Training

During 1991 5+2 Initiative carried on some Training of Leaders and volunteers The major events were as follows

3 day Seminar in Bratislava for 60 young people mostly new to the YMCA

3 day training in Austria for 40 young people from all over Slovakia Ecumenical event with 6 other countries in attendance

2 weeks training under TEMPUS with young Germans in Wuppertal and back in Mounice for 22 in total

1 week in Lucatin for 35 young people from YMCAs in Slovakia

In addition the following training events took place

4 Professional Staff to Lakeside UK in June for 2 weeks One in Lakeside and one in local units This was a TEMPUS programme and 8 young Britons returned to C S F R to help in camps etc

1 week in UK local Assoc for Programme Sec of Prague YMCA

5 days in World Alliance Training in E Germany for 3 Professional Staff in March

8 young people took part in ICCP Programme

2 young people took part in the World Camp

4 young people took part in Camp Pn 1 a

2 young people went to Eurocross and 1 to the Ten Sing Seminar in the Netherlands

1 Sec was in Switzerland for 1 week Leadership Training course

6 young people were in Germany at a Camp for 1 week

9 young people went to Neufeld for a Work Camp for 2 weeks

2 Sec to Vienna to talk about C S F R work

10 Board Members were in a weekend training in Mounice alongside 15 young people training in Sport with a German Tutor at this time

40 Camp leaders were trained for 1 week in Sobesin

BEST AVAILABLE COPY

The needs analysis made the following comments -
The YMCA identifies the following areas as possible areas of future programme initiatives

- 1) TEN SING
- 2) CAMPING WORK
- 3) BUILDING BASED WORK
- 4) LEISURE ACTIVITIES
- 5) WORK AMONG THE "DISADVANTAGED GROUPS

Surrounding all of this, however is the need to offer the possibility to Train those who will be taking Training courses for others, hence the early need to set up a Training the Trainers course

PRESENT SITUATION

PROPERTY

Czech lands

The eternal problem of restitution pervades all. The board of Hradec were given only a few days to leave the building or find an exorbitant rent. Despite many meetings with the various ministries, which have given some hope about the properties in Sobesin and Hradec they remain promises. It may be that the Czech government will create a Quango, a foundation for youth and religious buildings as has been the case in Slovakia. Again there was rent paid to use the camps previously owned by the YMCA this year. The restitution problem is further compounded by the division of CSFR this year and the lobbies to divide all National property in a 2:1 ratio.

The Prague building is now returned to the Federal YMCA, and is being used extensively.

There is a pressing need to develop a strategy to make the building pay for itself and staff approx 25/30 now. Some of this will fall to Prague YMCA and some to Federal.

In the remainder of Bohemia and Moravia, the situation has not moved much.

The majority of camps and buildings in Bohemia and Moravia are owned and run by a variety of State and semi-State organisations who are not co-operating in the return of the property.

In stark contrast to this lack of movement, the Czech government have given 8 million kcs (almost \$300 000) to 5 youth organisations comprising the YMCA, YWCA, Woodcraft, Scouts and Camping league to purchase a large building near

the Austrian border to use as a 40 bed residential centre. The
cost is 2.5 million ACS.

Slovakia

The situation in Slovakia is very different. The restitution
question is still not resolved and is further off than in
Czech lands. The building in Bratislava is still only managed
by the YMCA. The Y has bought several small cottages in
Kremnice to develop as a small camp for use and here.

NATIONAL STAFFING

Czech Lands

With regard to staffing Peter Husak has left the national
council and Lubor Drapek has agreed to stand into the breach
again.

Michael Sourek now has the use of two assistants. Lada
Zvolanecká who will deal with Information Technology and
Ecological programmes and Zdenka Sera, who does all the other
miscellaneous jobs.

There are a considerable number of Finance and Administration
Staff as well.

There is a Camp Secretary Milan Hubacek, who with Vladimir
Hron makes up the full time Regional Staff.

Josef Bartosek has now begun work as a regional secretary in
and around Cernilov. It will be a part time position at first.

Slovakia

Milan Straka is the Executive Director for Slovakia and as
such has one secretary (Janka Mikovini). He has responsibility
for the Programme Secs in Kremnice (Ms Rodhova) and Bystrica
(Jan Kostelny). Jana Brekova is the finance staff (Patrick
Dzroz) and the management of the building in Bratislava. This
latter responsibility involves the financial viability of the
unit, the upkeep, fittings and future development. This is
delegated in varying degrees through a number of Staff
in order of: Maintenance (3) Hostel work (4) Kitchen (5) and
management of the day to day operation (the latter through the
manager Mr Michael Lahoda).

Jana Brekova may soon have an office in Kremnica but at
present operates from Bratislava building.

PROGRAMMES

Summer camps were very successful this year again with 25
camps attracting 1500 young people and 300 leaders. Those
attending camps included some refugee children. 6 leaders from
CSFR attended a training course offered by CVJM for 2 weeks in
September. This was mostly paid by CVJM. Secretaries from
Olomoc, Nitra, Barska, Brno, Znojmo and Prague attended. The
YMCA have again been offered places in the Danish Folk School.

