

PD-ABR-973
1039.5

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

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

FINAL PROGRAM REPORT

Submitted by
YMCA of the USA
International Division
December 9, 1994

A

Table of Contents

		Page Number
1	Introduction	1
2	Historical Overview	1 - 5
3	Developments	5 - 11
4	Country Organizational Profiles	11
5	Program Organization Outputs	12
6	Participating Country Profiles - Chart	13
7	Individual Country Profiles	14 - 22
8	Organizational Program Analysis-SWOT	22 - 26
9	Country Assessments	26 - 28
9	Lessons Learned	29 - 34
7	Followup/Conclusion	35 - 38
8	APPENDICES	39 - 53
8 1	Financial Status Report SF-269	40
8 2	Executive Summary Mid-Term Evaluation	41
8 3	National Organizations	42
8 4	Project Development	43
8 5	Conclusion	44
8 6	Training Programs	45 - 46
8 7	Training of Trainers Plan	47 - 48
8 8	In-Service Training Plan	49 - 51
8 9	European YMCA Field Groups	52 - 53

1 INTRODUCTION

This final program report for the YMCA Humanitarian/Development Initiatives in Central/Eastern Europe (known as SAPHIR) is delivered at the end of a project. The program was conducted from March 1, 1991 to September 30, 1994 (two 3 month no-cost extensions were granted). The total amount of funding provided by U S A I D was \$1,500,000 during this period and the YMCA total cost share for the program reached \$2,699,616. In addition to the resulting organizational and program developments which will be discussed in the report, the process itself proved to be a considerable learning experience for all partners involved. This partnership process allowed the preexisting working relationship between the YMCA of the USA and the European Alliance of YMCAs (EAY) to develop to new depths of support and dimensions, something which will form the basis for further similar ventures wherein strengths are shared in the service of our common goals.

Its format embodies both a "snapshot" of the 5 related YMCAs of East and Central Europe (Bulgaria, Czech Republic, Hungary, Poland, Slovakia) at this very crucial time of the development as well as an appraisal of the perceived strengths and weaknesses of the national movements at this time. In addition we have drawn out the most significant areas wherein there are likely to be the biggest possibility of threats and opportunities in the foreseeable future.

No report offers a definitive statement of any situation so it is important that this report is read in conjunction with the mid term evaluation and other quarterly progress reports as have been presented over the past 36 months.

2 HISTORICAL OVERVIEW

As there was always the possibility of any large partially externally funded program operating independently from other European YMCA initiatives in the region, the Saphir initiative was perceived at the outset as an integral part of the YMCA to YMCA support process known as Intermovement Cooperation (IMC), a strategy which would prove central to a true, integrated and holistic approach to those countries funded under the initiative.

Three major categories of activities were identified at the beginning.

2.1 Categories of Activities

- 1 Program Development and Leadership Training
- 2 Institutional Development
- 3 Grant Administration and Management

The first category was intended to form the major thrust for the Saphir initiative while the second fell to the EAY. Under category I, three areas of focus were established

- a Environment
- b Community Development
- c Enterprise Development/Management Training

The target group was set as "Youth from the age of 12 to 30, male and female"

In defining the operational approach intended to be taken, the EAY and the YMCA of the USA decided that the following elements were central

- a participatory, process oriented approach
- an emphasis on leadership development
- the need for professional staff
- the need for institutional development

In all the above areas, the need for self directed development based on a partnership model, where the staff were seen as colleagues and not "experts", was essential. It was at this stage that the now famous term "Begleitung" or accompaniment of supporting YMCAs entered as an operating method.

The Saphir Documentation of July 1991 lays down the "Six Strategic steps for Grant year 1" (page 10)

2.2 Six Strategic Steps for Grant Year 1

- Strategy including staff completed by 1 September 1991
- Early country visits and Needs Assessment by 31 October 1991
- First leadership development activities November/December 1991
- Program Institute (then referred to as a market) November/December 1991
- Decisions by countries on program areas by end of 1991
- New activities beginning by early 1992

The reality and real needs discussed at these early meetings was soon to be tested as the early months of Saphir opened with an intensive needs assessment being undertaken in Hungary, Poland and CSFR. Bulgaria was soon to follow.

These papers confirm the decisions taken at the earlier meetings in stating that each country is totally independent and needs to be taken separately for the purposes of YMCA development.

The following critical assumptions form the basis of the Needs Assessment, and underpin the Saphir Initiative as a whole

2 3 Critical Assumptions

- 2 3 1 The YMCAs of East-Central Europe, while having much in common in terms of history, culture, problems and strengths, also have many areas of differences. They are sufficiently divergent enough for Saphir to treat each country as an individual area in its own right, as far as responses to needs and strategies are concerned
- 2 3 2 The YMCAs in these countries cannot become the "subjects of someone else's history" but must have the control of their own futures, within which Saphir is seen as an aid to development. As such it will be important to involve fully the National Councils of each country in the ongoing Saphir process
- 2 3 3 The development of a strong youth service is an aim common to all YMCAs within the Saphir countries. The YMCA has an important role to play in the re-establishment of the youth service, as an organization strategically placed within the continuity of what had been before the communist era, and what has begun since 1989
- 2 3 4 The non-denominational stand, and the non party-political approach of the YMCA pulls support from all sections of the communities of East Central Europe. The worldwide fellowship of the movement offers a corrective to a totally European solution to the problems, as it helps to place them in a global context, within a network of partnership and support
- It will be important to maintain this global world view within Saphir, but at the same time maintaining the integrity and responding to the wishes, needs and culture of the YMCAs of East-Central Europe. Point 2 3 2 above is crucial in this regard
- 2 3 5 As a program initiative, Saphir must be both pro-active and reactive. Pro-actively, Saphir must continue to assess and evaluate the needs of each country as time goes on, and continue to monitor the effectiveness of interventions under

the initiative. For this to happen, performance indicators and other appropriate methods of measuring the effectiveness of such interventions must be drawn up as a base against which the program's efficacy may be measured.

Reactively, Saphir must listen and respond to the ongoing changes and development needs in each country, and not be so "set in stone" to be incapable of flexibility within the program ethos and parameters.

As such, then, it can be seen how this needs analysis reflects a "snap shot" of the needs at this point in time, albeit including projections of areas of need which it is thought will continue to present themselves for the foreseeable future.

2 3 6 Saphir has always been promoted as one response to assist the development needs of the YMCAs of East-Central Europe.

As the needs analysis progressed, this aspect has become increasingly important.

Programs in the YMCA are plentiful, but many need a strong established infrastructure to form the base for the sustaining of these initiatives once established. Saphir is not just about identifying programs to meet needs, but it is about attempting to be sensitive to the present support systems in place in each country to sustain interventions once made. It is no use identifying programs which are "people intensive" where no people exist, or promoting programs which will involve a large amount of ongoing finance to be effective where the financial futures are uncertain at present. The needs assessment reflects this ideal.

Appropriate communication will continue to be of paramount importance to the effectiveness of the initiative, within which all partners involved in the renewal of the YMCAs in these countries are working in harmony, and within an overall mission statement and strategic plan, with identifiable objectives.

2 3 7 There will continue to be a "field" role for the Saphir staff, as the programs develop. This role will include the ongoing monitoring of the effectiveness of Saphir interventions, as well as taking up the ongoing assessment of needs and suggestions for responses (in full consultation with the National Councils concerned) as the YMCAs continue to develop.

The needs assessment was always seen as a "photograph" only, reflecting the situation of each country at the time of the visits. As such the concept of needs assessment was to be ongoing and to form the basis for all further development. Such development was to be country specific, needs related and focused on long term sustainability.

3 DEVELOPMENTS

3.1 The Program Institute

In the "Document of Understanding" between EAY and the YMCA of the USA, the strategy for the implementation of the Saphir Program Initiative is outlined as follows in attachment A.

Program development and leadership training for youth is the primary programmatic focus for the YMCAs of Eastern and Central Europe. The development of programs will begin with a Program Institute. This Institute will meet several times annually to increase the local YMCAs' knowledge and understanding of potential programs and their successes in other YMCAs around the world. The first program will be conducted by the YMCA of the USA and will target all YMCAs in the region with special attention to the stronger YMCAs who can begin implementing the programs immediately. The following program Institutes will be hosted by the Eastern and Central European YMCAs to share and teach weaker YMCAs in the region.

