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# U.A.P.

*Quarterly Report*  
*July - September 1998*

*Development Associates, Inc.*  
*Contract No. 532-C-00-96-00234-00*

**UPLIFTING ADOLESCENTS PROJECT  
QUARTERLY REPORT  
July 1 - September 30, 1998**

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*Uplifting Adolescents Project*  
*Jamaica*  
*Quarterly Progress Report*  
*July - September 1998*

**BACKGROUND**

In June 1996, Development Associates, Inc. was awarded a contract with a level of effort of 194 person months of long and short term technical assistance to strengthen local NGOs to deliver a multi-modal package of services to adolescents between the ages of 10-18 years to improve their social skills to become more productive and responsible citizens, and to strengthen the Youth Unit of the Ministry of Education.

**EXPECTED RESULTS**

The three major outputs as detailed in Section C, Work Statement of the contract articulate:

1. Strengthening the NGOs: The first step in implementing this project is to provide technical assistance and training to the NGOs to enable them: (a) to improve their managerial capabilities; (b) to improve or expand their program capabilities to deliver either the minimum or recommended package of services to adolescents; and (c) to apply to the contractor for grants to provide services to adolescents.
2. Programs for Adolescents Designed & Delivered: The heart of the project is the delivery of multi-modal packages of services to approximately 11,000 at-risk adolescents. The NGOs accepted for the project can deliver these packages of services with funding from sub-grants with the contractor. About 14,000 youth years of services (minimum and recommended) are to be provided to about 9,300 at-risk adolescents (since some adolescents receive more than one year of services, their number is less than the number of youth years). For special populations (pregnant girls, learning disabilities, etc.) who require specialized services, about 2,500 youth years of services are to be provided to about 1,700 adolescents.
3. MEYC Youth Unit Strengthened: The Youth Unit in the Ministry of Education, Youth & Culture is to play an important part in the implementation of this project and be a central point on behalf of the government for continuing these activities after the project ends. As a newly formed office within the ministry, it needs some inputs to become strong enough to fulfill its role.

**CURRENT ACTIVITIES**

The planned activities for the report period covering July - December 1998 include:

1. Continue the Sub-Grant award and management process with those qualified non-governmental organizations (NGOs) which can deliver services to the adolescent population, by coordinating the award of sub-grants, and ensuring their effective start-up. This will include the solicitations for Operations Research proposals, and second year funding for ongoing sub-grantees, convening of the Awards Committee and the signing of USAID-approved sub-grant agreements and amendments by Development Associates.
2. Conduct a training program by delivering classes and workshops to targeted NGOs offering them the opportunity to participate in courses delivered by the UAP in key areas such as training of parent trainers,

training of tracer study interviewers, analysis of the report on the rapid appraisal of the effectiveness criteria, training of skills trainers, assessment of results of tracer studies, and literacy/remedial education.

3. Contribute to the strengthening of the Youth Unit, Ministry of Local Government, through commodity procurement; identifying the needs for training and technical assistance, and coordinating participant training requirements. Initiate the procurement of those commodities required by the Youth Unit.
4. Establish procedures for effective management of the UAP contract funds, and demonstrate smooth implementation of these procedures. Implementation of effective cost control procedures including financial reviews of sub-grantee accounts, conducting a rapid appraisal to review implementation results, and installation of a database to track beneficiary performance.
5. Monitoring the implementation of Operations Research projects. Initiate the process to train NGOs in tracer study techniques and prepare NGOs to conduct tracer studies of 150 program graduates in preparation for the mid-term project evaluation.

## **PERFORMANCE**

### **Sub-Grant Award & Management**

The main activities under this performance criterion were the Batch II, Year 2 solicitation of proposals for sub-grants, the submission of Operations Research proposals and the general management of all sub-grant implementation.

### **Solicitations of Batch II, Year 2 Funding Requests**

By July 2, letters were prepared and issued to Batch II Sub-Grantees regarding proposal preparation for Year 2 funding. Along with the letters, instructions containing criteria for Year 2 submittals were circulated. The NGOs were given six weeks to prepare their documentation and submit them to the UAP by the close of business on August 17, 1998. All Sub-Grantees were advised to contact UAP staff during the process of preparation of Year 2 proposals should they require assistance. Follow-up through personal contact and telephone calls was carried out by UAP staff.