LOCAL ASSOCIATIONS

There are 25 local Associations, with a total estimated membership of 3,400 There are also 11 new YMCAs in formation

In Czech lands we have a split available of the distribution of ages

There are in total 2,406 members made up as follows

| | | |
|------------|------|-------|
| under 15 s | 830 | 34 5% |
| 15-18 s | 233 | 9 7% |
| 18-26 s | 281 | 11 7% |
| over 26 | 1062 | 44 1% |

There are no details of 12-15 s, but this split shows a healthy number of under 25 s at 55 9%

Ziva Rodina alone have 230 families with 1200 members, therefore almost 800 children Marriage Encounter, Krnov YMCA have 524 members with 50% of these under 15

CZECH LANDS

1) PRAGUE

There are many varied programmes operating at present
The girl scouts may finish soon, but they are not YMCA scouts
The diving club continues to meet but "official" links to YMCA are low key

Other programmes include an after school club for young people operated by a teacher Jitka Warausova where classes in Art Music and pre school activities are offered There is also a very successful Mothers and Toddlers programme, as well as a Children s centre which operates two mornings a week with Petra and two volunteer leaders Under Thomas Strunc, a programme worker, a young children s club meets once a week on Thursdays, and there are ideas to develop the YMCA into a Children s Centre

ARPIDA now have one worker 2 hours a week in the YMCA acting as an administrator The links with the YMCA are informal
There is also the idea to offer facilities for handicapped children in the YMCA provision

Once a week there is an English language class catering for 15 people taught by Frances McCandless the Irish Volunteer

The Alice Masaryk clinic has the use of 3 rooms for their programme Again there are no direct links to the YMCA

Ten Sing meets regularly in the YMCA and the members embarked on a cycling tour this summer as a continuation of the programme Prague is one of the two centres for the development of Ten Sing over the next year with the assistance of two Norwegian Volunteers

The Information centre has now opened with two staff members now in post. The official opening was well attended by the YMCA, AID and other Czechs including members of the media. It will eventually be open 5 long days a week for information and counselling. The office is cramped but well fitted, with telephone, computer, printer, books and ancillary equipment. Prague has 411 members and 200 club members. The 200 are all under 25 and about 40% of the 411 are also in this age. There have been many changes in the remit of the staff in the building to enable new programmes to develop. Peter Imlauf, from Ziva Rodina group also works for the Prague YMCA and is responsible to the board of Prague for running the Sports programmes. Under him are two sports leaders, Tomas Hag and Jiri Jisa. Another young man Honsa Svoboda, works with him in relation with Ziva Rodina's work. Petra Otrisalova, the programme Sec for Prague, is responsible for the Information centre and its two staff, the Youth activities and its staff (Jitka, and Jan Benda) the secretarial assistance as well as new programmes.

2) ZIVA RODINA

The full time worker, Petr Imlauf, is also assisting Petra Otrisalova in the development of programmes in Prague YMCA thereby helping to strengthen the links between the two organisations. A fuller report is attached as Appendix (1).

3) PRAGUE BRANIK

The small YMCA is still meeting, and has drawn some new people from a neighbouring church. Membership is around 30 and it functions as a para church Christian organisation meeting as the young people desire but with no overall plan for programme development.

4) PRAGUE ACADEMIC

This is still meeting, regularly every 2 weeks. It concentrates on lectures and academic and discussion programmes. The membership is around 25 but attendance at meetings tends to be 40. They also publish a magazine on theology.

5) BRNO

There is now a board of 7 people, all under 35, who aim to build the YMCA in a Scouting model around 2 scout troops in the town. They have a room in the town at present and an area Secretary who is from the same scout background. The YMCA here has just produced some statutes for YMCA Scouts which will be debated soon. The level of activities remains small, and there is discussion ongoing between the national staff and Brno.

6) OSTROV NAD OHRI

This began with a group of three people working with gypsy children and offering a summer camp in addition. There is a strong likelihood that the YMCA will merge with bigger group

7) LIBEREC

There are 4 clubs with 30/40 children with an active membership of 12. There is now a building returned to the YMCA in the town but it is presently operating as a shop. They get a % of the rental income.

8) PRESTICE / MERKLI

There is a YMCA Scout troop operating at present, alongside cultural programmes, and language courses, all run by volunteers.

9) KLADNO

They have had several meetings, and the committee are actively attempting to obtain the building back from the government. One Federal Board member is a main driving force of this local association. Work may begin soon, but it is happening very slowly as this member travels extensively in her work. The YMCA here is not officially registered with the Czech YMCA but is an associate unit.

10) HRADEC KRALOVE

There is a professional Secretary employed, Ms Hanna Urbanova, (32 years old). She tends to concentrate on Youth activities with a sporting and camping thrust.

An Esperanto club meets here now as well as a Rock Group of 4/5 young people from the town. There is also a choir of 60 who meet to sing traditional music, and old church music. There are very few men in the choir. There are also clubs for young people and former campers.

There is an idea to begin a Computer club, and the local Friends of Israel club, now part of YMCA, and who use the building would like to invite a Jewish group to Hradec.

