



APAY PARTNERSHIP PROJECT

Manual for YMCAs

Asia and Pacific Alliance of YMCAs

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FOREWORD

One of the key functions of the APAY is to coordinate inter-movement cooperation, programmes, funding, and other plans of the YMCAs in Asia Pacific. The social realities in Asia Pacific Region demanded us to engage more on this area by facilitating resource sharing and enhancing the capacities of the YMCAs to be proactive in their local situations. NLAP and MAP systems of APAY for funding played conspicuous roles in supporting several Local Actions of the YMCAs in the developing countries over a decade. These programs could address several issues such as Poverty, HIV/AIDS, Gender Concerns, Youth Development, Migrants, Environment, interfaith, peace building etc.

Amidst several success of the implementation of the programs as visualized in the project plans we also observed issues such as discontinuity of programmes, lack of funding, disconnection of partnerships, lack of sustainability, inadequate professionalism in managing the project and exploring new avenues for resources. A Task Force of the APAY reviewed the MAP system and suggested to initiate an APAY Partnership Project (APP) replacing MAP with more emphasis on building strong local-to-local partnerships.

We hope that the APP will provide greater opportunities for the local YMCAs/ Projects in the developing countries to initiate local action programmes in line with Regional Thrust. At the same time the YMCAs in the developed countries and well-established YMCAs in the developing countries will also have opportunities to build partnership in mission with these YMCAs and share resources as an expression of solidarity with the vulnerable communities in the Region.

Even though the APP is providing relatively small financial support, I am hopeful that this will help the YMCAs to pilot new interventions in the community issues, develop professionalism of the staff in managing projects with international standards and lead towards larger involvements by availing local and international resources. It will also be an opening to build longstanding partnership between two local YMCAs/ Organizations.

We hope that this Manual will help the YMCAs to make use of the opportunities under APAY Partnership Project.

*Kobei Yamada
General Secretary
Asia and Pacific Alliance of YMCAs*

APAY PARTNERSHIP PROJECT (APP)

1. INTRODUCTION

APAY Partnership Project (APP) that replaces Mission in Action Programme aims to facilitate resource exchanges from YMCAs within and outside the region for action programmes of the YMCAs that will impact and bring transformation within the community. The APP envisages building local-to-local partnerships facilitated by the respective National Councils and APAY.

2. OBJECTIVES

The APP will have three-pronged objectives such as

- a) Facilitate resource exchanges from YMCAs within and outside the region for action programmes focusing the Quadrennial thrust of the APAY.
- b) Capacitate the implementing YMCAs in terms of developing program plan, monitoring and Evaluation plan with international standards and develop staff skills for furthering sustainability and explore local as well as international resources.
- c) Build local-to-local partnerships, communications and exchange of learning's.

Quadrennial Thrusts of APAY

- ☐ Global Citizenship and Social Responsibility
- ☐ Peace with Justice
- ☐ Sustainability for Life

3. FOCUS AREAS

The programme under APP should be for engaging in definite actions on:

- Global Citizenship – Social Responsibility
- Building Community and a Culture of Peace
- Eradicating Poverty, Working Towards Sustainable Communities
- Action in Solidarity with the Suffering
- Inter faith Cooperation
- Rights-based Programmes (incl. Children, Women, Marginalized Groups, etc)
- Youth Empowerment and Participation
- Women Empowerment and Gender Concerns
- Sustainable Development
- Fair Trade
- Global warming and Climate Change
- Community based Alternative Tourism
- Actions on Positing Ageing

4. APPROACH

The Manila Commitment calls us to make a critique on the current realities in our society and offer alternatives and act as global citizens, speaking out against injustices and engage in making another world possible through local action with global impacts.

In engaging in the above programmes we need to consider first, the poor and the marginalized, referred to by Jesus Christ as the "least of these", to find creative ways of working in partnership with them to develop the skills and understanding necessary to participate actively as Global Citizens in building community, civil society for economic, political and social development, and a culture of peace with justice.