Program concepts emanating from the Institute are of three categories including:

- a) Community Development
- b) Environment
- c) Management Skills Training

A participatory, process oriented approach was strongly recommended, and a proper period of needs assessment in all countries was set up as a condition for the preparation for such a Program Institute.

The Program Institute was held on March 3-9, 1992 in Tiszado, Hungary. All the Central and Eastern European YMCAs were integrated in the planning process, the needs assessment was documented and could be a foundation for the planning process, and a two-days training course for the participating instructors at the Institute was integrated into the program.

Ninety-two (92) participants from the cooperating countries of Central and Eastern Europe (CSFR 19, Hungary 24, Romania 11, Poland 20, Bulgaria 17, 6 youth technical assistants from Hungary) participated in intensive day-long training sessions in 15 YMCA program areas which were led by an international YMCA leadership team composed of 34 experienced YMCA program professionals (6 females and 28 males) from around the world. This international representation included USA (8), Norway (4), Switzerland (3), Ireland (3), Canada (3), Germany (2), Netherlands (2), England (2), and one representative from Colombia, Malaysia, East Jerusalem, Philippines, Greece, Japan, and Togo. Therefore, the trainer participant ratio was approximately 1:3.

It is important to note that each of these professionals volunteered their time and expertise to this event. The approximate value of YMCA professional time alone (if valued at US Dollar 200 a day) comes close to matching the total cost of the event. Originally a total number of 100-110 persons was expected, and at the height of the conference there were as many as 150 participants, including visitors from local and national government, USAID and others.

The impact of the Program Institute on the general development of these YMCAs exceeded that of program development alone, thus the results went far beyond expectation. The principle outcomes included:

- Identity Building. It was a strong experience of bringing one's own newly established YMCA into a multi-national and multi-cultural context where both impulses from the outside and reactions from the inside strengthened a process of identity building.
- Motivation. The feeling of returning to the international YMCA family was strongly felt. The older participants, bearers of tradition, talked about the historic moment. Among the younger participants a strong sense of inspiration was felt by being a part of a committed and worldwide movement.
- International Dimension. The institute gave a strong international dimension to the reemerging YMCAs. These new YMCAs were exposed to an international dimension and profile, much more in-depth than many of the other European YMCAs.
- Program Development. A number of programs were initiated as a result of the institute, especially environmental, open door (drop-in centers), and community development programs. But the number of these programs were actually fewer than expected. The basic

thinking, methodologies and techniques, and ways of communication etc were more important to the participants than just the program content. In the long-term perspective the impact on program development will be seen -- especially in the area of international programming.

- Regional Networking. At all levels, from national leaders to young program volunteers, there was a strong interaction and sense of common concerns and fellowship. This has become an ongoing part of further development in the region.

In essence, the principle benefit of the institute was to help "legitimize" these reemerging YMCAs, in both the national and international context, and to provide the tools (program concepts, techniques, contacts, and motivational support) to enhance the development process. These important elements were integrated into the In-Service Training Program, the general accompaniment, the international dimension, the internal network, and the exchanges of experiences and ideas which took place subsequently to the institute. A second institute was discussed and would have been positive, but was not of decisive importance. To impart the above through the implementation of the ongoing program was deemed to be a more important use of available funds.

3.2 Program Development

Following the Tiszadob conference came an intensive period of "Begleitung" on all levels of these YMCAs to identify programs which would serve the goals of the YMCAs in the different countries.

Already from the period of needs assessment it was clear to the field staff that none of these countries wanted to be treated as parts of a Central/Eastern European block. The need they expressed was to be integrated into the broader context of Europe as independent countries and independent YMCAs.

The idea that some of the so called stronger YMCAs would host Program Institutes for some of the weaker YMCAs was seen as impossible. The history of the YMCA, the national culture and the relationships to churches were all so different from country to country that such a block approach would have been regarded as a provocation. More and more it became clear that the money would be better spent on local program development and then on national/trans-national training-schemes, rather than a series of new Program Institutes.

Through Begleitung of the field staff the program development projects on all levels were combined with different elements of leadership training. It became clear in the initial months of the project that the financial and organizational infrastructures of the YMCA National Councils in Central and Eastern Europe displayed varying degrees of strength and accountability. The learning process of proposal writing, budgeting, income-generation and monitoring and evaluation was therefore essential.

Throughout the period of the Saphir Initiative a total of 256 different program projects were implemented, reaching thousands of young people all over the region.

3.3 Operational Challenges

3.3.1 External Factors

A variety of foreseen and unforeseen factors slowed down the process of development into self-sufficient, independent YMCA movements.

The social and political changes in all these countries have been and still are of a dramatic character. The high expectations of the populations were met by a radical decrease in living conditions and political and social stability.

Legislation regarding tax-exempt status for NGOs, national governments' policies towards youth movements and local governments' priorities in the same field gave no relevant answer to the critical needs of the reemerging movements. The basic criteria for general fund-raising as we know them from the Western parts of Europe, were non-existing.

The whole idea of volunteerism had been suppressed for generations, and the time needed to recover from this suppression has been enormously underestimated from the Western side.

Lack of trained volunteers and professionals was early seen as the prime problem to be addressed in the reemerging YMCAs.

On the political arena CSFR split into two independent Republics. The impact on the YMCA development in these countries should not be underestimated. Most of the energy and resources were for a long time consumed by this process of splitting up and then reestablishing independent movements.

3 3 2 **Internal Factors**

The so called "5+2 Initiative" (a staff training scheme) organized by the EAY was delivering leadership training in CSFR, Hungary and Romania. The "5+2 Initiative" was in the process of planning for an "In Service Training Scheme" for professionals from the whole region when the project was closed. As a result, there was an obvious need for leadership training at all levels that was not currently being met in a sufficient way. This put significant pressure on the Saphir field staff to deliver assistance in this field.

The EAY-"Field Group-system" in many ways worked well, and there were no conflicts or tension between this approach and the Saphir approach. However, the wish to establish strong local-to-local contacts between YMCAs in Western and Eastern Europe was not always easily facilitated through the Field Group-system (since this system focuses on national level coordination), and this fact meant and still means a serious set-back for the development of self sufficient YMCA movements in Central and Eastern Europe.

3 4 **Volunteer leadership Training**

In the first phase of Saphir it was not clear if the so called not-program-related volunteer training would be able to be funded under the grant program. Again the flexibility of the cooperation made it possible to shift direction so that also general volunteer training could be supported.

From the very beginning the reemerging YMCAs had initiated leadership training activities, and from the early 1992 these initiatives were strengthened and elaborated through Saphir funds and a growing number of volunteer leaders were trained. The appendix on leadership training will show the actual initiatives being run in this field all over the region.

3 5 **In-Service Training and Training of Trainers**

From the very beginning of the Saphir Project staff training was an integral element of the Begleitung concept. On a one-to-one basis exchange of experience and in-depth-analysis of local and national challenges were ongoing processes. Closing the "5+2 Initiative" added a serious challenge to the work load of the Saphir field staff. A formalized, structured scheme for training of professionals had to be developed and actual training to be delivered. The Saphir field staff argued that this additional burden would take too much time away from the ongoing Begleitung, but since there were no other resources to meet with this important need, the new responsibility

was accepted. In early 1993 the proposed concept of In-Service Training and Training of Trainers were accepted by the formal bodies of the EAY and actual training implemented both on national and international level. The outline of these training schemes are given in the appendix.

3.6 **Staff Deployment**

The need for a flexible approach was accepted from the beginning. Therefore a natural shift of direction can be observed from about the mid-term point of the project. Up till then most of the Saphir staff time was invested in general Begleitung and assistance in program development on all levels of the movements. From early 1993 more time was invested in planning and implementing of regional schemes and national training initiatives with the aim to provide the national YMCAs with trained professionals and a pool of trainers to take responsibility for their own national training schemes as soon as possible.

The need for staff meetings and coordination of activities and initiatives was early underlined and is also one of the decisive factors mentioned in the Mid-Term Evaluation. Such staff meetings have nearly always been organized in one of the five countries participating in Saphir and combined with other events.