We have now transferred \$2900 to Hradec to assist in the development of Camp, Craft and Art programmes. The local Association ran a camp this year again very successfully.

11) OSTRAVA

Mrs Edita Volfova has been able to obtain 6 rooms (plus a kitchen and WC) in a redevelopment area near the city centre for the YMCA. There is an idea to pilot a scheme with disadvantaged youth here.

12 KRNOV

The YMCA itself has now a Programme Secretary in post Marcela Marek as well as the use of a set of rooms near the centre of the town. The rooms include an office, Ten Sing room, room for language training and club room.

Pa el Valepa is the chair with Josef Dalek the Treasurer, Marcela the Secretary and Milos Vyletal the Vice Chair. There are 25 Volunteer leaders, many of whom are also members in the English language classes and Ten Sing Activities. The future programme ideas include a Video Tech, Library, Fitzcentrum, Interpoint and work with Mothers and Children.

Marriage Encounter Krnov (Manzelska Setkani) now have 500 adult members and 400 young members/children. Approximately 60% of these are in the range 12-30. They have a part time worker in Gita Vyletal, a committee of 6 and organising group of 18, mostly from Moravia. A full time church worker, Lubos Nagal, is the main organiser of the work together with Gita's husband Milos.

The future programmes include the following -

| | |
|------------------------------------|--------------------|
| Two Women's Weekends | over 100 attending |
| Camp Reunion Weekend | over 400 attending |
| Two Men's Weekends | over 150 attending |
| Two Weekends for Volunteer Leaders | 100 attending |

These are all considered as training weekends.

There were 2 very successful Summer Camps for over 200 families organised by Marriage Encounter, one of which I attended. At this camp there were approximately 50 young volunteers who ran an alternative children's programme while the parents were at Seminars. My impressions were very favourable at both the content and the logistics/organisation which went into the programme. I feel that this YMCA is developing well on the back of the Marriage Encounter group who see themselves as a part of the YMCA locally.

There were 2 very successful Summer Camps for over 200 families organised by Marriage Encounter, one of which I attended. At this camp there were approximately 50 young volunteers who ran an alternative children's programme while the parents were at Seminars. My impressions were very favourable at both the content and the logistics/organisation which went into the programme. I feel that this YMCA is developing well on the back of the Marriage Encounter group who see themselves as a part of the YMCA locally.

13) PARDUBICE

The YMCA in this town just South of Hradec was formed just recently with a small group of people close to the Czech Brethren Church. There is a choir of 60 young people, from all over the region around the town. Woodcraft and Scouting are carried on here. This YMCA, like that in Kladno is not registered and is in effect an associate.

14) CERVILOV

A second new YMCA has been started in this small town, by a pastor on the Free church tradition, Josef Bartosek, who is now a part time regional secretary. He attended leadership training in Lakeside in 1991 and so was introduced to the YMCA for the first time.

He has a church room and does some activities in sports and games with young people, as well as Bible studies. He has taken groups of young people to the Netherlands as well as France. There is a very exciting canoe project here. The second area volleyball competition is to be held over Christmas and organised by the local association.

15) CESTÁŘE BLDEJOVICE

This YMCA has just registered, based around the ARPIDA residential centre in the town. Activities are at the early stages. The centre caters for 40/80 disabled young people, both residentially and for weekends. It is in course of erection, still, and one idea is to build a Leadership Training block, for use by ARPIDA and the YMCA. The prime mover of the project has had 20 years experience of establishing support villages in CSFR.

They will offer a major Seminar on disabled work in 1993 for all European YMCAs.

16) LPICE

There is a volunteer YMCA in Lpice, a small town near Cernilov. The Leader is the local Pastor who has succeeded in gathering about 50 young people around him for programmes. He has established Diacony, a service agency for the church which assists in gathering money, goods and other help for third world projects.

At present he offers Camp and Sports activities several concerts for YMCA but he has qualified people to offer pottery and ceramics classes.

17) SIRITEZ

This is a new YMCA in Moravia which to date has operated some camping programmes including work with mentally handicapped children.

YMCAs

There are the beginnings of new YMCAs at the following places -

Vyburk, Olomoc, Domazlice, Letohrad, Javornice, Trutnov, Hrabova, Litomerice, Ost nad Labem, Husinec and Bor

SLOVAKIA

There are YMCAs as follows -

1, BRATISLAVA

The situation in Bratislava has not changed in that it is still no longer known whether or not the building will be returned to the YMCA. The programme secretary has left. Programmes continue to operate though mostly building based. The Baseball, Volleyball and Sports Programmes seem very healthy in numbers. An Acrobatic skiing team also train in the building. There is a Parents and childrens meeting twice a week, Aerobics classes and Childrens mission once a week. Musical school each evening for 30 young musicians. The YMCA here has the use of Pavel Kucevak who is doing his military service in the YMCA. He appears to be a Computer expert.

Other activities include Bible studies, sports, scouts, language classes and other club activities. The gym has now been repaired allowing use of the facilities again.

There is full use of all the rooms at the YMCA's disposal and clubs appear to meet very regularly, including a once weekly youth club, with open programme.

