

PDABB-648

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EVALUATION OF CURRENT  
DEVELOPMENT PROGRAM GRANT  
(AID/pha G-1103)

As Measured by:

- A Comparison of Program Objectives and Work Plan Program Components
- A Definition of Increasing LDC-YMCA Capability with Related Progress To-Date

National Board of YMCAs  
International Division  
World Development  
Life of Project: March 1, 1975  
February 28, 1978  
Present Evaluation Period:  
March 1 to December 31, 1975

A Comparison of: Program Objectives and Achievement Indicators with the Work Plan for the Development Program Grant.

To clarify the outputs expected as a result of the funding from the Development Program Grant (AID/pha G-1103), two documents were developed:

1. Program Objectives and Achievement Indicators
2. Work Plan for the Development Program Grant

The Program Objectives and Achievement Indicators document was initially the result of the planning of the World Development Unit of the U.S. YMCA's International Division. In November 1974, it became the focus of the Planning and Coordination Meeting at the World Alliance of YMCAs Headquarters in Geneva. As modified, it was incorporated into the proposal submitted to AID. It was later incorporated into the Specific Support Grant Agreement of the above noted DPG. It was designed to be a planning and evaluation device to focus management on the major objectives to be funded under the DPG with specific achievement indicators noted. Its time reference expanded the anticipated life of the grant - 3 years.

The Work Plan for the Development Program Grant was the result of a request from AID to begin to consolidate the major program components of the YMCA submitted proposal coming out of the above noted Geneva meeting. It was written in June 1975 and contained the Program Component, Description, Timing, and Achievement Indicators. It was then incorporated into the Non-capital Project Paper (PROP), the program paper which is the basis for the Specific Program Grant. The Work Plan was modified to involve Steps to be Taken, Timing, Who Responsible, and Expected Outcome, and in that form became a management tool by the principals responsible for carrying out the major program components. The time reference of the Major Program Components is three years, but the specific achievements are limited to one year.

This paper compares the two documents by relating the Program Objectives to the Major Program Components, notes Progress To-date, and Recommendations for Changes. The evaluation of progress and recommendations for changes was principally done at the Planning and Coordination Meeting in Houston in early October 1975, with subsequent follow up sessions by World Development Headquarters members in New York, January 1976.



Work Plan Program Component	Relationship To Program Objective	Progress to Date March 1, 1975 to December 31, 1975	Recommended Changes March 1, 1976 to February 28, 1977
<p>3. LATIN AMERICA</p> <p>a. Follow-up</p>	<ul style="list-style-type: none"> <li>- Participate in Task Group on Development of the World Alliance</li> <li>- Define and implement a closer relationship with the World Alliance Secretary for Development which will include 25% of his time spent in the U.S.</li> <li>- Cooperate with the Development Office of the World Alliance to convene 1 consultation of donor YMCAs</li> </ul>	<ul style="list-style-type: none"> <li>- Action Centers for Development Education organized: Southern Zone, Pacific Zone, Northern Zone, Brazil.</li> <li>- Initial organizing and planning meetings held: Southern Zone, Buenos Aires, July 18-19, 1975; Northern Zone, Santo Domingo, August 1-2, 1975; Pacific Zone, August 30-31, 1975.</li> <li>- Country level seminars planned for Quito, Ecuador and Bogota, Colombia, Lima, Peru, Paraguay, Chile, Mexico. Plans for: La Paz, Uruguay, Venezuela, Argentina, Costa Rica.</li> <li>- Official representation by Executive Director of World Development Unit, International Division, U.S. YMCA.</li> <li>- World Alliance Secretary for Development in U.S. for Planning and Coordination Meeting.</li> <li>- Accomplished for first time in YMCA history. Agreements reached to share information and collaborate on coordinated funding.</li> </ul>	<ul style="list-style-type: none"> <li>- Omit "which will include 25% of his time" seek some flexible target since time must be divided brokering proposals in Europe and Canada, with additional time spent in Development Education activities.</li> <li>- Follow up with one meeting in 1976-1977.</li> </ul>