4 COUNTRY ORGANIZATIONAL PROFILES

Financial/Human Resource Inputs

The three year grant award from A I D totaled \$1,500,000 which supported new YMCA development in Bulgaria, the Czech Republic, Hungary, Poland and Slovakia In addition to A I D support the YMCA cost share portion totaled \$2,699,616 In terms of resource distribution of direct A I D program support funds (program and training funds excluding administration and indirect cost) to the participating countries, the figures are as follows Bulgaria \$158,288 (20%), Czech Republic \$92,061 (11.7%), Hungary \$207,223 (26.3%), Poland \$204,930 (26%), and Slovakia \$125,030 (16%) This total of direct program and training expenditures from A I D sources of \$787,533 resulted in 22,295 program beneficiaries and yielded a cost per beneficiary for the five countries of \$35.3

In addition to the direct financial contribution of grant funds and other YMCA resources, the development and utilization of volunteer leadership represented both a significant organizational contribution as well as an organizational savings A brief assessment of such inputs is discussed below In this assessment the local monthly salary amounts are estimated to range from \$150-\$175 per month in the region with \$160 selected for ease of calculation and full-time employment is estimated at 160 hours per month

Poland - The 200 volunteers provided 3,200 volunteer hours per month which represents a monthly investment/savings of \$3,200 With this cadre of volunteers approximately 20 professionals would be needed to carry out the work

Hungary - The approximately 200 volunteers in Hungary would yield similar investment/savings as stated above for Poland

Bulgaria - An estimate of 95 active volunteers contributed 960 volunteer hours per month producing a monthly investment/savings of \$960 Without the contributions of volunteers approximately 6 professionals would need to be employed to carry out the same work

Slovakia - The 80 active volunteers offered a total of 1,040 volunteer hours per month representing a monthly human resource investment/savings of \$1,040 This translates into the work of 6.5 professionals

Czech Republic - The 200 board and program volunteers contributed 2,000 volunteer hours per month yielding an investment/savings of \$2,000 per month in human resource costs This represents the work of 12.5 professionals

Across the region the monthly volunteer contributions totaled 10,400 volunteer hours (approximately \$10,400 in salary savings) which represents the work of 65 professional workers

Program/Organizational Development Outputs

As the three year grant program comes to an end, it resulted in the hiring and retention of 70 full or part-time professional staff operating in 5 countries as well as 700 volunteers, 10,607 members and 256 projects which involved 22,295 participants (training programs involved 3,645 participants and program initiatives involved 18,650) The country specific data breakdown is listed on the following pages

While a high degree of the program/training participation took place as a result of new programming initiatives supported by the grant, the growth in staffing, volunteers and membership was also quite significant across the region during this period, as indicated below

	<u>Total Increase</u>	<u>Percentage of Growth</u>
Staffing	54	77%
Volunteers	430	61%
Membership	8,207	77%

Participating Country Profiles

(Based on June 1994 data)

<u>Country</u>	<u># Staff</u>	<u># Volunteers</u>	<u># Members</u>	<u>#Participating (Training)</u>	<u># Participating (Programs)</u>	<u># Projects</u>
<u>Supported</u>						
Bulgaria	5	100	257	100	1000	41
Czech Republic	26	150	5300	1419	8500	40
Hungary	6	200	1050	1106	3300	69
Poland	27	200	2800	582	3800	73
Slovakia	6	50	1200	483	2050	33
	===	===	====	====	====	===
	70	700	10,607	3,645	18,650	256

- 1 Staff, volunteers, members represents current level as of June 1994**
- 2 Participants/projects (Leadership training a program) represents total over the 3 year period**
- 3 Participant numbers are reported estimates**

4 1 **Bulgaria**4 1 1 Institutional Development**August 1991**

Staff No professional staff

Volunteers Approx 30

Members	Plovdiv	30
	Rousse	30
	Gabrovo	20
	Varna	interest only
	Sofia	40
	Tarnovo	interest only

Total members 150

Registration None of the YMCAs had registered with the state

Buildings The two properties at Sofia and Varna had been confiscated and there had been no effort to reclaim them. Sofia, Plovdiv had no rooms, Varna and Gabrovo each had a small location in town

June 1994

Staff Professional staff at Sofia (2), Garbrovo (1), Rousse (1) and Plovdiv (1) **Total increase of 5 staff** Furthermore, there are volunteer leaders in Razgrad and Sofia

Volunteers Approx 100 **Increase of 70**

Members	Plovdiv	30
	Rousse	60
	Gabrovo	36
	Sofia	107
	Razgrad	12
	Varna	interest only
	Tarnovo	interest only
	Stara Zagora	12

Total members 257 **(Increase of 107)**

Number of new local YMCAs 2

Registration 5 YMCAs including the National Council (**increase of 5**)

Board Development All YMCAs have functioning boards

Buildings All YMCAs have rooms for program and office usage Neither the property on the coast nor in Sofia have been returned but the legal mechanisms are in place

4 1 2 Leadership Training

Four (4) national training events were held focusing on YMCA philosophy, youth leadership, camping, sports, conflict resolution, volunteer and board training Over 100 people benefitted from the training

4 1 3 Program Development

The YMCA has involved approximately 1,000 persons in the ongoing programs The Saphir grant has assisted in 41 major programs All five YMCAs have programs funded by the grant (13 projects in community development, sport and culture/language, 2 camps and 1 Vestitel (a YMCA youth focussed magazine), and 25 national programs (including culture, Ten Sing, education, camps, sport, community development, exchanges and salary support)

4 2 Czech Republic

4 2 1 Institutional Development

September 1991

Staff 5

Volunteers 50 plus "seasonal" camp volunteers

Members 11 local associations with approx 500 members Camp programs involved 380 people and 86 leaders

Registration No Czech national board, the CSFR was acting in this role
No local associations were registered

Buildings The Czech YMCA had 7 buildings and 10 camps confiscated
Several YMCAs used rooms that were rented in local towns
The camp sites were being rented from other organizations

June 1994

Staff	National staff (11), local YMCA staff (15) Increase of 21
Volunteers	Approx 150 Increase of 100
Members	25 registered associations reaching 5,300 members 14 new local associations and an increase in membership of 4,500 persons
Registration	The Czech YMCA national board has been registered as well as several other larger local associations
Buildings	The Na Porici property has been returned as well as one camp

4 2 2 Leadership Training

The level of participation in training activities has reached 1,419 which includes a large Marriage Encounter program involving 1,300 participants. The participation distribution is as follows

Camp Leader Training (in UK)	2
Sport Training (in Sweden)	8
Volunteers for Europe Program	2
Values Orientation Training	2
Board Training	30
Interpoint (International) Training	8
National Leadership program	35
Training of Trainers	2
Camp Philia	5
English Language	25
Marriage Encounter	1,300

Approximately 80% of the participants are under the age of 30 with an equal participation among males and females

4 2 3 Program Development

The Saphir grant has supported 40 projects. At local associations 20 projects have been conducted in 12 associations. There have been 8 national projects and 12 training projects. The number of people reached

through the various programs is approximately 8,500 (including 4,000 in various programs and 4,500 in the camps), eighty percent (80%) of whom are below the age of 25. The male/female ratio is evenly divided. The program participation is distributed as follows:

culture	500
sport	400
Ten Sing	400
ecology	200
training	2,000
camps	4,500
exchanges	100
community development	400

The camping participation has grown significantly during recent years as indicated below:

1992 15 camps with 1,500 participants
 1993 31 camps with 2,500 participants

An increase of 16 camps and 1,000 participants

4.3 Hungary

4.3.1 Institutional Development

Staff	1991	2	Total increase of 4
	1992	5	
	1993	6	
Volunteers	1991	90	Total increase of 110
	1993	200	
Members	1991	500 members-15 groups	
	1992	800 members-26 groups	
	1993	1,050 members-30 groups	

Total increase of 550 members and 15 YMCA groups. In Hungary 80-85% of the members are under the age of 30.

Property The former YMCA building on Horansky street in Budapest is now owned by the Reformed Church of Hungary. Since May the YMCA has free access to various rooms in that building. The process of returning property to NGOs has been very slow.

4.3.2 Leadership Training

In the 4-level volunteer training scheme 380 volunteers have completed through the first 3 levels. Level 4 training is still pending. Furthermore a minimum of 500 persons have been involved in program training in such areas as sport, Ten Sing, theater/folk dance, handicraft, literature/culture, media, and work with children.

Since 1991, 222 persons have been involved in international training events (52 events). In professional training, 2 In-Service Training courses have been held for all the staff. Three staff have taken part in 2 additional training courses organized by the Saphir Field Staff.