On August 17, 1998, the UAP received six Batch II Sub-Grantee proposals for Year two continuation and two operations research proposals. All eight proposals were reviewed. One operations research proposal submitted by Mel Nathan Institute was rejected for not meeting the minimum requirements. The six Batch II proposals were submitted to the Awards Committee with an issues paper and UAP recommendations including a data analysis matrix and a grants funds report of obligations. One operations research proposal from Hope Enterprises/FamPlan was submitted for approval. The Awards Committee scheduled meeting of August 24 was postponed until September 3, 1998. The Batch II NGO grantees have demonstrated excellent performance exceeding their target number of beneficiaries at very cost effective implementation. With some adjustments to funds requested, the UAP recommended all six NGOs for approval. The following decisions were made by the Awards Committee for year two funding of Batch II NGOs:

1. **Kingston YMCA**

**Issues:** There were no issues with this proposal.

**Recommendation:** The total requested for year two continuation is \$3,082,782 with an unexpended balance of \$1,188,782. The Committee approved this proposal in the amount of \$1,894,000 rolling over year one's balance into year two activities.

2. **Western Society for the Upliftment of Children**

**Issue:** The only issue with this NGO, as well as others, is the funding available for year three continuation. Space limitations precludes them from reaching more adolescents but they are working towards resolving this problem with the JSIF and Food for the Poor. After USAID funding ceases, sustainability may be a major issue for them.

**Recommendation:** This activity was approved for funding in the amount of Ja\$2,423,544 of new money to be added to unused funds of Ja\$ 450,000 from year one. The Committee urged these NGOs to seek-out other sources as a means of sustaining activities.

3. **St. Patrick's Foundation**

**Issue:** The Executive Director of this NGO has been lax and very late with his reporting requirements. Since he is overextended with other tasks, the UAP shall attempt to relate more to the St. Margaret's Center Director.

**Recommendation:** The Committee unanimously approved the total amount to be funded for this activity at \$2,216,000 of new money and that the amount of \$2,000,000 of unexpended funds from year one be used to implement the program for year two.

4. **Youth Opportunities Unlimited**

**Issues:** There were no major issues with this program.

**Recommendation:** The Committee approved the amount of \$2,119,422 for funding and that the remaining funds of \$450,000 be rolled over into year two program activities.

5. **Mel Nathan Institute**

**Issues:** There is one issues with this proposal which is the high cost per beneficiary in the special population category of US\$320 to reach 70 students.

**Recommendation:** The amount of \$1,891,672 in the regular program was approved by the Committee and that the unexpended balance of \$1,600,000 to be rolled over into year two program activities. The Committee further approved the amount of \$756,000 of new money for the special population program.

6. **Ashe Caribbean Performing Arts Foundation**

**Issue:** The Committee membership had some major concerns about this project and its strong emphasis on sexual issues especially that of homosexuals. A major point to be considered is that UAP technical areas are not Ashe's

primary function and that sustainability of activities with the age group is questionable. The members were also concerned about the qualifications of teachers being used in this program and staff payment being obtained from different funding sources. The Committee charged the UAP to review the salary levels of Ashe staff and the funding source of each especially the Director.

**Recommendation:** Since multi-year expectations were made by the project, it seemed unfair to cut-off Ashe at this juncture. By U.S. law, it is prohibited to discriminate against sexual preferences but should the issue of homosexuality surface to create problems for the donors, then funding may be terminated. In the final analysis, the Committee agreed to fund the amount of \$2,480,000 of new money for the Ashe program and that the sum of \$595,934 of unused year one funds be rolled-over and included to cover expenses for program continuation.

**7. Hope Enterprises/FamPlan**

**Issues:** There were no major issues with this proposal.

**Recommendation:** The Committee agreed to have the UAP enter into a sub-contract agreement with Hope Enterprise for the requested sum of J\$1,818,000

Resume of UAP Recommendations for Batch II Year 2 NGOs

Kingston YMCA	Ja\$1,894,000	US\$52,611
Western Society	2,423,544	67,320
St. Patrick's Foundation	2,216,000	61,556
Youth Opportunities Unlimited	2,119,422	58,873
Mel Nathan Institute	2,641,672	73,380
Ashe Carribean Performing Arts	2,480,000	68,890
<b>Total</b>	<b>Ja\$13,774,704</b>	<b>US\$382,630</b>

Sub-grant agreement amendments and one sub-contract were completed and forwarded to the RCO, Haiti and were put into final form upon authorization. The signed copies indicating NGO concurrence have been returned and program continuation is in progress. Incorporated into all Batch II sub-grant amendments were applicable changes to the Standard Provisions as provided by USAID.