The building is well used during the day as well, with Gypsy children and young people calling in in a drop in fashion.

There was a seminar for those working with deaf children all over Slovakia, in the Spring, run by the YMCA and attended by over 30 delegates, including 6 Deaf children. There is also a class operating at present, which is teaching signing to a group of young people.

The action seems to have been slow in regard to the setting up of the Information Point, mostly due to the present uncertainty over the building and the need to raise money through lettings. I'm not sure that 2 rooms are available for use at present.

A Ten Sing group is already started here and some equipment has been procured including an organ from Switzerland.

There are two Norwegian YMCA Volunteers based at Bratislava for work development in Slovakia. Ten Sing Norway are also due to come to Bratislava in February.

The programme Secretary has just left his position which has been advertised, and until filled the role is being assumed by a young man who is doing his military service alternatively in the YMCA.

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2) BANSKA BISTRICA

There is now a member of staff in post, Jan Kostelny. The YMCA are presently without a room and able to carry out minor programmes. SAPHIR has given financial support to develop some programmes.

3) VITRA

At Vitra there was a Sports club, whose leader had family connections with the YMCA in previous times. At present there is little contact with the Slovak Council, and all that is known is that about 20 people meet in the town, to do Sport together and some other outdoor activities.

4) VITRA (NEW BRANCH)

This small new YMCA is led by Mrs Hudecova, and meets in a local house. The people are all from a medical background, and enthusiastic for the YMCA.

5) KREMICA

The YMCA has been successful in obtaining the contract to teach Pre school Gypsy children, and other problem children in a beautiful purpose built building which the government has given for a second year without rent. There are 2 teachers paid by the government and both considered YMCA. There is the possibility for a third member of staff.

In all there are 15 children, who attend from 7 00 to 16 00 each day.

As well as this, the local YMCA are still operating, (not in this building) and holding similar activities as before.

There was an Interpoint at Kremnice this year.

There is an Irish YMCA person Stephen Graham, employed at the local school for 1 year and we hope he will help to develop the YMCA work here.

6) BYSTRE

This new YMCA is in East Slovakia, and has as its Chairman, Vlado Koval. There is no room to meet and activities with children are at an early stage. They include singing and music.

7) CADCA

A third new YMCA in Northern Slovakia. This group operates a musical programme for young people. Again there is no room to use regularly.

The chairman is Jan Oskoba.

8 WALLACK

This forth new Slovak YMCA is in the West and was begun by Gabriella Dobrovotska a girl who has been at leadership training in Lakeside. She has three or four other volunteers with her and activities are at an early stage.

9 SIDVA

This is small new YMCA in East Slovakia. Little is known yet.

SAPHIR Initiatives

Altogether there are 12 projects with a budget line of S70 650. At 1/11/92 we had advanced 74% of the budget.

5.0. Ten Sing

The two stages to date have been budgeted at \$16,000.

| | | |
|------------------------|--------|------------------|
| attendance at Seminars | \$1500 | } Total \$ 5 000 |
| equipment | \$2000 | |
| The cost of seminar | \$1500 | |

| | | |
|-------------------------|--------|------------------|
| Ten Sing visit in March | \$5000 | } Total \$11 000 |
| Krnov musical equipment | \$2000 | |
| Krnov for P.A. etc | \$4000 | |

There are about 12 young people involved in Krnov at present but this number will increase significantly soon as there is a part time secretary in post and Krnov is also involved in the large Ten Sing initiative. Ten Sing was a first concert had an attendance of 100 people. There are Ten Sing groups in both Prague (24 people) and Bratislava (10-12 people) and now there are two long term volunteers from Norway in each location to assist in the development of Ten Sing partly funded under SAPHIR. A Ten Sing Seminar was held in Slovakia and was successful with considerable success in both numbers (50) and interest. The first concert for the Prague group took place this weekend in Praha 10 with mixed success but a very positive reaction from both the audience and the young people.

Points for development

Small committees have been formed and internal leadership is developing well. Equipment is building up through SAPHIR funding as well as government funding and the EAR organs. The groups have identified training of leaders as a priority and a programme is in the course of preparation for the new year prior to the coming of Ten Sing events. There is also a tendency to promote the musical side of Ten Sing and not so much the other arts. This is noted and the small committees are taking action.

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5102 Information Points

\$27000 was agreed as follows -

| | |
|------------------------------|---------|
| Volunteer expenses | \$ 3000 |
| Equipment etc | \$ 8500 |
| Training of staff/volunteers | \$ 1500 |
| Running costs | \$ 4000 |
| Rent of rooms | \$ 2000 |
| Salaries and taxes | \$ 8000 |

The Prague centre has opened on 24th September and is equipped with a computer, printer, fax card, books etc as well as a full time employee. We estimate 1000 youth will be reached in the first year.

In 9 weeks 270 have visited the centre.

The Bratislava centre is not yet ready due to difficulties with the building.

I have attached a list of the current resources available.

Points for development

I have spent a lot of time involved in discussions on this project. There is now a revised priority list drawn up for both units which is attached by way of an appendix to this report (2).