4.3.3 Program Development

The grant has supported a total of 69 different programs and reached approximately 2,200 participants over the 3 year period. The vast majority of the participants (85-90%) were between the ages of 12-29 years. These programs are divided in the following eight categories:

culture/language	15 programs (300 participants)
sport	6 programs (200 participants)
Ten Sing	7 programs (300 participants)
education/training	17 programs (900 participants)
camp support	2 programs (200 participants)
exchange program	10 programs (100 participants)
community development	7 programs (200 participants)
program salary support	5 programs

In the area of camping, 5 camps were held in 1991 involving 220 participants. In 1993, 15 camps were held during the summer involving 1,100 participants. **This shows an increase of 10 camping programs and 880 participants over the 3 year period of the grant.**

4 4 Poland

4 4 1 Institutional Development

Staff	1991	6	Total increase of 21
	1992	18	
	1993	27	
Volunteers	1991	50	Total increase of 150
	1993	200	
Members	1991	750	Total increase of membership of 2,050
	1992	2,500	
	1993	2,800	

Total increase of membership of 2,050

Currently there are 9 local associations and Gdynia with its own legal identity. The rest are branches of the national YMCA. **Total increase of associations is 2**. Eighty - Eighty-five percent (80-85%) of the members are under the age of 30.

Property The following buildings were returned to the Polish YMCA by June 1, 1994: Gdynia YMCA, Lodz YMCA, Camp Pilica. Two buildings have yet to be returned (Krakow and Warsaw).

4 4 2 Leadership Training

On the national level a total of 427 persons have been trained (327 persons have passed the 4-level volunteer training scheme and 100 camp counselors have been trained). In international training 153 persons have participated in a total of 26 events. All program staff have participated in monthly in-service training since 1992. In addition 2 staff have participated in 2 Training of Trainers courses organized by the Saphir Field Staff.

4 4 3 Program Development

The grant program has supported a total of 73 different programs involving approximately 2,800 participants over the 3 year period. Some 90% of these participants were young people between the ages of 12 to 29. The programs have been a mix of local, national and international initiatives and can be divided in the following eight categories:

culture/language	13 programs (400 participants)
sport	6 programs (100 participants)
Ten Sing	3 programs (215 participants)
ecology	9 programs (200 participants)
education/training	25 programs (900 participants)
camp support	4 programs (255 participants)
exchange program	6 programs (30 participants)
community development	7 programs (700 participants)

In the area of camping, the level of growth is indicated as follows:

1991	4 camps with 120 participants
1992	22 camps with 585 participants
1993	25 camps with 1,000 participants

Since the beginning of the grant period there has been an increase of 21 annual camping programs and an increase of 880 annual participants

4 5 Slovakia

4 5 1 Institutional Development

September 1991

Staff	3 professional staff plus office workers
Volunteers	Approx 50 plus seasonal camp volunteers
Members	4 local associations and 200 members. Camp programs involved 587 participants plus 154 leaders
Registration	No national Slovak board was registered nor any local associations
Property	The Slovak YMCA, as part of CSFR had claim to 5 buildings which had been confiscated. All programming was carried out by renting facilities

June 1994

- Staff Full-time staff remained at 3 but 3 part-time staff were hired plus a full-time secretary
- Volunteers 50 plus seasonal camp volunteers
- Members 10 associations (**Increase of 6**) with 1,200 members (**increase of 1,000**) Camp programs continue to reach over 300 (**down from the 1991 figure of 587 as Slovakia was part of the CSFR at that time**)
- Registration The Slovak National YMCA is now registered as well as the local boards for all 10 units
- Buildings The YMCA is now managing the Bratislava building for a semi-governmental federation The YMCA has also bought some small cabins in Kremice The situation with the other property remains the same

4 5 2 Leadership Training

In leadership training 438 participants have been involved since the split of Czechoslovakia in 1992 The participation was distributed as follows

Camp Leaders Training	50
Board Training	12
Volunteer training	50
Interpoint (international)	
Training	10
Training of Trainers	1
English Language	15
Ten Sing	200
Exchanges	100

4 5 3 Program Development

The grant has supported 33 projects impacting 1,050 young people plus an additional 1,000 participants in camping programs (16 local projects, 10 national projects, 7 training projects) The projects are categorized below

culture	2 (300 participants)
Ten Sing	6 (200)
education	9 (100)
camps	3 (1,000)

sport	4 (200)
community development	7 (200)
exchanges	2 (50)

Approximately 80% of the participants are under the age of 21 with an even distribution among males and females

5 ORGANIZATIONAL/PROGRAM ANALYSIS

As the grant period comes to completion, it is important to analyze the strengths, weaknesses, opportunities and threats of the participating organizations. The first section presents a SWOT analysis drawing conclusions from developments from the overall program. This is followed by discussion of present capabilities of each of the five participating countries.

5.1 Strengths

5.1.1 Consistent Development of the Local Units

In East and Central Europe, as elsewhere in the world, the YMCA ethos has resulted in an attractive, holistic approach to work among young people, as may be evidenced in the varied programs which are operating in each country and the fact that considerable numbers of young people had been drawn into YMCA membership. At present there are over 200 local units in the area encompassing Czech and Slovak Republic, Poland, Hungary, Bulgaria (and Romania although it did not benefit from the grant funds) reaching 13,000 young people.

5.1.2 International Awareness and Integration

There have always been good links between the YMCAs of East-Central Europe and the YMCAs in the USA and Western Europe, links which have, in the past, involved both financial help and personnel. For this reason there is a great readiness in the YMCA movements in East-Central Europe to move together in partnership in the renewal of the YMCAs. The Saphir initiative has actively encouraged the integration of the YMCAs of this area as national movements in their own right and not as some "Eastern Bloc". Training initiatives regularly involve participants from many countries and facilitators from outside the Saphir countries.

There has also been the parallel development of a Saphir network which operates throughout all the program and training fields.

5 1 3 Strong Program Development

All the national movements have sought to provide opportunities through which individuals and groups may develop as whole people. All programs which Saphir has supported aim to develop and extend the work of the YMCA in each country of operation bearing in mind the history and culture of that movement. This is done through partnership and with basic belief that each YMCA must develop in a way that is culturally relevant, while responding specifically to the needs of young people as they manifest themselves in that particular country.

5 1 4 Flexibility as an Essential Ingredient of Development

The lack of "hidden agenda" from either the US or European partners and the growing sense of trust and strong partnership has enabled a disciplined flexibility to be axiomatic to all our development initiatives. In all Saphir programs and projects, where ever they operate, a priority has been given to long term measures. This means that the emphasis has been on "process" rather than "product" as an end in itself. Such an approach has allowed the program to react to the fast changing socio-economic climates of the regions.

5 1 5 Support System including Begleitung

A very strong coordination of support going into this area has strengthened the positive results so far. The uncomplicated cooperation between the Field Group system and the Saphir program in addition to the open approach to support in the field which has been enabled by the Begleitung philosophy has proved to be central in being needs related and relevant in the development process.

5 1 6 Training of Professional Staff and Volunteers

It is perhaps in this area alongside the program initiatives that, arguably, the most significant development has been made. We see substantial programs established for In-Service Training, Training the Trainers as well as volunteer leaders. The attached appendix is only a written record, and is not sufficient either to reflect the extent of energy and enthusiasm invested in the initiatives by the national staff or to describe the significant results which have come from such a dynamic development. The programs are still growing to meet the needs of the 70 professional staff and over 700 volunteer leaders.

5 2 Weaknesses

5 2 1 No Recent YMCA Traditions

All of these movements, although pre-dating the communist regimes, are relatively new on the YMCA stage and so lack a modern YMCA tradition. In the early stages of development we saw many of the boards of management dominated by older generations of YMCA members which in itself caused some problems of identity and direction. In the past few years there has been a tremendous increase in the number of younger men and women offering for board membership with the result of a better spread of opinions and subsequent program development. It will, however, take time to develop a YMCA culture which will support the developments in these new movements.

5 2 2 Lack of Trained Boards

As a follow up to the above observation, the boards are composed, in the main, of relatively inexperienced members who are doing their best to cope with the growing pains of these developing NGOs. It is important, while recognizing the tremendous efforts put in by these members, to record the need for ongoing, systematic training of the members in YMCA policy, ideology and development approaches.

5 2 3 Immature State of Development of Team Concept

It is interesting to see that many of the private training and development agencies working in this region are concentrating on "team work" skills. The inherited wisdom in management seems to have been the idea that there is a "team" and there is a "boss" and the two have no connection except as a channel for the giving and receiving of orders. In this the YMCA is no exception and although a considerable amount of development has taken place in this area through the Saphir training events, the process of "unlearning" will take some time.