**Management of UAP Sub-Grants**

**Site Visits:** During the quarter, site visits by UAP Project Officers were made to a few NGO sub-grantees due to staff vacations both on the part of the NGOs and the UAP. However, a few site visits were conducted to observe the summer camp activities of Ashe, KRC, YOU, and St. Patrick's Foundation. Monitoring visits were also made to the Women's Center, Savana la Mar, Sam Sharpe Teachers College, Montego Bay, and the Jamaica Red Cross. The next quarter will see an increase in monitoring visits by UAP staff.

**Management Assistance:** The UAP was instrumental in obtaining the donation of a container for Children First, Spanish Town to be used as classrooms. The donation was made by Tools & Hardware, Ltd., with a turning over ceremony being conducted during the month of July. UAP staff continued to work directly with the NGOs regarding upgrading the information for quarterly reports and by installing spreadsheets at each NGO in support of the report format. All UAP-funded NGOs now have the simplified formats on their computers.

Rapid Appraisal: The internal review and analysis of the study findings and recommendations by PSEARCH on the "Effectiveness Criteria" was completed in July. A report with UAP recommendations to implement a strategy to disseminate the results of the study with the NGOs and to conduct follow-up activities was presented to USAID and the Youth Division with copies to Development Associates. The UAP also met with USAID to discuss the study findings and the recommendations of PSEARCH on the "Effectiveness Criteria" and UAP's reply. A one-day workshop was conducted in September which was facilitated by Dr. Claudia Chambers who presented the findings of the study and obtained feedback from the NGOs. See "Training" Section on page 7 below.

Performance Tracking System: During the month of July, nine onsite technical assistance visits were made by the UAP MIS Specialist to NGOs. Because of the Summer months with NGO staff conducting camps and taking vacations, the amount of completed work on the PTS by each NGO has been limited. A major task for each organization was the recapturing of beneficiary data from last year which needs to be transposed onto the UAP format and input into the database. A few NGOs have initiated the process which is slow and tedious. However, in order for the PTS to function, data from Year 1 beneficiaries needs to be captured and input into the system. NGOs will require assistance with completing this task and the UAP looks into various ways to supply such help.

Mr. Allan Kellum of DA Arlington Office visited the island for 10 working days. During this period visits were made to twelve (12) of fifteen (15) NGO sites. While in the field assessments were done using the following as a basis:

- a) Functionality of the system and uniformity of the version distributed to all NGOs.
- b) The ability of the data entry personnel to adequately use the system and its various features.
- c) Ascertain the levels and quality of data capture to data sheets/forms, actual data entry/input to the PTS onsite by NGO staff and backup procedures of data in system.

Except for two sites, the Rural Family Support Organization (RFSO) and the Jamaica Association for the Deaf (JAD) all other sites had their systems completely installed and operational. The JAD was rectified on the spot and all backup procedures formalized. Most sites have assigned data entry personnel whom were all capable of independent updates to the system. In the case of the Kingston Restoration Company (KRC), their assigned person was on leave and the replacement required some refresher to complete an update. It was emphasized that all NGOs must supply adequate training to enough members of staff to ensure continuity during staff absences or turnover.

Some 45% of the overall 7,000 participants records are in the PTS computer system. There are some problems with the capture of evaluation data on all participants. Data are embedded in the field records of those teachers delivering courses, and more speedy and suitable methods for recovery are being planned.

Financial Assessments: Financial assessments for Batch II Sub-Grantees were completed in July with reports issued in August. NGOs with recommendations were given six weeks to reply to the specific areas of concern. The financial reviews of Batch I and Batch III Sub-Grantees is scheduled for October/November 1998. A meeting was held with the Director of Y.O.U. and the new Accountant to discuss UAP accounting requirements, and to instruct on the completion of financial reports to the UAP.

Amendments to the Sub-Grants: Amendments to the JAD and Sam Sharpe Teachers College sub-grant agreements to incorporate changes to the applicable Standard Provisions were completed. Draft documents for amending the Batch I sub-grants in the same way have also been prepared and these will be executed when new obligations of funds are made to those sub-grants in November.