In looking at programmes towards *eradicating poverty*, *working towards sustainable communities*, we need to focus on forms of development and social organisation that emphasise equal access to resources rather than constant growth and competition to control more. We need to search our own traditions of community and economic wisdom for the kinds of values that might begin to eradicate poverty and help us to focus more on sustainability.

In rights-based programmes and *actions in solidarity with the suffering*, we need to make a commitment to place ourselves with the suffering in order to put emphasis on their lives, their hopes and their dreams, to confront and transform those systems and structures that are at the roots of the suffering. There is also the question of justice for the ever-increasing number of migrant workers, victims of war and ethnic conflicts, persons with HIV and AIDS, indigenous peoples and disadvantaged peoples – the ethnic minorities all over Asia and the Pacific, and children/teen suicide victims, that need to be seriously looked at.

5. PARTNERS: Role and Responsibilities

Implementing Local YMCA	: Preparation of Concept note, Project proposal, Implementation plan, Programme Implementation, Monitoring, Reporting etc
Implementing National YMCA	: Selection of Implementing YMCA, Reviewing of Concept note, National Level Monitoring, Sharing information's,
Partner Local YMCA /Org	:Arranging financial support to programme, Partnership strengthening, Arrange partner visits, Support to enhance the capacity of the implementing YMCA.
Partnering National YMCA	:Sharing informations, communication with APAY, Assisting the Partner YMCAs for strengthening partnerships , transferring Project funds to APAY.
APAY	: Inviting project proposals, Sharing with all YMCAs , Reviewing the implementation plans , Managing / coordinating funds, Reviewing Interim and Annual Reports and share with partners .

6. PROCESS

01. The National Movements are to appraise the concept note and send to the APAY Secretariat with due recommendations for identifying partners for support.
02. APAY Secretariat will make a consolidated list of the concept notes received from the National YMCAs and share with all National Movements and partner agencies
03. National YMCAs will then share with all local Movement seeking partners for support.
04. The partner local YMCA / National YMCA shall send the agreed project fund to the APAY.
05. A partnership agreement will be made among all the five partners before the transfer of funds
06. Upon confirmation of the support the implementing YMCA has to submit, Project application, implementation plan, Plan for monitoring and evaluation in the prescribed formats to APAY Secretariat with copy to the partner YMCA.
07. Comprehensive half-year and yearly narrative and financial reports including photos, and 'human interest' case stories are to be sent by the Implementing partner to the APAY and partner YMCA
08. The APP encourages Partner YMCAs to make visit to the implementing YMCAs project area at their own cost and build fraternal relations.

7. FINANCIAL SUPPORT / RELEASE OF FUNDS

- a) The maximum financial support for a programme under APP will be **US\$5,000** per year to a maximum of three years. Approximately 33% of the cost of the programme should be borne by the Local/National YMCA implementing the programme. This may include staff, administration, volunteer support, rental costs, etc.
- b) When the partner YMCA agreed to provide financial support based on the Concept note, the APAY will advise the implementing YMCA to submit project application, project framework, monitoring and evaluation frame to the APAY and the partner YMCA in the prescribed format. After reviewing the same 50% of the approved grant will be released by the APAY to the Implementing YMCA
- c) After completion of the first five months of the programme, a narrative progress report together with the corresponding financial report should be submitted to the APAY Secretariat. The 40% of the approved grant will be released only upon receipt of the satisfactory reports of the programme's progress. Balance 10 % will be released upon the receipt of the Annual Report
- d) If the implementation plan is not specific, realistic and satisfactory the grant will not be released and the reasons will be informed to all partners.
- e) If a programme is not carried out or completed, unspent balance of funds received will be refunded to the partners