The main need is for the training of volunteers in the Prague unit to enable the centre to open at nights and at the weekends as well as fully develop the "counselling element".

A correct choice for the centre director will be crucial here. In Bratislava it is still at the drawing board. Frances the Irish volunteer is going to Bratislava in early January to assist in the setting up of the centre as a room has now been allocated.

5103 Arno local

\$8800 was agreed for this project as follows -

| |
|-------------------------------------|
| \$3000 salary of youth worker |
| \$1500 payment for lecturers etc |
| \$4000 to Marriage encounter s work |
| \$ 300 English language classes |

The youth worker Marcela Marekova, is now employed on a part time basis and she is beginning with some new initiatives for the coming session. English classes drew 15 young people. Added to the Ten Sing group I would estimate that the Arno Association has an impact on 50 young people.

Marriage encounter ran two large camps this summer attracting 220 families including 400 children. The young volunteer leaders numbered over 60. This is a total of over 700 for our investment of \$4000.

Points for development

The main areas for further development seem to be the general programmes for the YWCA. It will be important for the Programme secretary to take part in In Service training and for the recruitment of more young volunteers in the area to assist in programmes. There is much good will and a healthy committee.

As far as Marriage Encounter is concerned I would like to see a closer relationship develop between this group and the YWCA. It may be that the group will have to become a National Unit as I do not think that it sits well as a local programme element. One area for further integration would be the volunteer base available to it.

5.0 - Camp Training at Lakeside

\$800 was agreed

to send two staff/volunteers from CSFP to Lakeside for two weeks training. This was to be invoiced directly to the EAF. The EAF paid the travel costs. At the 25 camps in Czech lands alone this year over 1500 young people attended. There is no doubt that this training was worth the small investment.

Points for development

In all this was a very successful project and I hope that in the coming year more and different staff will be able to take part in this developing relationship. It is hoped to develop a full training strategy in country for all volunteer leaders including camp leaders.

5.05 111 Cernikov local

\$2000 was agreed

50% going towards the construction of 10 caravans and the other 50% helping towards a summer camp in France on water courses.

The camp went ahead anyway with 40 young people.

The leader of the YWCA will begin the construction of the caravans in early October.

A further amount of \$1000 has been agreed for the purchase of bicycles and a trailer for the camping programme and \$200 for a small library for the English classes.

This is a total of \$4600.

Points for development

This local YWCA is developing well and I cannot see any immediate area for further development except more of the same if Cernikov tie into the volunteer leaders. The training scheme then the mutual benefits will be excellent for all Czech lands.

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5106 1 & 2 Swedish Games

\$2400 was agreed

to transport volunteers and professionals to Sweden to the YMCA games. In the end 6 staff went. The event proved to be very successful and most of these leaders took an active role in the summer camps. The money will be invoiced internally.

Points for development

Of all the projects, I find this one the hardest to determine. All concerned enjoyed the experience and felt that they both gave as well as received in Sweden. It also further developed the Nordic ties for the future (the Danish High School and the Norwegian Ten Sing Contacts being well established already).

In quantifiable terms it was not a low cost per capita, but offered the Hungarian movement a considerable challenge to organise as well as creating a further Trans national experience for all SAPHIR countries.

5107 Hradec Kralove local

A new project was agreed for \$3200

We allocated some of the money, \$1500 for camp equipment. The remainder is to develop the music and craft work in Hradec, which presently attracts about 20 young people. Hradec ran a very successful summer camp for 40 young people with 15 staff.

Points for development

As I have not been to Hradec since the purchase of the equipment it is difficult to assess. I am told that the programmes are picking up again after the problems of the building. This weekend the YMCA here is holding a Skiing trip to which some volunteers from Praha are also going. The money has given Hradec a feeling of inclusion into the SAPHIR initiative to which many of the Board had been sitting loose.

5108/9 Bratislava Sports Programme

\$2900 has been agreed

to help assist the continuation of a Baseball team and a Volley ball in Bratislava with an impact on approximately 43 young people initially but with projections of over 100 in the next few months.

Points for development

The Volleyball team was in Wuppertal at a competition this weekend with 35 young people. Numbers are building and both teams and young people continue to grow in size and vigour. Again Volunteer leader training will be a priority.

S.L.C. Bansko Bistrica

We wrote a project for Bansko's programmes for \$4000.

| | |
|--------------------------------|------------------|
| Rent | 50 000kcs |
| Books, magazines and Cassettes | 10,000kcs |
| Tape recorder | 15,000kcs |
| Tents and camp equipment | <u>25 000kcs</u> |
| TOTAL | 100,000kcs |

This realises approximately \$4,000
This will have an impact on 50 to 60 young people directly and
over 100 indirectly

Points for development

Again this money has only recently been given and although
some equipment has been bought, the programmes are at an early
stage but all indications are positive In Service training
will be a priority for Jan Kostelny, the programme worker
here The Volunteer base will need to be further developed
with Volunteer Leader training being taken up

5112 Volunteer for Europe Seminar

£750 was agreed

to send the Co ordinator for this EAY initiative to a planning
Weekend in the Netherlands