Work Plan Program Component	Relationship to Program Objective	Progress To Date March 1, 1975 to December 31, 1975	Recommended Changes March 1, 1976 to February 28, 1977
II. PROGRAM DEVELOPMENT	<p>#3. To strengthen the International Division World Development capability through the addition of new resources: the greater coordination, retraining of staff, and redefining existing staff positions; the coordination and integration of internationalized U.S. YMCAs, the utilization of other International Division functions including management programs, cultural and educational exchanges.</p>	<ul style="list-style-type: none"> <li>- 2 program developers assigned to World Development Unit (50% of each of their portfolios).</li> <li>- Other 50% of their portfolios (YMCA funded) is in areas of domestic interpretation, refugee-rehabilitation and development which helps to integrate two supplemental important functions into world development priority.</li> </ul>	<ul style="list-style-type: none"> <li>- See Handbook for YMCA Development Management and Administration for replanning on role definition.</li> </ul>
A. PROGRAM DEVELOPER		<ul style="list-style-type: none"> <li>- Center for International Management Studies (CIMS) convenes YMCA Consultation on Development and World Management Congress in Caracas - begins to raise important issues of development for cross-fertilization and possible cooperative funding.</li> <li>- Coordination meetings with International Program Services around mobilizing U.S. YMCAs and links to technical resources (agriculture/community development).</li> </ul>	<ul style="list-style-type: none"> <li>- Focus of CIMS' future seminars on dialogs between East-West on North South Development issues.</li> <li>- Integrate studies on Environment to cover human nature balance as it affects development.</li> <li>- Increase technical assistance for agricultural-community development: an agricultural/community development resources network.</li> </ul>
B. LIAISON REPRESENTATIVE	<ul style="list-style-type: none"> <li>- Define I.D. staff roles to world development.</li> <li>- Set into motion the development role, up to 50% for each liaison representative and evaluate definition as well as performance.</li> </ul>	<ul style="list-style-type: none"> <li>- All Liaison Representative roles defined with a minimum of 50% of their time for development activities.</li> <li>- Short-term work segments developed for Liaison Representatives in: Asia (2), Africa (2), Latin America (2).</li> </ul>	<ul style="list-style-type: none"> <li>- See above noted Handbook for role replanning.</li> </ul>

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B. LIAISON REPRESENTATIVE (cont'd.)		<ul style="list-style-type: none"> <li>- Addition of Liaison Representatives for Southern Europe - relating to Portugal, Spain, France, Italy, Greece, Turkey with emphasis on FAO relations in Rome. Liaison Representative for Middle East to relate to Arab-speaking world on development issues.</li> </ul>	
C. RETRAINING OF U.S. STAFF	<ul style="list-style-type: none"> <li>- All Liaison Representatives complete AID training.</li> </ul>	<ul style="list-style-type: none"> <li>- 6 Liaison Representatives complete AID - PDM I &amp; II Training Courses. Addition 2 Headquarters staff.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue training to focus on experiential programs on specific development activities</li> </ul>
III. PLANNING AND EVALUATION	<p>#2. To help design an international strategy and develop the capability to raise and take advantage of resources from government, foundations, and private resources.</p>	<ul style="list-style-type: none"> <li>- DPG submitted reflecting a world strategy with inputs from World Alliance, Latin America, Asia, Africa.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue ongoing evaluation and planning of DPG.</li> </ul>
A. DIRECTOR OF PLANNING AND EVALUATION		<ul style="list-style-type: none"> <li>- Director of Planning and Evaluation hired and operational.</li> </ul>	<ul style="list-style-type: none"> <li>- See above noted Handbook for role replanning.</li> </ul>
B. DEPARTMENT OF RESEARCH DEVELOPMENT	<p>#3 Above</p> <ul style="list-style-type: none"> <li>- Define relationship and begin involvement of YMCA Nat'l. Board Research and Development Division in world development planning and evaluation. Obtain their assistance in at least three selected projects.</li> </ul>	<ul style="list-style-type: none"> <li>- Director of Planning and Evaluation held 3 sessions with full R &amp; D Committee with intermediate sessions. Focus on planning &amp; evaluation schemes for Ethiopia, Senegal, and for library and Information Service.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue utilization for model building on selected development activities.</li> </ul>
C. LIBRARY-REPOSITORY-INFORMATION CENTER	<p>#2 Above</p> <ul style="list-style-type: none"> <li>- Channel to the World Alliance library information on U.S. foundation which is current and note history of involvement with YMCA related activities.</li> </ul>	<ul style="list-style-type: none"> <li>- 1/2 time role of librarian defined for development support.</li> <li>- Part-time Assistant hired for development.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue task identification with greater integration with Development Education Activities.</li> </ul>

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C. LIBRARY-REPOSITORY-INFORMATION CENTER (cont'd.)	<ul style="list-style-type: none"> <li>- Assist the Development Office of the World Alliance in the collecting, analyzing and summarizing of planning and evaluation data on YMCA Development Projects through the International Division Office of Planning and Education.</li> </ul>	<ul style="list-style-type: none"> <li>- Roles and tasks defined for information collection and dissemination.</li> <li>- Librarian comes to U.S. with selected stops in Europe to study information systems.</li> </ul>	
D. PLANNING AND COORDINATION MEETING	<p>#1 Above</p> <ul style="list-style-type: none"> <li>- Conduct a Planning and Coordination Meeting of the International Division, World Development Unit with selected AID and UN officials, in collaboration with World Alliance staff.</li> <li>- Make available International Division resources in proposal development, evaluation, task group preparation, and field investigation to the World Alliance</li> </ul>	<ul style="list-style-type: none"> <li>- Planning and Coordination Meeting held, Houston, Texas for Headquarters staff, Liaison Representatives, World Alliance and related Area staff from Latin America, Europe, Asia, 2 AID representatives, International Consultant.</li> <li>- Integrated into International Division Assembly where more than 300 YMCA members from all over the U.S. heard Mr. Daniel Parker, Keynote the Assembly theme "World Development." Co-theme - "International Women's Year."</li> </ul>	<ul style="list-style-type: none"> <li>- Increase pre and post Meeting planning to include follow-up either in Latin country or in New York for effective continuing communication, implementation, and needed support.</li> </ul>
IV. DEVELOPMENT COORDINATION  A. ASSISTANT  B. INDIGENOUS EXECUTIVE FOR DEVELOPMENT LATIN AMERICA	<p>#1 Above</p> <ul style="list-style-type: none"> <li>- Assist the World Alliance to fund through AID, an Associate to the Secretary for Development.</li> </ul> <p>#4 To develop and test self-help models in integrated rural development, family, management-health-nutrition, and vocational.</p>	<ul style="list-style-type: none"> <li>- Associate hired and now in place.</li> <li>- Indigenous Executive in place, Latin America.</li> </ul>	