8.TIME FRAME

Action item	Deadline	Responsibility
Announcement Calling Concept note for APP Scheme	August	APAY
Submission of concept Note to National YMCA	October	Implementing YMCAs
Submission of approved concepts to APAY	October	National YMCA
Sharing of Consolidated programs for funding	November	APAY
Informing partnership interest on Programs to APAY and Transferring of funds to APAY	January	Local/ National Partner YMCA
Informing Implementing local and National YMCA about the approval of funding / partnership	January	Local/ NC/ APAY
Submission of Project Application, Implementation Plan and M&E Plan to APAY and releasing of funds	February	APAY
Discussion/ Interaction/ Sharing at APAY Exco meeting	March	APAY, National YMCAs
Commencement of the programme Implementation	April	Local YMCA
Submission of 5 Months Report to APAY and Partner YMCA	August	Implementing YMCA
Releasing of 2 nd Instalment of funds by APAY	September	APAY
Partner YMCA Visit to Programme (Optional)	November	Partner YMCA
Annual Report to APAY and Partner YMCA (Before APAY Excom)	March	Implementing YMCA
Releasing of first instalment of Grant for Year 2	March	APAY

9. GUIDELINES FOR PREPARING CONCEPT NOTE

There is a two stage application process for the APP . Concept Notes (CNs) are mandatory and this is the first stage identifying interested partners . The concept note that could attract partners for funding will only be invited to submit a full project proposal. Concept Note should be submitted in the prescribed Application form to the Asia Alliance Secretariat through the National Council. National council of the implementing YMCA is the responsible body for appraising the concept note and forward to the APAY Secretariat for seeking partners under APP.

A CN should give an outline of the project and a summary of why this project is suitable for Partnership and funding. A fully developed project is not expected at this stage.

The CN will be appraised by the National Council according to the following key selection criteria:

- A clear link to the Objectives
- A clear explanation of the key change in the proposed project idea could make.

- Demonstration of a strong need for the project idea amongst well-defined target groups.
- The suitability of the proposed design to achieve the stated aims.
- Demonstration that the organisation is appropriate to implement the proposed project idea.
- The suitability of the proposed management and partnership arrangements.

The CN is intended to provide enough information for the APAY and the partner YMCAs to identify the project ideas that are most appropriate for consideration at the full proposal stage.

The format for the concept note is appended as Annexure 1

10. GUIDELINES FOR PREPARING PROJECT APPLICATION

Applications or proposals must contain the following details:

- Identifying information*
 - Programme title
 - Location
 - Programme duration
 - Name/address of applying YMCA
 - Programme YMCA- if programme is to be implemented by local YMCA
 - Total programme cost
 - Applying YMCA's support
 - Financial support requested
 - Other Fund sources applied for / received, other than APP
- Rationale*: Justify programme in relation to needs assessment and emphasise specific intervention areas that need to be addressed. Explain the relevance, responsiveness and appropriateness of the programme - intervention, means or implementation strategy - to the problems/needs identified and obtained from a situational assessment.
- Programme Description*: Explain the general nature/type of the programme, its scheme and components. Describe the concept, scheme and means or implementation strategy/ programme components and establish their relevance to the given environment / problem / needs. Present the uses of financial support.
- Programme Objectives*: Desired outputs from the implementation in specific, measurable, attainable, realistic and time-bounded terms.
- Budget*: Programme cost specifying budget items, amounts involved per budget item, and sources of funds, e.g. own movement, local sources, etc.
- Monitoring and Evaluation Process*: Mechanisms for monitoring and evaluation with time-lines.
- Continuity/Sustainability*: How will the programme be supported after the APP support ceases? Processes leading to sustainability of the programme.

Format of the Application is appended as Annexure 2

11. GUIDELINES FOR PREPARING IMPLEMENTATION PLAN

On conformation from the Partner YMCA regarding the financial support, the APAY will advise the implementing YMCA to prepare Project Implementation Plan that comprises:

- An updated project framework: including refined and clarified outcomes and indicators, and linked to a clear schedule of activities.
- A project monitoring and evaluation plan: clarifying the arrangements for collecting and analysing relevant information.

Project framework

At the Project Inception Plan stage, the outcomes and indicators prepared for the proposal may need to be refined to ensure that they are appropriate for use as a basis for project monitoring and evaluation.