5 2 4 Fragile Infrastructures

As the speed of the return of confiscated property and the rapidity of the development of a youth policy in the governments of the regions has fallen short of the early expectations, the infrastructure systems of the national movements continue to be fragile, based principally around outside support and a few key staff.

5 2 5 Key Staff as Mainstay of Development

Again as a corollary of the above, the development of the programs and training initiatives have been based around a number of "key

staff" whose staying in post has been essential for this process to continue. The In-Service training has been focused on trying to spread the knowledge of these key professionals around a wider group, but again this is a process which will take time.

5 2 6 Lack of Wide Donor Base

Perhaps the biggest perceived weakness at this stage is the fact that apart from a few isolated examples, the inter YMCA collaborative support process and the Saphir Initiative have remained the basis for the financial support for these movements.

5 3 Opportunities

The 150th anniversary of the Worldwide YMCA Movement, which is being celebrated in 1994, can present an ideal opportunity to promote the positive elements and the historic base of the movement in reaction to a "cult" status as outlined above. It also further showcases the work of the newly developing members of the YMCA family.

The learning experiences of Saphir are able to be transferred to other areas where the YMCA is in the early stages of its new beginnings. The shared enthusiasm is evident among the national staff and needs to be exploited. The Saphir network has been a very strong element in stabilizing the growth and development of the five countries involved in the process. The opportunity to build on this mutual trust and support is ripe.

Perhaps one of the most significant outcomes of the program has been the increased partnership between the YMCAs of the USA and the EAY and the IMC process. This trust and good working experiences can be used for future development in the region. Should a follow-up grant be available, the successes of the current program can be further developed.

5 4 Threats

In many ways the threats recognize the possibility of the weaknesses growing in significance as well as the factors promoting the strengths being cut back. Saphir has allowed development to be culturally acceptable, self-sustainable and needs related. If the amount of staff available for the field support is cut back the development process will be adversely effected. If, for example, a future grant allows money for programs but not for staff or training, the result would be less sustainable and effective.

The conflict between the old and the young could re-emerge in these new YMCAs if time is not invested in developing the teamwork spirit. This also applies in the need to continue substantial investment in the professional and volunteer training programs if we are not to see staff leaving for other opportunities where training and support is seen as central to staff development. Should these key staff leave for whatever reasons we will

face a very difficult situation similar to that at the outset of Saphir. In at least two of the countries the YMCA is seen by some church leaders as a sect. If this perception is to be changed, substantial effort will need to be given to good and positive public relations. Such support comes best from a combination of national and European promotion.

5.5 COUNTRY ASSESSMENTS

5.5.1 Bulgaria

Program Development The program has developed to the point that the Bulgarian YMCA can sustain itself in terms of operating and developing programs. The program has been varied.

Staff Development There are local staff working in 4 cities but no national staff. There is a continuing need for staff training to develop full-time professionals as well rounded practitioners. It is assumed that with trained professionals, networking and the development of a national program will follow.

It is recommended that a training needs assessment be carried out to determine the local staffing capacities and a training program designed to meet those needs.

Board Development Local board development appears to be weak. There is a national board but it is not truly representative of the local YMCAs. An effective training program on board responsibility and development needs to be designed and implemented.

Self-Sufficiency and Financial Stability The Bulgarian YMCA is in its infancy and while it has created programs and the desire to maintain them, it has not reached a stable position financially.

5.5.2 Czech Republic

Program Development The Czech YMCA has a well developed program in 20 local associations. They have also developed a 3 year strategic plan. Their program currently puts emphasis on youth, family, community education, international outreach, as well as leadership and management training.

Staff Development There is a well developed staff at both the local and national level. The National YMCA is providing training for local YMCA directors.

Board Development There is a national board that is effective and growing in its ability to meet the challenges of the national YMCA. There is a leadership training program which supports board training at the local level. The local YMCAs are increasingly taking on greater responsibility.

Program Leadership Development The volunteer leadership program is well developed at both the local and national level. This program is the number one priority of the Czech YMCA.

Self-Sufficiency and Financial Stability The program is developed to a point that it can sustain itself quite well in the future. While the Czechs are well occupied with the return of camps and buildings they have not neglected their program and financial development. They have a strong belief that the YMCA is people not just buildings.

They have a good financial base with funds coming from the YMCA Field Group System, the Czech Government, and from their programs.

5.5.3 Hungary

Program Development The YMCA of Hungary has a well developed program focussing on the needs of young people. The next phase will concentrate on the development of programs for younger children. There are 30 local YMCA groups involving 3,000-4,000 participants. It offers a varied program with all activities containing a leadership training component.

Staff Development The Hungarian YMCA has a well developed national staff, including several program directors and regional secretaries. Staff is also developing at the local level.

Board Development The national board is developing but at a seemingly slow rate. They do feel that growth is taking place and are developing a committee system.

Program Leadership Development There is a well defined system of leadership training. Currently 600-700 leaders have been trained in the last 3-4 years. Leadership training is the top priority of the Hungarian YMCA.

Self-Sufficiency and Financial Stability The YMCA is working on a program to see that its work continues in the future. However, loss of current funding would bring about curtailment in the overall program. While programming is strong, the financial stability is somewhat questionable.

5 5 4 Poland

Program Development The program of the Polish YMCA is well developed. This is a strong national YMCA with 11 local YMCAs serving as branches of the national. There are many and varied programs at the local level. Buildings have been returned in Gydia and Lodz. The return of the buildings is pending in Warsaw. The YMCA has a large summer camping program with significant international involvement.

Staff Development The staff is well trained. At the national level there is a staff of four people including the national general secretary and the national program director. Both branches with returned buildings have program directors.

Board Development There is a well functioning national board and each local YMCA has a branch board.

Self-Sufficiency and Financial Stability Financially the YMCA is not in a strong position. If not for the support coming from international sources it would be difficult to sustain the program at the current level.

5 5 5 Slovakia

Program Development The YMCA in Slovakia conducts programs in cultural activities and Y-Scouts. There are 12 branches with a membership of 1,200.

Staff Development The staffing is quite limited. There are 3 professionals and two support staff.

Board Development At the present time it appears that the board development at both the national and local level is weak. This was a result, in part, of the split with the Czech Republic. The development of active and effective boards at all levels is a priority concern of the YMCA of Slovakia.

Program Leadership Development As in the case of board development, leadership at the YMCA units in the form of program volunteers is also under developed. This area will need to be addressed.

Self-Sufficiency and Financial Stability The YMCA does not currently have the capacity to be financially self-sufficient. The strengthening of the board and program leadership needs to be addressed before improvement is made in this area. The YMCA will need continued regional support in training and finance if it is to emerge as a viable and sustainable community organization.

6 LESSONS LEARNED

The Saphir Initiative has been a learning experience for all concerned. It has involved a high level of professional and volunteer training and program development, none the least of which is made possible through Begleitung principles, and always with the aim of creating a non dependent national movement by the end of Saphir.

The European Alliance of YMCAs have given a commitment to carry through with the development of the institutions, the training of these key people and the delivery of the programs with a view to further enhance eventual self sufficiency in East/Central Europe and to this end a field worker has been employed from YMCA funding.

It is important for the future development of the YMCAs in East/Central Europe as well as for the integrity of the EAY to both consolidate and to further develop the learning which has been attained both in the secretariat as well as in the field.

The sections under "opportunities" and "threats" in the proceeding SWOT analysis are required reading in this regard. This means that future program initiatives consider the experiences born out during these 3 years of institutional and program development wherein we have seen a considerable return when the importance of investing quality time in people both professional as well as volunteers, holistically and as full partners in all developments. This approach builds the most relevant and sustainable programs in long term.

Progress has perhaps been slower than at first thought, and the reasons for this are varied but have in the main been recognized by the donors and recipients of the finances.

The progress has also been different country by country bearing out the critical assumptions about the need to take each YMCA separately. Ten Sing, for example, took off very early in all countries except Bulgaria where it failed to ignite until 1993. Now all four major YMCAs in Bulgaria have a thriving group. Enterprise development has been restricted principally to Poland while the Earth Corps never materialized anywhere. Training schemes also reflect the cultural and historical differences with Poland having a nationally run and government recognized leadership training program which is well managed and trains hundreds of people annually. Conversely such a national approach did not prove effective in Slovakia in the long term.