The budget line was to include air fare, per diem and
accommodation

This will be a central programme in the development of
International Volunteers throughout Europe At present there
are two Irish Volunteers and 4 Norwegian Volunteers in CSFR
and two Students from the US who are also assisting in
programmes

Points for development

As it was Michael Sourek who attended it could not be said
that it was good for international exposure of staff''

The main benefit was that Michael was there as the chosen co
ordinator for this initiative in the Czech republic Slovakia
had 2 Interpoints in 1992 with none in Czech lands There are
three Volunteers from Europe and two from the US in Czech
lands and it is a magnet for such young people with 20 000
US citizens working in Prague alone'

So this is an excellent opportunity for Michael to establish
personal EAY contacts for the further development for this
initiative As volunteer training is an essential element of
this programme it will also assist the Czech Y develop their
ideas in this area as well as share them

OVERVIEW OF DEVELOPMENTS

The following are my subjective comments on the mid term point of SAPHIR in CSFR

1) The development of the YMCA in CSFR has been influenced by the appointment of a number of key Professional Secretaries who have the vision, experience and energy to make the programmes of the YMCA impact on the real needs of real people. The National Staff of the previous CSFR YMCA who have been working out of the Prague building will become the National staff of the YMCA in the Czech Republic. The remaining National staff, Jana Brckova, Milan Straka and the staff in Bratislava YMCA will effectively become the new staff of the Slovak YMCA.

It is my opinion that because of the number, experience, International contacts and exposure of the Czech Staff, coupled with the political and economic differences between the two republics, that the Czech side of the work has developed more quickly than that in Slovakia.

2) The programmes have been locally generated and required local leadership both through volunteers as well as professionals. The only outside assistance apart from SAPHIR money has been the interchange of International volunteers and the participation of many people at International YMCA events. The focus of programmes will now be made more sharp in the Czech republic with the advent of the mission statement and programme priorities attached.

3) Programmes such as Ten Sing, although "imported" have succeeded in creating a lot of interest among young people at a very little per capita cost and so are eminently suitable for further development.

4) There will continue to be the need to recruit and train a core of Volunteers to continue to develop the programmes in local units. Significance should be attached to the fact that volunteering is not part of the recent culture of East and Central Europe, and so we are often facing a Pre-Evangelism stage in this region of development.

5) There is the increasing need to assist the Bratislava YMCA deal with the weight of a huge building for which they are responsible as managers. This need to organise the building economy has diverted significant energy from programmes in my opinion. I have made a proposal in another place to help in this area.

6) There is the need to assist the Slovak YMCA come to terms with the new situation and to assist them in the development of a national Infrastructure which will be able to lobby government and other agencies for ongoing support for the costs of the operation as well as offering a base for programme development. A major contribution in this field would be the drawing up of a mission statement.

7) There is the need for some sort of post SAPHIR Initiative particularly in Slovakia.

Appendix 7

LONG-TERM PLANS 1993-1995

I N F R A S T R U C T U R E (properties and staff)

legal return of all Y properties (buildings camps)
infrastructural stabilization of all Y local associations
working out of financial and programme policy - on the basis of real
infrastructure - in all Y local associations
paid staff in all Y local associations
stabilization of organizational structure of the National Office

S T R U C T U R E S

establishing of 2 new local associations (Poznan Bialystok village
branch - ?)
establishing and stabilization of 9 Working Commissions of the
National Council (5 mentioned before + Leadership & Staff Training,
Work for Unemployed, Education & Culture, Human Rights & Ecology)
establishing and stabilization of adequate Commissions on the local
level
establishing of YMCA Publishing House

P U B L I C A T I O N S

annuals of the Polish YMCA (stabilization of the issue)
journals of the Polish YMCA: ecumenical (in co-operation with Polish
ecumenical Council) and children & youth studies (in co-operation with
Centre for Youth Studies of the University of Warsaw)
development of propaganda materials (new forms)

I N S T I T U T I O N A L C O L L A B O R A T I O N

development and stabilization of the co-operation with
academical centres (University of Warsaw, University of Lodz,
Academy of Physical Culture in Wroclaw, Higher School of Education
in Olsztyn),
state's administration (ministries and kuratoria),
local administration,
churches (especially Roman Catholic Church),
NGOs (like Committee for Protection of Children's Rights, Society
Young People for Young People),
youth organizations (scouts movement, religious organizations)

P R O G R A M M E

working out the "programme minimum" for all Y local associations
stabilization (places, time, programme international events) of
former programmes
programme co-operation of the Polish Y with national Y associations in
former USSR

F I N A N C E S

wards full self-financing of the association - on the basis of
the infrastructure
establishment annual, regular fund-raising campaign (special events in
December)

DEVELOPMENT OF THE POLISH YMCA

ONE-YEAR PLAN 93

I I N F R A S T R U C T U R E (properties and staff)