At the Project Inception plan stage, the key elements of the framework need to be reviewed using the following guidelines:

Project Purpose: The project purpose should summarise what overall change the project will achieve and clarify the link between the project outcomes and the selected programme objectives.

Project Outcomes: The outcomes should describe the main changes in knowledge, understanding, skills and attitudes expected to result from the project activities and contribute to the achievement of the project purpose. For some projects, the expected outcomes may be in the form of changes to the behaviour, policies and practice of individuals or organisations. The outcome statements should clarify the specific target groups and the nature of the anticipated changes.

Indicators: An Indicator is “a quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor”. The indicators should provide clear and timetabled measures of progress and achievement of targets compared to a measured baseline state.

In order to work effectively as a management tool, the project framework must include indicators that are carefully selected to be clear, relevant and practical to measure. Generally, a few strategically selected indicators will be more useful than many. Indicators must also be SMART: i.e. Specific, Measurable, Attainable, Relevant and Timebound.

Baseline Data: In order to measure the nature and extent of changes resulting from project interventions it is essential to establish the pre-project, or baseline situation as a reference point. The purpose and outcome indicators included in the project framework and monitoring and evaluation plans must therefore include comparisons to relevant baseline information. This ‘baseline data’ may have already been collected as part of the project planning process, but if not, it will need to be established during the project inception phase.

Activities: The main actions or tasks that need to be undertaken to achieve the project outcomes. Activities also need to be scheduled over the life of the project and details provided to

clarify the quantitative and qualitative targets e.g. the description of training activities should include the number of planned training activities, numbers of people to be trained, the target group and the expected outcome of the training activity.

Format for the project framework is appended as Annexure 3

11. Monitoring and Evaluation

Monitoring is a continuous internal process, conducted by project staff to check the progress of development interventions – in this case of APP projects – against pre-defined objectives and plans, as set out in the project's planning framework.

Evaluations usually take place towards the end of the project. They ask what has actually been achieved, what happened and why, and answer specific questions related to the relevance, effectiveness, efficiency, impact and sustainability of the project. Evaluations make use of the information recorded during the monitoring process.

The project monitoring and evaluation plan identifies how progress against the indicators will be measured, by whom, when and how frequently.

Format for M& E is appended as Annexure 4

12. IDENTIFYING LESSONS

During the lifetime of a project many lessons will be learnt. Sometimes there will be lessons from success and sometimes they will be hard but useful lessons learnt from failure. These lessons may help others to build on what worked well or avoid similar challenges.

To identify lessons learnt, project teams need to understand what works - or has not worked - where, with whom, under what circumstances, and why.

Lessons might arise from interesting problems and how they have been tackled, in what circumstances and with what success. There might be other lessons about the assumptions that were made and how these turned out not to be right. Other people may avoid making the same assumptions. Risks may have been poorly identified, or could have been managed better.

Lesson learning can only happen when there is time to reflect on practice, identify lessons, publicise them to others and when others have the chance to absorb and apply the lessons. Ideally project teams should schedule regular meetings for this type of reflection on the project and to record monitoring information. In the first instance monitoring should be giving the project team and stakeholders the chance to learn lessons and improve their practice. This requires open-mindedness in reviewing progress so that difficulties can be acknowledged rather than disguised.

13. LEARNING AND SHARING

Half-year and final reports containing the following details must be submitted after 5 months of implementation and upon completion of the programme, respectively:

- Comprehensive narrative report featuring accomplishments based on objectives and indicators as expressed in the Implementation Plan, challenges and brief evaluation of the programme
- Detailed Financial report duly signed by the Accountant and General Secretary
- Supporting documents such as photos, newspaper clippings, etc.
- A "human interest" story that can be shared (near or at the end of project).

The Annual Report and Project Completion Report provide opportunities for documenting lessons learned. . Projects should also consider how information about the project and lessons that may have widespread value can be disseminated through their own networks, using newsletters, publications, workshops and seminars and by allowing regional staff to meet together to share experiences.