During the course of the Saphir Initiative we have rejected any approach which has attempted to "categorize" the program developments into set "types". This is in part a reflection of the diversity which we have found to be present within the 5

countries and partly due to the fact that it is very difficult to categorize widely diverse ideas for programs. For example projects have been funded to cover a national magazine, a song book and work with young journalists on the one hand to areas as different as unemployment initiatives and children's activities on the other.

If we attempt to arrange the 256 projects around 9 arbitrary categories to demonstrate this spread, it must be recognized that within each category there are a wide range of activities. The chart below indicates these categories.

TYPE/COUNTRY	BG	CR	H	PL	SO	(Total)
Culture/Language	6	5	15	13	2	(41)
Sport	4	4	6	6	4	(24)
Ten Sing	3	5	7	3	6	(24)
Ecology	0	0	0	9	0	(9)
Camp	4	1	2	4	3	(14)
Education/Training	10	8	17	25	9	(69)
Exchange	3	4	10	6	2	(25)
Community Dev	7	10	7	7	7	(38)
Salary Support	4	3	5	0	0	(12)

This flexible approach which has been pivotal to the whole process has been key to making needs related programs which respond to the changing development in each country and will need to be included in any future initiative.

As a result of this approach the most significant advances, among others, have been identified as

- A strengthening of the movements at local and national level, involving a growth in the programs fields of service including "ownership" of these initiatives at both local and national. Opportunities to assist in the staff development in these countries through national and international training.
- The ability to allow each individual country to develop independently in accordance with their own specific culture, background, needs and resources.

- The beginning of a development towards financial independence at some levels of operation
- The integration of the countries into the wider YMCA family as individual countries and not as one "Eastern bloc"
- The enabling of young people to take up positions of leadership and responsibility with the necessary support

Maturity cannot be bought, however, and only time and effort can create a YMCA "living tradition"

6 1 Lessons Summary

6 1 1 **Contextual**

- The difference in each country's capacity for development must be taken into consideration. It is counterproductive to treat these countries as an Eastern European Bloc
- The breakup in CSFR required a slower and more patient approach. Similarly political changes in Poland and Bulgaria may tend to slow the pace of YMCA development
- Problems with "cult" perceptions and concerns in Bulgaria will require a clear and thorough public relations strategy
- The lack of home grown philanthropy in-country will require ongoing external funding support, albeit in reduced amounts
- Tax and property laws have and will not change quickly. The YMCA needs an organized strategy and support base
- Cross-cultural learning is difficult. Considering the 5 reemerging YMCAs plus the active involvement of a significant number of other international "actors", clear understanding in areas such as expectations, priorities, time frame etc, is an arduous process
- There has been a lack of real integration of the reemerging YMCAs into the older, established YMCAs of Western Europe. There are certainly good intentions but no appropriate structure to ensure this integration. The regional organization, the EAY, has the commitment but a limited staff size and financial resources

- The depths of the crisis in post-communist Europe is not thoroughly understood by the Western YMCAs and the uniqueness of the historical situation needs to be taken into serious consideration

6 1 2 Effective Elements

- The general flexibility in project organizing and development approaches
- Links with US, both the YMCAs in the US and U S A I D
- The field worker approach (2 professionals providing field support to the 5 countries)
- The philosophy of accompaniment (Begleitung), a non-directive and participatory approach
- Networking among the reemerging YMCAs within the region
- The needs assessments and targeting priorities and action plans to meet individual country/organizational needs (rather than developing a general regional approach which may not be relevant to specific country situations)
- The successful Program Institute which provided a basis for identity building, an international support system, networking within the region, non-directive accompaniment and program development skills In fact, the training focus throughout the Saphir program will be the most significant contribution to the region in terms of long-term development

6 1 3 Less Effective Elements

- Lack of ability to fund children's programs (the program was targeted to ages 12 years and up) There is a strong community need for programming for younger children -- especially with the worsening of the economic situation and the break down of social structures
- Fund raising efforts were generally less successful than hoped for at the outset Also, expectations were high for a follow-up grant which did not materialize
- Related to the previous point, salary support for some key positions both on the local and national level (including the ongoing work of regional field workers) is somewhat precarious at this time
- Lack of ability, as per grant requirements, to make second hand purchases for program equipment

6 1 4 Suggested Changes -- Based on Previous Learning

- Begin earlier with the Training of Trainers program as a means to broaden leadership capacity in all participating countries
- Focus more in the earlier stages on training and institutional development and less on support of projects. Small pilot projects can be more easily financed on the local level or through YMCA support. Comprehensive training and key salary support generally require an intense financial investment, which can be supported by the development grant
- Develop an effective leadership model at the outset of the program
- Focus more on local resource development much earlier on in the program (and put less hopes on a follow-up grant)
- In addition to the national movement coordination function of the Field Group system (European YMCA support groups), more actively promote local-to-local YMCA support between Western and Eastern European YMCAs a way enhance future sustainability of the development efforts
- Operate with the understanding that the required time to arrive at some degree of self-sufficiency will be a good deal longer than what was projected at the outset of the program. This relates not only to financial matters but to tax, property and leadership issues

6 1 5 Principle Achievements

- There has been significant growth in program activity and organizational development in the five countries during the last three years (70 staff, 700 volunteers, 256 projects carried out, over 10,000 members and more than 22,000 participants have been involved)
- Ongoing support network led by the European Alliance of YMCAs (EAY). Furthermore, the level of international awareness and worldwide YMCA support has enhanced the development process
- A strong partnership has developed between the YMCA of the USA and the European Alliance of YMCAs. There has been much cross-cultural learning, flexibility, and mutual respect among partners
- A strong commitment to leadership development in all five countries

- Externally delivered assistance has strengthened internally (Central and Eastern Europe) designed development While there has been significant support from the YMCAs of the USA and Canada, U S A I D , and European YMCAs, the content of the program has not been dictated by the external funding sources
- Effective Training of Trainers and In-Service Training programs are in place in each country
- Well functioning volunteer training takes place in each country as well as better functioning boards and committees (with a significantly higher degree of youth participation)
- A significant number of national and local YMCAs are formally registered in each country, and some (although a limited amount) of the YMCA property has been returned
- Well functioning youth programs are operating in each country with a high degree of international awareness and international exchanges
- Effective outreach by a number of Central and Eastern European YMCAs to new YMCA initiatives in the CIS, Ukraine, and Romania
- While not adequately meeting the pressing financial demands, there have been important inroads in broadening the financial support base at each of the 5 national movements

7 FOLLOW-UP/CONCLUSION

As has been presented above, the developments in the area of institution building, leadership training and program development have been significant over the last three years. While this growth is an important indicator of the success of the program, the capacity to sustain this work beyond the grant period is critical. In this regard, the following plans and actions have been committed toward the ongoing support of this important initiative.

7.1 Follow-up Strategies

- The EAY has employed a full-time development secretary to monitor ongoing development work with the emerging YMCAs of Central and Eastern Europe.
- Furthermore, the Polish YMCA is providing additional leadership and program development assistance for the region by providing part-time staff leadership for this work from its movement.
- The EAY is also considering the option of employing an additional YMCA professional from Central and Eastern Europe to provide some of the training and monitoring functions previously carried by the Saphir field workers.
- The In-Service Training component for YMCA professionals in the region will be continued. A special fund has been developed, from a variety of sources to ensure ongoing training efforts.
- A core of trained leaders from Central and Eastern Europe is currently meeting to develop a strategy for continuing training and educational opportunities in the region. The aim is to develop a cost-effective delivery mechanism for ongoing training in board and volunteer development, staff training, and program development.
- Through the close relationships with the regional A I D missions, the EAY development secretary and national YMCA leadership will seek additional funding opportunities through lead PVOs in each country, as appropriate.

7.2 International Partnerships

As a means of expanding international understanding and enhancing future sustainability, the following partner YMCAs have made commitment to support the YMCAs in Central and Eastern Europe.