- * legal return of the building in Warsaw Konopnickiej 6
- * preparation of the building (renting policy equipment finances staff, etc)
- * "opening" of the building for programmes 1/09/1993
- * legal return of the building in Lodz, Moniuszka 4a
- * preparation of the camp PILICA (equipment, 2 full time staff, etc)
- * "opening" of the camp for programmes 1/06/1993, summer action in camp
- * more efforts for covering other Y properties
- * programme directors in 10 branches, full time in 5 branches (Gdynia, Krakow, Lodz, Warszawa and one without building)
- * full time directors in 4 branches (Gdynia, Krakow, Lodz, Warszawa)
- * part-time programme assistant in National Office (summer programmes, visits of groups and individuals)

II. S T R U C T U R E S

- * new constitution of the Polish Y
- * start of the work of the "Polish YMCA Friends Foundation"
- * establishment of 5 Working Commissions of the National Council
Camping, Sport & Recreation, International Relationships Finances & Fundraising, Publications & Public Relation
- * in 10 branches establishment of 2 Working Commissions of the Boards: Programme, Finances & Fundraising

III P U B L I C A T I O N S

- * WATRA as regular quaterly
- * Manuals of the Polish YMCA 4 titles
- * Monography of the Polish YMCA (according to 70th Anniversary of the Polish YMCA)
- * "Cheap Europe Poland" (young people help young people how to spend - in cheap way with the lot of fun - the time in their own country)
- * new propaganda materials (new leaflet information on programmes for branches, badges T-shirts)
- * Book "Polish YMCA in photos" (?)

IV I N S T I T U T I O N A L C O L L A B O R A T I O N

- * development of co-operation with "old" partners (joint programmes)
- * formal agreements of co-operation with Ministry of National Education, Ministry of National Defence
- * formal agreement of co-operation (including financial matters) with Warsaw Office of Ministry of National Education (Kuratorium) - building Konopnickiej 6

V P R O G R A M M E

Programme activities in 1992 will focus on

- stabilization of old" and development of new local programmes
- stabilization of the structure of summer programmes (national and local)
- development of ecological programmes (initiative of some Earth Corps groups)
- development of programmes for kids
- development of inter-institutional and multi-dimensional programmes
- work with leaders

A INTERNATIONAL

* participation of young leaders in different events abroad

- a) International Camp Counsellor Programme (USA) - 20 persons,
- b) TEMPUS training (N. Ireland) - 5 persons,
- c) Sport leaders training (Germany) - 6 persons,
- d) Youth exchange Y Lublin Branch - Centre Azur UCJG (France) - 20 persons,
- e) other trainings, exchanges and camps: depend on possible offers from national association, and EAY

* international events in Poland

- a) International Kids Camp (with counsellors training)**
- b) International Youth Camp (with counsellors training)**
- c) Ecotour **
- d) Preparatory camp for Earth Corps **
- e) Earth Corps training **
- f) Seminar for young leaders from former USSR

B NATIONAL PROGRAMMES COORDINATED BY NATIONAL OFFICE

- a) leadership training - stage II **
- b) leadership training - stage IV **
- c) journalist training **
- d) Job-Club Warsaw **
- e) refugee programme
- f) multi-dimensional publication project **?
- g) education towards tolerance (?)

as well as mentioned before all international programmes expect ECOTOUR (Krakow Branch) and Preparatory camp for Earth Corps (Olsztyn Branch)

C LOCAL PROGRAMMES

In the most of local association 'old' programmes (sport & recreation tourist cultural educational discussion groups) still will be offered

New programmes

- a) local programme development two days conferences (in all branches) **
- in co-operation with National Office
- b) movie-club (Gdynia) **
- c) camp counsellors training (Lublin) **
- d) bike pilgrimage to Czestochowa (Czestochowa-Krakow) **
- e) small academy of economics (Szczecin) **
- f) art club (Olsztyn) **
- g) leadership training camp (Wroclaw) **
- h) leaders club (Warszawa) **
- in co-operation with National Office
- i) kids cultural programme (Warszawa) **

D FINANCING of PROGRAMMES

The most of "old" local programmes is self-financed. Programmes with ** are supported from SAPHIR, mostly 25% - 50% of full budget. Now from SAPHIR is planned:

33 000 US\$ - for national programmes coordinated by National Office,
16 350 US\$ - for local programmes

Totally it is about 750 000 000 Polish zlotys (45% of planned one-year budget for programmes - 1 650 000 Polish zlotys)

The deficit for local programmes - 400 000 zl (650 000 zl - 250 000 zl)
mostly will be cover from SAPHIR

Others will be cover from the expected donation from the Ministry of National Education as well as from Polish Y fund-raising campaigns

VI FINANCES

See the budget for 1993

APPENDIX 8

LIST OF INTERVIEWS OF THE EVALUATION

The actual country visits took place in a two week period (from January 10 to 22, 1993) It was a period of extensive interviewing of partners at different levels. The following is an overview of the different contacts and interviews effectuated

CZECH REPUBLIC (January 10 to 12, 1993)

January 10 Meeting with Michael Wardlow, Program Executive of the Saphir Program in charge of Czech and Slovak Republics and Bulgaria

January 11 Interviews with

Hana URBANOVA, Program Manager and Marketa PILAROVA, Assistant Program Manager of the YMCA in HRADEC KRALOVE,