14. CANCELLATION/SUSPENSION

The APAY may cancel or suspend support for a programme due to unsatisfactory implementation, or for an approved programme that has not been implemented within the stipulated time. All parties involved will be notified of this action.

Annexure 1

Asia and Pacific Alliance of YMCAs

APAY PARTNERSHIP PROJECT

CONCEPT NOTE FORMAT

(Max 4 pages)

A	General information	
A-1	Project Title	
A-2	Implementing YMCA	
A-3	Implementing National Council	
A-4	Location	
A-5	Contact Address	
A-6	Contact Person and position in the YMCA	
A-7	Mission statement of Your YMCA	
A-8	Contact Telephone / fax	
A-9	Contact E-mail	
A-10	Present Partner YMCA if any	

B	DETAILS OF THE PROJECT	
B-1	TARGET GROUPS	
a.	Describe the direct beneficiaries of the project (i.e those you will directly work with) including the estimated number of beneficiaries	
b.	Describe the intended wider beneficiaries of the project(i.e those who will be reached as result of the project activities) , including the estimated number of beneficiaries	
c.	Explain why this target groups have been chosen	
B-2	PROJECT NEED	
	Explain why the proposed project is needed with this target group at this time	
B-3	PROJECT PURPOSE	
	What is the project aiming to achieve? . This should be a brief summary of the changes that are expected to be achieved by the end of the project and should clearly related to the needs identified amongst the target group .	
B-4	APP OBJECTIVES / FOCUS	
	Describe how this project purpose contribute to the achievement of the objective of APP as described in manual	
B-5	PROJECT ACTIVITIES	
	Explain what you will do to achieve the project purpose and briefly list the major inputs (eg. Personal and material)	

B-6	PARTNERSHIPS Explain how the Partner YMCA can contribute / Involve with this programme?
B-7	STRENGTH OF YOUR YMCA Explain what is the strength of your YMCA to initiate this project?
B-8	INNOVATION If you consider your project idea to be particularly innovative, please explain how it differs from other initiatives in this focus area?

Submitted by: _____ Endorsed by _____
(Signature) *(Signature)*

Name : _____ Name _____
 General Secretary, Implementing YMCA National General Secretary

Date of Submission _____

Annexure 2

Asia and Pacific Alliance of YMCAs **APAY PARTNERSHIP PROJECT** Project Proposal Format

A	General information	
A-1	Project Title	
A-2	Implementing YMCA	
A-3	Implementing National Council	
A-4	Location	
A-5	Contact Address	
A-6	Contact Person and position in the YMCA	
A-7	Contact Telephone / fax	
A-8	Contact E-mail	
A-9	Total Programme Cost	
A-10	Local Contribution	
A-11	Financial Support requesting for 3 years under APP	
A-12	Proposed date of Start	

B	INFORMATION ABOUT THE PROJECT	
B-1	Summary of Your Project (Briefly summarise your project including the description of the beneficiary group , identified need , project purpose ect)	
B-2	TARGET GROUP	
a.	Describe the direct beneficiaries of the project (i.e those you will directly work with) including the estimated number of beneficiaries	
b.	Describe the intended wider beneficiaries of the project(i.e those who will be reached as result of the project activities) , including the estimated number of beneficiaries	
c.	How did you identify the target group ?	
d.	What consultation has been undertaken with the target group in the design of the project?	
B-3	NEED FOR PROJECT Explain why the proposed project needed with this target group at this time ?	
B-4	INNOVATION	
a.	If you consider your project idea to be particularly innovative, please explain how it differs from other initiatives in this focus area?	
b.	What makes this project distinctive compared to the general and ongoing work of your YMCA ?	