## Training Program

Training activities during the Summer months of July and August are not conducted due to staff vacations and NGOs summer camp activities. During these months, the UAP staff also takes vacation and is required to program activities for the next semester. In September a full schedule of training activities were resumed as follows:

### Training of Parent Trainers - September 15-16, 1998

The Workshop attracted 30 participants from 15 NGOs, and one lecturer from the Youth Division of the Ministry of Local Government, Youth and Community Development. The workshop was an extension of the second Observational Study Tour conducted by the UAP to New York City in May of this year. A detailed report on the Study Tour has been submitted separately. The members of NGOs who participated in the Study Tour and were presenters of the workshop represented 5 NGOs and the Youth Division.

The Workshop Objectives were to:

- share with all NGOs the experiences of the six participants who attended the Observational Study Tour, May 4-18, 1998;
- utilise the experience related to the training of parents and adapt relevant elements for the use of Parent Trainers in NGOs;
- sensitise NGO administrators and trainers to the value of including in NGO programmes suitable schedules for the involvement and training of parents/guardians of at-risk adolescents;
- provide training methods and content which may be used in specific subject areas to improve parent-child relations, facilitate better communication in families, and assist the positive development of students.

There was lively participation in examining "Guidelines to Commonsense Parenting" which presenters had received from their Orientation Visit to Boys Town USA. Adaptions were made to make these guidelines relevant for use in UAP programs. The handouts in particular, documented the effective techniques taught for eliciting positive adolescent behaviour to facilitate successful personal development. Consequently, it should serve participants, and those NGO staff members who were unable to attend, as a useful permanent guide to teaching parents how to deal with their children's problem behaviour. It should also help NGO staff to effectively change the inappropriate behaviour of adolescents coming under their influence.

### Tracer Study Training for Interviewers - September 23, 1998

Twenty four participants representing ten NGOs took part in this exercise to be trained as interviewers by Consultant Pansy Hamilton for the UAP tracer studies to be conducted on program graduates or "completers".

The workshop's objectives were:

- To provide NGO participants with suitable orientation to the UAP Tracer Study Program.
- To train interviewers and supervisors how to conduct the 1998 Tracer Study on program "completers" of the UAP.
- To provide opportunities for discussions which will enable participants to feel comfortable with their respective responsibilities for implementing the 1998 UAP Tracer Study.

Due to Hurricane Georges warning, the workshop had to be postponed and reconvened to complete the tasks. Now the ten NGOs participating in the tracer studies are prepared to complete the tested questionnaires. At the end of the workshop all NGO agencies received their allocated number of questionnaires to start work immediately. A deadline of October 31, 1998 has been set for return of the completed questionnaire and dates for quality control visits by Mrs. Hamilton are being arranged directly with the NGOs. There is no doubt that the workshop has unified the NGOs and respective UAP components and has facilitated managing deadlines for full completion of the Tracer Study Project.

#### Effectiveness Criteria: Review of Rapid Appraisal Findings

The contractor/presenter for the workshop was Miss Claudia Chambers, the Chief Officer of PSEARCH Associates Limited, the contracting firm which carried out the Rapid Appraisal Study on UAP "Effectiveness Criteria" and had already visited and met some of the NGO participants. The workshop was attended by 25 persons who were either Managers/Chief Executive Officers of NGOs or senior staff selected by them. Also present some of the time, were representatives from USAID and the Youth Division of Ministry of Local Government, Youth and Community Development.

The workshop objectives were as follows:

- To enable the collective review by Sub-grantees of the Report on the Rapid Appraisal of UAP "Effectiveness Criteria".
- To review progress made by the NGOs in delivering services to at-risk-youth using the "Effectiveness Criteria" of the UAP.
- To make joint recommendations for modifications and acceptance of the E.C. and for future action best suited for the UAP and NGOs.

The design of the workshop facilitated group discussions on issues emerging from the report to facilitate clarification; and then went on to examine each of the four specific UAP areas of the Effectiveness Criteria to obtain the views and recommendations of the NGOs on common areas for agreed future action. There were open and frank comments on many issues which will be documented in the report on the workshop. Five groups worked throughout the day on different sections of the criteria and the leaders then presented their views. These documented comments and recommendations will be valuable in helping to cement UAP/NGO relationships and emphasise the importance of NGOs networking to attain sustainability and effective strategies in serving at risk youths. The general feeling after the group presentations was that, there was greater knowledge and appreciation of the UAP Effectiveness Criteria and a clearer understanding that these were guidelines, and NGOs with specific needs should find creative ways to adapt and utilise them for effective future action best suited for UAP Sub-Grantees. The value of constant monitoring and self evaluation of each NGO was emphasized and seemed to be better appreciated by participants.