YMCAs in the U S

- Springfield, IL, New Britain-Berlin, CT, NYC Greenpoint Branch, Worcester, MA, Atlanta, GA, Naperville, IL, and Waynesboro, PA In addition to these other partners will be sought within the U S YMCA movement
- Furthermore, the YMCA of the USA through its World Service Campaign will continue to provide program and training resources to the region
- The effective partnership between the YMCA of the USA and the European Alliance of YMCAs (EAY), which has been an important outcome of the grant program, will provide opportunities for continued joint support for initiatives in the region

YMCAs in Europe and Elsewhere

- YMCAs in the following countries will play an important partnership role Greece, Germany, Switzerland, Norway and Canada In addition, the European Alliance of YMCAs and the Field Group System will provide ongoing monitoring and technical assistance and support (see Appendix 5)
- As full members of the worldwide network of YMCAs (the World Alliance of YMCAs) involving more than 120 countries, the YMCAs of Bulgaria, Czech Republic, Hungary, Poland and Slovakia will be able to count on a wide range of support services as they continue to establish themselves as viable community-based human service organizations

7 3 Final Thoughts

The implementation of the Saphir program, and the contribution of A I D in particular, will be central to both the scope and pace of the development of these reemerging YMCAs in Central and Eastern Europe This is particularly true given the timing of the support given as rapid assistance was provided to meet the challenges of the increasing social service voids Furthermore, this timely initiative has been key to enhancing the credibility of the YMCA in these countries, especially during a period when so many new NGOs are springing up - and many are also quickly failing

In terms of sustainability the YMCA has two significant advantages over many other new organizations Firstly, given the strong worldwide network

which exists in the YMCA these reemerging YMCAs are benefiting and will continue to benefit from YMCA partnership support from the U S , Western Europe and throughout the world This international credibility also created an environment of greater acceptance of the YMCA by the new governments in the region Secondly, throughout the grant period these reemerging YMCAs maintained their local identity and made decisions based on local cultural and contextual realities As such promoting the vision that the YMCA will be an ongoing feature and resource of the community rather than a foreign short-term intervention The A I D grant, therefore, has provided important "seed money" enabling such developments to expand and endure

During the three year period 22,295 individuals have benefitted from a variety of program and training activities Given that the target age range was 12 to 29 years, by the year 2000 a significant number of young adults will have been exposed to YMCA philosophy and training, especially in the area of leadership development The existence of a growing cadre of young adults leaders in the YMCA will represent a clear departure from the environment which existed during the previous 2-3 generations Clearly, continued involvement of young people in the YMCA will be key if the desired impact is to be realized as we enter the next century But, while the challenge still exists in gaining the support of young people for these new organizations, the YMCA's local autonomy focus as well as membership in a worldwide network provide a relevance, support and connection to the future that perhaps more closed associations cannot

Another important factor in the YMCA's development is the clear philosophy and coherent strategy which it employs on a local, national and international level The new democracies and governmental agencies in the region are often incapable of developing such comprehensive efforts in the face of the constant changes which are taking place The YMCA, on the other hand, has a tradition based on democratic values and "bottom - up" participation within communities This experience will be an important resource for the future

A further result of the political structures of the previous 40 years is lack of trained leadership, especially in the area of youth work In this regard, the YMCA's focus and, indeed, its niche in the area of youth work will have a relevant role to play both today and in the future The Training of Trainers initiatives will continue to pay dividends as efforts are made meet leadership needs for the future The YMCA is both willing and able to offer Training of Trainers courses for the benefit of other youth serving NGOs, as well as within the YMCA, thus playing a multiplier role in the area of youth work and leadership development

A final ingredient in YMCA work which is of great relevance to these times is its commitment to ecumenism and conflict resolution. Rapid change is often fraught with fear and anger and a longing to return to the "known." A return to the familiar polarizes communities and societies which impedes the development of tolerance and pluralism. The YMCA's strength in ecumenical leadership development, especially among the youth, will be needed more than ever as ongoing change leaves its unpredictable imprint on the future.

8 APPENDICES

- 8 1 Financial Status Report SF-269
- 8 2 Executive Summary Mid-Term Evaluation
- 8 3 National Organizations
- 8 4 Project Development
- 8 5 Conclusion
- 8 6 Training Programs
- 8 7 Training the Trainers
- 8 8 In-Service Training
- 8 9 European YMCA Field Groups

FINANCIAL STATUS REPORT (Follow instructions on the back)		1 Federal Agency and Organizational element to which report is submitted AGENCY FOR INTERNATIONAL DEVELOPMENT WASHINGTON, DC 20523		2 Federal Grant or other Identifying number EUR-0032 A-00-1021-00		OMB Approved No 80 R0180	Page Of 1 1	
3 Recipient Organization (Name and complete address including ZIP code) NATIONAL BOARD of the YMCA of the USA 101 North Wacker Drive Chicago IL 60606		4 Employer Identification Number 36-3258696		5 Recipient Account Number or Identifying Number 2-637-XXX XXX XXX		6 Final Report <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	7 Basis <input type="checkbox"/> Cash <input checked="" type="checkbox"/> A credit	
8 PROJECT/GRANT PERIOD (See Instructions)				9 PERIOD COVERED BY THIS REPORT				
From (Month day year) April 1, 1991		To (Month day year) September 30, 1994		From (Month day year) July 1, 1994		To (Month day year) September 30, 1994		
10 STATUS OF FUNDS								
PROGRAMS/FUNCTIONS/ACTIVITIES -->		(A) PROGRAMS	(B) ADMINISTRATION	(C) INDIRECT COSTS	(D)	(E)	(F)	(G) TOTAL
a. Net outlays previously reported.		2,676,883.86	1,098,076.76	382,251.78				4,157,212.40
b. Total outlays this reported period		<29,011.40>	28,773.19	42,642.11				42,403.90
c. Less, Program income credits		0	0	0				0
d. Net outlays this report period (Line b minus line c)		<29,011.40>	28,773.19	42,642.11				42,403.90
e. Net outlays to date (Line a plus line d)		2,647,872.46	1,126,849.95	424,893.89				4,199,616.30
f. Less Non Federal share of outlays		1,968,646.88	555,952.53	175,016.89				2,699,616.30
g. Total Federal share of outlays (Line e minus line f)		679,225.58	570,897.42	249,877.00				1,500,000.00
h. Total unliquidated obligations		<8,340.58>	8,340.58	0				0
i. Less Non Federal share of unliquidated obligations shown on line h.		0	0	0				0
j. Federal share of unliquidated obligations		<8,340.58>	8,340.58	0				0
k. Total Federal share of outlays and unliquidated obligations		679,225.58	579,238.00	249,877.00				1,500,000.00
l. Total cumulative amount of Federal funds authorized		679,225.58	579,238.00	249,877.00				1,500,000.00
m. Unobligated balance of Federal funds		0	0	0				0
11 INDIRECT EXPENSE a TYPE OF RATE (Place "X" in appropriate place) <input checked="" type="checkbox"/> PROVISIONAL <input type="checkbox"/> PREDETERMINED <input type="checkbox"/> FINAL <input type="checkbox"/> FIXED b RATE 29% c BASE 34% d TOTAL AMOUNT e FEDERAL SHARE 12 REMARKS Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation		13 CERTIFICATION I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award			SIGNATURE OF AUTHORIZED CERTIFYING <i>Michael F. Renehan</i>		DATE REPORT SUBMITTED October 28 1994	
					TYPED OR PRINTED NAME AND TITLE Michael F Renehan Assist Treasurer, Director of Finance		TELEPHONE (Area code number and extension) (312) 269-0513	

8 APPENDICE S

8 Executive Summary Saphir Mid-Term Evaluation (Appendix 1)

8 2 Saphir Initiative

- 8 2 1 The Saphir Initiative has stimulated a rapid growth of the YMCA in the five countries of Central Europe, both at local and national level. In one country, it is crucial for the development of the organization.
- 8 2 2 The choice of working through field workers, who accompany/facilitate the organizations on the spot is indispensable for the success of the initiative.
- 8 2 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.
- 8 2 4 The coordination of the Saphir Initiative, with all partners involved (national organization, field workers, European Alliance of YMCAs and the YMCA of the USA) runs without any major problems. An open communication process is established at all levels.
- 8 2 5 The Saphir funding is used most effectively in those places where the applying organizations are fully respected in their choices.
- 8 2 6 The Saphir Initiative is fully integrated in the overall support set up under the YMCA Intermovement Cooperation system.
- 8 2 7 In all countries, regular contacts with US AID 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 US AID staff. All are in praise of the information flow and meeting opportunities offered.

8 3 National Organizations

- 8 3 1 In all five 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 procommunist period.
- 8 3 2 Despite of 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.
- 8 3 3 Throughout the organizations, at all levels, young, highly skilled professionals take the lead in shaping the YMCA.
- 8 3 4 At all levels there is a clear determination to become self-sufficient, autonomous organizations in the coming three or four years.
- 8 3 5 All organizations show an openness towards the creation of an ecumenical, tolerant society and to develop social action.
- 8 3 6 All organizations are developing on the basis of the needs of the community and especially on the needs and aspirations of young people.
- 8 3 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 3 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.
- 8 3 9 The YMCA is recognized by local and national authorities, churches and educational establishments as a valuable contribution to community life and society.