Daniel STRADAL, Chairman of the YMCA in KRNOV,

Lubor DRAPEL, Secretary General of the YMCA of the CZECH Republic,

Jozef BARTOSEK, Part Time Secretary of the YMCA of CERNILOV,

Field Visits in Prague YMCA and Prague Information Centre, Interviews with

Petra OTRISALOVA, Program Secretary of Prague YMCA,

Hana GOTTWALDOVA, Staff Member and Frances McCANDLESS, Irish Volunteer in the Youth Information Centre

Contact with Jan PISKO, Project Manager of U S A I D to the Czech Republic

January 12 Interviews with

Zdenka SERA, Program Assistant, in charge of International Contacts of the YMCA of the CZECH Republic,

Michael SOREK, Program Secretary of the YMCA of the CZECH Republic,

Michael WARDLOW, Program Executive of the Saphir Program,

BULGARIA (January 13 to 18, 1993)

January 13 Field Visit to PLOVDIV YMCA and Interviews with

Hassen FITCHEV, Program Secretary of the YMCA of PLOVDIV,

Pastor SIMEON, retired pastor of the Congregational Church,

Methodius ANGELOV, University Lecturer and Board Member of the YMCA of Plovdiv,

Meeting with a support group of the YMCA, involving the Secretaries of the Teachers Centre, the Student Centre, Priests and Pastors from different Congregations and Private Business,

Meeting with a local group of young people and an open discussion in the House of Youth, in the center of town

January 14 Interviews with

Nicolai NICOLOV, Georgi METEV, Krassimir MINCHEV and Radoslav MINKOV, Program Secretary and Volunteers from GABROVO YMCA,

Jordan KUNCHEV, Andrei ZACHARIEV, Melina ATANASSOVA, Constantin ATANASSOF, Christina POPIVANOVA, volunteers in the YMCA of SOFIA,

Velichko MICHAJLOV and Svetlana MICHAJLOVA, Program Secretary and Volunteer of the YMCA of ROUSSE

Contact with

Mira STEFANOVA and Bazhil KHOSTOV, Program Support Specialists of U S A I D for Bulgaria

January 15 Interviews with

Michael WARDLOW, about the YMCA in Bulgaria,

Velichko MICHAJLOV and Svetlana MICHAJLOVA on the situation of young people in Bulgaria

January 16 Interviews with

Stephan BOTCHEV, President of the YMCA of Bulgaria,

Latchezar NEMSKI, Office Assistant for the YMCA of SOFIA

POLAND (January, 18 to 20, 1993)

January 18 Meeting with Johan Vilhelm ELTVIK, Saphir Program Director and Michal SZYMANCZAK, National Program Director of the Polish YMCA,*

Field visit to a Leadership Training Course (stage 2, open discussion with 38 participants from 7 local associations in Rynia),

Interviews with

Wiktor LEYK, Secretary General of the Polish YMCA,

Michal SZYMANCZAK, National Program Director and his assistant,

January 19 Interview with Michal SZYMANCZAK continued

Field Visit to OLSZTYN YMCA (Ecological Program, Ten Sing Group and

Sports Group)

Interview with Adam RYCHLIK, Program Director of Olsztyn YMCA

Contact with the Ecological High School and interviews with

Mr BLATSCHAK, Headmaster of the Ecological High School and Mr
MICHALOVIC, YMCA volunteer

Contact with volunteers of the local Ten Sing Group (rehearsal with 25
performers and 100 sympathisants), open discussion with the leader of the
group and the group members

Contact with the leader of the Sports Group and visit to a sports training

Contact with the regional newspaper "GAZETA OLSZTYNSKA' about the
Saphur Program and the development of the YMCA, Jerzy USCINOWICZ,

January 20 Contact with Elzbieta SAMPLAWSKA, Project Specialist for Poland, U S A I D
(U S Embassy Warsaw)

Interview with Johan Vilhelm ELTVIK, Program Director Saphur,

HUNGARY (20 to 22 January, 1993)

January 21 Interview with Janos SZEVERENYI, Secretary General of YMCA Hungary,

Field Visit to BEKESCSABA YMCA, interviews with

Peter BAKAY, social worker, Secretary of Bekescsaba YMCA,
Mihaly SZEVERENYI, President of Bekescsaba YMCA,
Janos RIBAR, Evangelical Pastor,
Janos LIPTAK, Program Secretary of the South-East Region in Hungary
YMCA,

Interviews with Tobias KILL and Detleff GRALLASCH, German long term
volunteers in Budapest YMCA,

January 22 Contact with Gabor ERDI, Project Specialist for Hungary, U S A I D (U S
Embassy Budapest),

Interviews with

Rev Zoltan HAJDU, Member of Parliament, President of the Hungarian
YMCA,
Melinda SCHVARCKOPF, Office Assistant of the Hungarian YMCA

The following complementary contacts took place

- Telephone interview with Dolf WEDER, Secretary General of the European Alliance
of the YMCA, on February 5, 1993
- Brief discussions with Gunta KELLE, President of the Latvian YMCA, and Goran
STENFELD, IMC Field Responsible for the YMCA in the Baltic countries

APPENDIX 9

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