#### **Strengthening the Youth Unit, MEYC**

The UAP offered the following assistance to the Youth Division:

Technical Support: On July 21, UAP staff met with the new Director, National Youth Service Program, Ms Candis Hamilton. Also present at the meeting was Ms Gloria Nelson, Youth Division Director. There appears to be the potential for greater coordination between the NYSP and the UAP with the new Director since she is looking for unique ways of advancing the program. The UAP already has had several good contacts with her. She expressed

interest in the PTS and visited the UAP in August to receive a demonstration. The UAP has sent Ms Hamilton copies of the Tracer Study questionnaire since the NYSP has contracted a consultant to design intake forms and to initiate tracer studies on recent graduates.

- Training: The staff of the Youth Division have put into practice the computer training received through the UAP. It is interesting to note that a year ago this same staff did not have access to computers. Today, they are using word processor, are hooked-up to the internet and discussing ways of initiating a database for their programs.

Commodity Procurement: On August 3, the Youth Division made a request to the UAP for commodities and technical assistance in the form of a staff person. The request was extremely general and the UAP required more specifications to initiate a procurement process. The Youth Division replied on August 17 with computer specifications. The commodities requested include six desktop and two laptop computers plus peripherals; fax machine, photocopier, overhead projector, public address system, slide projector, tape recorders and other office equipment. The commodities request was separated into two groupings. A request for quotations was prepared and sent to six computer dealers on August 26. The YMCA was also in the process of seeking prices for six desktop computers. The UAP added their request to the Youth Divisions' to obtain better quotes for quantity purchase. The second grouping of office equipment required price quotes from many different sources of which the UAP had obtained. On September 28, the UAP convened a review panel to discuss quotes received from different suppliers and to make recommendations to the Youth Division for ultimate selection.

A request for quotations for computer equipment was sent to six (6) companies namely Computer Boutique, Management Control System, Xerox, Innovative Systems, Fujitsu-ICL and Infograce Limited. The decision was made to purchase the computer, software, UPS, printer, laptop and color printer from Fitjitsu ICL. The reasons for this decision were as follows:

- a) they met the required specification and offered the best price
- b) Ministry's MIS Specialist, Mr. Watson's working knowledge and experience with this company.

It was also decided that the computer workstation be purchased from Computer Boutique. The reasons for this decision were:

- a) they offered the best price
- b) customer service relationship

The same process was followed for the long listing of office equipment requested by the Youth Division and each quotation was reviewed to select the best suited product based on need, price, service, and previous experience. A separate report on the panel's findings and decisions was prepared and distributed.

With regards to the technical assistance request, the Youth Division is in need of a Social Policy Analyst. Since the UAP cannot unilaterally make such a decision, a request was made to DA/Arlington for the UAP to hire a person under a Special Employee Contract paid from the contract and based in the offices of the Youth Division. This request is still pending since the Youth Division requires authorization to allocate office space and equipment for this position. USAID's prior approval to incur the cost will also be required.

Joint Coordinating Committee: A Joint Coordinating Committee meeting was held on July 28, with good attendance including the Chairman of the Social Development Commission, Rev. Garnet Roper. Newly invited members including Audrey Budhai and Scarlett Gillings did not attend. The Rev. Roper was most interested in learning more about the UAP, its activities and its implementation progress. During the process of reporting on current progress of the UAP, Rev. Roper had several pointed questions which challenged the membership to offer thoughtful replies. The meeting detoured from its regular agenda and became engrossed in dialogue pertaining to project design, utilization of NGO resources, GOJ facilities which are underutilized, and other areas of interest to Rev. Roper including coordination with SDC, and the Police Youth Clubs. Prior to the next JCC meeting, one of

the members expressed his desire to make a field trip to conduct onsite visits to NGOs in mid October. This trip will be programmed for December due to the conflicting activities during the month of October. The trip will be sponsored by the UAP as was done in the past.

#### **Contract Administration**

The activities under this section during this quarter covered collaboration with USAID, Sub-Contract Administration, and Home Office Management.