8 4 Project Development

- 8 4 1 Projects are well reflected and coordinated They fit community needs and are integrated in the organizations' orientations and programs
- 8 4 2 Most projects concentrate on community development, involving a wide range of programs (leisure, education sports etc)
- 8 4 3 High priority lies 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
- 8 4 4 The ecological programs are mainly run in the form of summer- and winter camps Other environmental programs are less elaborated
- 8 4 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
- 8 4 6 All projects are evaluated on whether they are sustainable after the Saphir program Eye-flashing, but non-integrated projects are avoided
- 8 4 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

8 5 Conclusion

- 8 5 1 An important move towards sustainable development of the YMCA in the four countries covered by the Saphir Initiative has been made
- 8 5 2 Financial assistance and highly motivated volunteers and staff members, are however not the only determining factors in setting the pace of the development
- 8 5 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 made

8 6 Training Programs (Appendix 2)

All these initiatives are in addition to international opportunities, study visits, Tempus links and specialist training events like the Training of Trainers

<u>TYPE OF TRAINING</u>	<u>DURATION</u>	<u>ATTENDANCE</u>
POLAND		
In Service	4 times 3 days	obligatory
Leadership training	4 stages	
- local	2 days	certificate of government
- national	4 days	
	10 month placement	
Board member	2 days a year	obligatory
Camp counsellors	4 days	recommended
Program development board	3 days	recommended
Specialist (Language, journalism sport, unemployed, refugees etc)	various	open
SLOVAKIA		
Board member	1/2 days	open
In Service	3 times 2/3 days	obligatory
Forest YMCA	various, 10 days	open
Camp leader	5 days	recommended
Ten Sing	various	recommended
CZECH REPUBLIC		
In Service	4 times 1/2 days	obligatory
Leadership training (2 stages)	2 times 7 days	recommended
Board member	2 times/ 2/3 days	recommended
Interpoint	1/2 days	open
ICCP	1/2 days + weekend	obligatory
Camp leader	1 times w/3 days	
	Follow up 2/3 days	
Marriage encounter	2 times 2/3 days	obligatory
Management	various	open
Ten Sing	various	open

HUNGARY

CONT 8 6

In Service	2 times 3 days	obligatory
Leadership training	4 stages (10 days)	recommended
Ten Sing	various	open
Training trainers	1 day	recommended

BULGARIA

In Service	3 times 3 days	obligatory
Leadership training	various (10 days)	recommended
Board member	2/3 days	open
Specialist (Journalism, Ten Sing, camps, youth, theology)	various	open

8 7 Training the Trainers (Appendix 3)

MODULE 1

The introduction to the course
Expectations, setting group, learning objectives
Fine Tuning the Future Modules
Understanding my role in the YMCA
Personal Action Plans
Introduction to personal development
Understanding the voluntary agency
Training needs analysis

MODULE 2

The learning cycle
Understanding adult development and learning
Traditional methods of training
Introduction to "new" methods of learning
The use and abuse of methods of training
Understanding how learning blocks occur
Overcoming learning difficulties
The Christian emphasis considered

MODULE 3

Introduction to motivation
Problem solving in groups
Team work skills
Understanding my role in the YMCA team
Conflict resolution
The training cycle
Evaluation of course to date

MODULE 4

Carrying out a needs training needs analysis
How to plan, develop, implement, validate, evaluate and review A training course
How to budget, resource, and develop a training initiative
Understanding the transnational element in YMCA training

MODULE 5

Cont 8 7

A practical workshop where each member presents one training element of 30 minutes to the group and where this training module is discussed evaluated and reviewed by the group

MODULE 6

The problems of training in a voluntary body considered
Understanding finances and sources of funding
Introducing NVQ's and other validated training courses
Introducing methods of evaluation and review

MODULE 7

Counseling, support and encouragement of staff considered
Understanding the importance of flexibility and adaptability
Additional elements added at this point as decided by the group

8 8 In-Service Training (Appendix 4)

8 8 1 **Local Induction to the Individuals' Job and YMCA**

The individual would be inducted into his/her own local unit by his/her line manager or in the absence of one, a board member nominated by the local Board to carry out this task

Time scale 1st month

8 8 2 **National Induction to the Individuals' National Movement and the International YMCA**

A three day seminar/workshop would be organized, and repeated again 6 months later to ensure that all new staff have an opportunity to attend in the first year of their employment

At this event, all the new staff will share seminars, and activities together on the background of their national YMCA as well as learning about the history and make up of the international movement. The emphasis will be on "learning by doing" and will be participatory. The tutor/facilitators could include members of the Field Groups as well as members of the local or national boards of the country as well as the two key staff

Time scale 1st year

8 8 3 **A Christian Basis Module**

This would be a two way seminar and work shop, again repeated if necessary, which will examine the Christian basis of the movement. It will aim to provoke discussion on "practical Christianity" and issues of ecumenism, tolerance, national identity etc

Again, as above, we can use a variety of facilitators

Time scale 1st year

8 8 4 **A National Training Program**

This will be the "meat" on the "bones" as outlined above, and will involve all secretaries. The curriculum will deal with a number of "core" areas common to all YMCA Secretaries and will be drawn up by the two 'key' secretaries in cooperation with the Saphir staff in the first instance, as an integral component of their training

It will be designed in such a way to ensure maximum flexibility and minimum disruption to time in the work place

This will mean that the secretaries will have a choice on the modules which they "take" as this element, those being the areas of their most need as a result of the outcome of the personal action plans Ideally it will involve modules of 3/5 working days depending on the subject matter, in country

The learning will be participatory, and will use the existing knowledge, skills and attitudes available in each group It will involve seminars, workshops, placements, projects and other written aspects Facilitators will include all the above as well as occasional outside tutors

Time scale Ongoing

8 8 5 Trans-national Training Program

In addition to the "in country" training, certain elements of the training will be carried out for all the participating countries in one country These concept is central to the philosophy of Saphir which intends to use all the countries experiences and encourage cross cultural learning to happen

In the first year until the end of Saphir we will set up two such trans national events under Saphir The first one will be on the Christian basis

Time scale Ongoing

8 8 6 Central Operating Principles

The approach is one which identifies the existing skills and abilities of each professional secretary, and the goes on to decide training needs of these secretaries, through joint discussions with the secretaries and their peers and the creation of a "personal action plan"

This action plan will be drawn up at an early stage of the employment of the secretary and will continue as the basis for all future training

The next stage will involve developing a strategy wherein these training needs may be best met

For example, some training opportunities may already exist through European programs such as are offered on the regular basis each year E.g participating in an international leadership team for a European conference Other needs may be met within the country itself through the ongoing In service training programs

There will be constant opportunities for study visits to other YMCAs, which could be used to provide training in these identified areas

There will, of course, be some area which are not able to be met through

any of the above methods. In such a case, it will be important to offer a variety of events at a trans national level, where these may be met.

The secretaries themselves should assume some responsibility for the planning, hosting, delivery and evaluation of these events as part of their ongoing personal development. At such events it will be possible to involve perhaps, participants or trainers from both the respective Field Groups and the donor YMCAs to include them in activities to increase the international exposure and to further develop the relationships.

89

EUROPEAN FIELD GROUPS

	<u>Field Group</u>	<u>Leadership</u>	<u>Participation</u>
1	Latvia Estonia Lithuania St Petersburg	Sweden	Estonia Finland Latvia Norway Sweden Wales
2	Poland	Germany	Canada England Germany Poland USA
3	Czech & Slovak Republics	Norway	Austria Can /Toronto Czech Republic Denmark England Germany Norway Slovak Republic Switzerland USA
4	Bulgaria	Switzerland	Bulgaria England Greece Switzerland USA Germany Netherlands
5	CIS States	Scotland	Bulgaria Canada England Germany Greece Latvia Poland USA

	<u>Field Group</u>	<u>Leadership</u>	<u>Participation</u>
6	Cyprus, Malta	Greece	Cyprus Germany Malta Scotland
7	Hungary/Carpato	Denmark	Canada/Vanc Denmark England Germany Greece Hungary Switzerland
8	Romania	England	Austria Bulgaria England Germany Greece Hungary Romania Switzerland