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C. INDIGENOUS ADMINISTRATIVE ASSISTANT FOR DEVELOPMENT - ASIA	<ul style="list-style-type: none"> <li>- Training - job creation opportunities which will demonstrate how the resources of an indigenous organization (LDC-YMCA) can be applied and transferred with the assistance of private assistance, national and international resources.</li> </ul>	<ul style="list-style-type: none"> <li>- Delayed pending outcome of Asia Area Committee Meeting on Development as noted above.</li> </ul>	<ul style="list-style-type: none"> <li>- Replan based on outcome of meeting.</li> </ul>
D. INDIGENOUS ADMINISTRATIVE ASSISTANTS FOR DEVELOPMENT - EAST AND WEST AFRICA	<ul style="list-style-type: none"> <li>#5 To increase the capability of LDC-YMCAs to support on an internal basis the recurrent costs of increased facilities and services after the withdrawal of outside funds.</li> </ul>	<ul style="list-style-type: none"> <li>- Hired one for: Ghana, Liberia, Kenya, Uganda</li> <li>- Built into curriculum of Development Education.</li> <li>- Begin study for revolving loan fund mechanism.</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluate in February for possible expansion.</li> <li>- Begin testing a model for a revolving loan fund.</li> </ul>

A DEFINITION OF INCREASING  
LDC-YMCA CAPABILITY  
WITH RELATED PROGRESS TO DATE

TO INCREASE LDC-YMCA CAPABILITY

DEVELOPMENT ACTIVITY	DEFINITION
(1) Awareness Development Education	Staff work of a total of one week or more with indigenous staff or lay people involving education and discussion activities on development needs in their country and how they might contribute (individually or collectively) to solving the development problems identified.
(2) Social-economic Development Committee	An identifiable committee formed holding regular meetings (at least quarterly) whose stated purpose is to plan and oversee development efforts. The committee may be part of the formal YMCA structure or in cases where no YMCA exists show some YMCA identification. (e.g. Friends of the YMCA)
(3) Links to government and/or other private voluntary agency sources involved with the country's social-economic development priorities	Either letters of agreement or formal statements which indicate a cooperative working relationship on an identifiable social-economic development project or issue. The relationship may be with a government agency (e.g. Ministry of Agriculture) or with another voluntary agency (e.g. CARE)
(4) Development Projects submitted for funding	A written document which identified objectives, outputs, and inputs geared to some development need. In addition, evidence that this document has been submitted for funding with some recognized funding agency - public or private.

TO INCREASE LDC-YMCA CAPABILITY

DEVELOPMENT ACTIVITY	DEFINITION
(5) Implemented Projects	Evidence of granted funding and the actual beginning of the project with the hiring of staff and the beginning of activities related to development. Evidence of full implementation is not necessary.
(6) Adopted management and evaluation systems	Evidence of accepted procedures for the management and evaluation of the project. This may be in the form of reports, records, or policy statements which relate to management and evaluation procedures.
(7) Multiplying factor	Evidence that either a specific project has been duplicated or has served as a model of another project either in the same country or in another country.

THE FOLLOWING IS A COMPARISON OF NUMBER OF YMCAs, PLACES, OR PROJECTS BY REGION WHERE DEVELOPMENT ACTIVITY WILL TAKE PLACE

DEVELOPMENT ACTIVITY	AFRICA & MID-EAST		ASIA		LATIN AMERICA	
	Planned	To-Date	Planned	To-Date	Planned	To-Date
(1) Awareness Development Education	20	9	10	4	10	5
(2) Social-economic Development Committee	18	7	9	3	10	4
(3) Links to Govt./PVO	15	5	8	3	10	2
(4) Development Projects Submitted	8	7	7	4	8	2
(5) Implemented Projects	5	3	4	2	5	2
(6) Management/Evaluation	4	3	4	3	4	1
(7) Multiplying Factor	1	4	1	3	2	2
Total Country/Activities*	--	38	--	22	--	18
Total Programs	--	30	--	14	--	14
Total Countries	--	14	--	7	--	9

\*Note: A Country/Activity is a combination of a country where more than one development program may be going on representing more than one area of development activity as defined above.

Comment:

The number of country/activities generally is below that which was projected for the project year especially for the early stages of development activity (1-3). It is interesting to note that beginning with activity 4 and especially activity 7 the country/activities are about par or ahead of the planned schedule. This probably indicates that more attention was given to the later stages of development in countries where YMCAs already had gone through the initial steps.