#### Collaboration with USAID

At the request of USAID, UAP staff conducted the following activities:

- Participated in a one-day Parent Coalition Conference at the Kingston Conference Center.
- Produced an Orientation Booklet as a briefing document for the new Mission Director.
- Received a courtesy visit from Ms Mosina Jordan, Mission Director, at the UAP office.
- Programmed a field trip for Mission Director and arranged for NGO and beneficiary participation. Trip was postponed and rescheduled for October 22, 1998.
- Received the COTR and discussed the results of the Effectiveness Criteria study report.
- Arranged site visits for visiting USAID/W Controller staff to KRC.
- All UAP Key Staff participated in the USAID Partner Retreat for SO3.
- Attended meetings with PALS and USAID to discuss possible funding under operations research grants program.
- Met with Mustard Seed Communities to discuss their financing needs in context of a request which that organization had made to USAID.
- Attended meeting with SO1 Team regarding possible approaches to alleviate poverty in the inner city communities.

#### Sub-Contract Administration

In keeping with the sub-contract, HCDC participated in the monitoring of field activities of PSEARCH, reviewed, commented on the preliminary report, and managed the terms, conditions and payment of the consultant's agreement. The Executive Director of HCDC also participated in the full-day workshop on dissemination of the report findings. In a like manner, HCDC administered the implementation of the tracer study obligations with consultant, Pansy Hamilton. HCDC also participated in the search to find a replacement for the MIS position, has interviewed and contracted a person under their sub-contract.

#### Home Office Management

Loretta Johnston, UAP Home Office Program Manager invests a great amount of time with the coordination and programming of UAP activities including, production of the PTS Manual, tracer study questionnaires, training assessment, and a myriad of other activities related to the UAP. Dr. Diana Davis continues to support the Tracer Study program and has redesigned the field-tested questionnaire and other related documents. Dr. Davis is the lead person with the review of operations research proposals for the UAP. She maintains frequent contact with the Jamaica staff via e-mails. As noted above, Mr. Allan Kellum has spent ten days in Jamaica visiting NGOs to keep the PTS updated. He also maintains weekly contact with the UAP staff to keep the Performance Tracking System on course. His inputs have been invaluable. It is worth mentioning that Mr. Kellum conducts some activities from his home on the weekends.

### **Operations Research Grants**

The UAP had been anticipating the receipt of at least three to four operations research proposals on August 17. However, only two were submitted and one recommended to the Awards Committee. In the interim, other interested parties requested information on the process and the potential for funding. There still seems to be the possibility that the Kingston YMCA and PSEARCH/St. Patrick's Foundation might submit proposals. USAID was approached by the Mustard Seed Communities and PALS for funding and operations research is being envisioned as a possible source. Interestingly, Mustard Seed Communities had previously received ample information from the UAP but never submitted a proposal.

To date, four Operations Research proposals have been funded; ASHE, LAR&D, the Women's Center of Jamaica Foundation and Hope Enterprises/FamPlan.

### **Donor Coordination & Other Activities**

UAP staff participated in the following activities and events:

- Participation at a ceremony sponsored by Children First for the donation of a 40 foot container by Tools Hardware which will be used as a classroom for 85 children.
- Greetings were delivered to members of the YOU Summer Camp at the closing ceremony and certificates of completion awarded.
- Attendance at the opening ceremony of the Regional Conference on Adolescent Health Issues hosted by the Fertility Management Unit, UWI.
- UAP staff participated at the closing sessions of the first one week training workshop which the Jamaica Society for the Deaf had for their teachers and instructors at the Danny Williams School for the Deaf on August 14, 1998.
- Many good newspaper articles regarding NGO and UAP activities appeared in the local newspapers. These included the YMCA, KRC, YOU, the St. Patrick's Foundation and HCDC.
- Responded to Kingston YMCA regarding their letter expressing dissatisfaction with the conduct of the Reproductive Health workshop which their staff attended (organized by Ashe, NFPB and FHI).
- Met with David Pasquarelli, President, FAVACA to discuss potential of complementary free technical assistance to NGOs.

**SECTION B. ADMINISTRATIVE INFORMATION**

**Contract Expenditure**

The table below shows contract expenditure data, including Disbursements to Sub-Grantees, by the UAP up to September 30, 1998. A total of approximately US\$2.93 million has been expended to date, with approximately US\$1.01 million (or 34% of cumulative expenditure : up from 33 % last quarter) of that amount being disbursed to the sub-grantees.