B-5	<p>PROJECT OUTCOMES</p> <p><i>Please complete the Frame work of the Implementation plan</i></p> <p><i>Use the space below to clarify the outcomes and describe how they relate to the identified needs</i></p>
B-6	<p>PROJECT INDICATORS</p> <p><i>Please use the project framework form to list the indicators you will use to measure the progress toward the achievement of each of the project outcome.</i></p>
B-7	<p>PROJECT ACTIVITIES</p> <p><i>Please use the project framework form to list the activities planned to achieve the project outcome and purpose. . Please explain how they will lead to the achievement of the project outcome?</i></p>
B-8	<p>PROJECT INPUT</p> <p><i>Describe the inputs (people, skills and other resources) that you need to implement the project activities. There should a clear link between the input and the budget frame</i></p>
B-9	<p>PARTNERSHIP</p> <p><i>Explain the expected involvement of the partner YMCA.</i></p> <p><i>What are the possible local partnerships for the implementation of the project?</i></p>
B-10	<p>PROJECT MANAGEMENT</p> <p><i>How will the project be managed in terms of overall direction, individual responsibilities and financial management? How will you ensure accountability?</i></p>
B-11	<p>MONITORING AND EVALUATION</p> <p><i>a. How will you measure the progress of the project and who will be involved in the process?</i></p> <p><i>b. How will you use the information obtained from the monitoring and evaluation process?</i></p>
B-12	<p>PROJECT COMMUNICATION STRATEGY</p> <p><i>Please explain how the project progress, learning and outcome will be dissimilated</i></p> <p><i>a. During the implementation of the project?</i></p> <p><i>b. At the end of the project</i></p>
B-13	<p>PROJECT RISK</p> <p><i>What are the main risk factors to the success of the project? How can you reduce the risks?</i></p>
B-14	<p>PROJECT SUSTANABILITY</p> <p><i>a. How the project will be sustained after the partnership or funding ceases?</i></p> <p><i>b. How will the impact of the project sustained beyond the life of the specific project?</i></p>
B-15	<p>PROJECT BUDGET</p> <p><i>(With clear link with activities proposed)</i></p>

Annexure 3

Asia and Pacific Alliance of YMCAs

APAY PARTNERSHIP PROJECT

FRAMEWORK FOR IMPLEMENTATION

YMCA/ Country		APAY Use Only
Applicant Name		
Partner YMCA		
APP No		

Section 1: APP Thrust, Project Purpose, Outcome and Indicators

Which APAY QPP Thrust the Project will Support	Tick as appropriate
Global Citizenship – Social Responsibility	
Building Community and a Culture of Peace	
Eradicating Poverty, Working Towards Sustainable Communities	
Action in Solidarity with the Suffering	
Inter faith Cooperation	
Rights-based Programmes (incl. Children, Women, Marginalized Groups, etc)	
Youth Empowerment and Participation	
Women Empowerment and Gender Concerns	
Sustainable Development	
Fair Trade	
Global warming and Climate Change	
Community based Alternative Tourism	
Actions on Positive Ageing	

Project Purpose (There should be only one over all purpose) <i>The project purpose should summarise what overall change the project will achieve</i>	Indicators of Achievement <i>The indicators should incorporate targets (Qualitative / Quantitative) to be achieved compared to the base line situation</i>

Project Outcome (The main changes expected to result from the project activities)	Indicators of Achievement <i>The indicators should incorporate targets (Qualitative / Quantitative) to be achieved compared to the base line situation</i>

Section 2 : Activity Schedule

[illegible]

Annexure 4

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APAY PARTNERSHIP PROJECT

PROJECT MONITORING AND EVALUATION PLAN

Implementing YMCA	
Partner YMCA	
APP Project No	
Project Title	
Date	

Outcome	Indicators	Baseline	How will progress be measured? & Who will measure?	Timing/ frequency of measurement
1.				
2.				
3.				
4.				
5.				
6.				

Checklist for Monitoring and Evaluation Form	Check
Do the indicators include qualitative and quantitative targets and measures?	
Are the indicators SMART (specific, measurable, achievable, relevant and time-bound)?	
Do the indicators identify a change in relation to a measured baseline?	
Are the plans for measurement and frequency of monitoring realistic?	
Will project beneficiaries be involved in the monitoring and evaluation process?	
Are the necessary resources (human, budgetary etc.) available to undertake the proposed M&E activities?	
Will a National YMCA evaluation be undertaken?	