**Table 1**  
**Expenditure Report by Activity Budget Categories**

<i>Activity Description</i>	<i>CLIN No.</i>	<i>Budget</i>	<i>Expenditure Prior Periods</i>	<i>Expenditure This Period</i>	<i>To Date Contract Expenditure</i>	<i>Remaining Budget</i>
Project Management	001	\$1,347,926	\$797,734	(\$59,505)	\$738,229	\$609,697
Operations Research	002	\$473,648	\$134,422	\$55,792	\$190,214	\$283,434
Adolescent Programs	003	\$1,771,697	\$563,099	\$223,940	\$787,039	\$984,658
Assisting MEYC	004	\$202,661	\$46,039	\$40,415	\$86,454	\$116,207
Award Fee Pool	005	\$252,631	\$98,660	\$25,843	\$124,503	\$128,128
Sub-Grants	006	\$2,600,000	\$782,791	\$224,091	\$1,006,882	\$1,593,118
<b>TOTALS</b>		<b>\$6,648,563</b>	<b>\$2,422,745</b>	<b>\$510,576</b>	<b>\$2,933,321</b>	<b>\$3,715,242</b>

**Obligations to Contract**

Obligations by USAID to the Contract to date amount to US\$4,294,830. These obligations are distributed and compared to expenditure as follows:

<i>CLIN # &amp; Description</i>	<i>Contract Amount</i>	<i>Obligated To Date</i>	<i>Expenditure To Date</i>	<i>Unexpended Obligation</i>
CLINs 1-4: Institutional Contract	\$3,795,932	\$2,475,250	\$1,801,936	\$673,314
CLIN 5: Award Fee Pool	\$252,631	\$134,580	\$124,503	\$10,077
CLIN 6: NGO Sub-Grants	\$2,600,000	\$1,685,000	\$1,006,882	\$678,118
<b>TOTALS</b>	<b>\$6,648,563</b>	<b>\$4,294,830</b>	<b>\$2,933,321</b>	<b>\$1,361,509</b>

**SUMMARY OF QUARTERLY REPORTS  
UAP SUB-GRANTEES  
June to August 1998**

General

During this quarter, the Batch I sub-grantees embarked on the second year of implementation of their grants, while Batch II completed their first year. Two Batch III sub-grants, and two Operations Research activities were also approved in this period.

By the end of August, the 14 UAP sub-grantees had registered a combined 90% of their targeted recruitment. The targets for Batch I sub-grantees are for two years, and for Batches II and III for the first year only. Reports from the sub-grantees show that at August 31, 1998, a total of 8,233 adolescents had been registered at the 14 NGOs. Of this amount, 4,484 have been registered in Batch I sub-grantees (78% of the target), 3,689 in Batch II sub-grantees (128% of the target), and 40 in the Batch III sub-grantees (8% of target). The table below summarizes recruitment progress attained to August 31, 1998 by the sub-grantees.

**Comparison of Sub-Grantee Recruitment Targets and Accomplishments for Year 1**

Sub-Grantee	Recruitment Target	Accomplishment May 31, 1998	Percent Accomplished
<u>Batch I (15/24 months implementation)</u>			
FamPlan Jamaica	725	469	65%
Jamaica Red Cross	948	1,021	108%
Women's Centre of Jamaica	1,812	1,491	82%
Kingston Restoration Company	707	502	71%
YWCA of Jamaica	745	641	86%
Rural Family Support Organization	810	380	47%
BATCH I TOTALS	5,747	4,484	78%
<u>Batch II (12/12 months implementation)</u>			
Kingston YMCA	200	314	157%
Western Society/Upliftment of Children	500	580	116%
St. Patrick's Foundation	725	701	97%
Youth Opportunities Unlimited	350	841	240%
Mel Nathan Institute	550	560	102%
Ashe Caribbean Performing Arts Fdn.	550	693	126%
BATCH II TOTALS	2,875	3,689	128%
<u>Batch III (3/12 months implementation)</u>			
Jamaica Association for the Deaf	200	0	0%
Sam Sharpe Teachers' College	300	40	8%
BATCH III TOTALS	500	40	8%
Project Totals	9,122	8,233	90%

-1-

The sub-grantees in batches I and II have all been exemplary in increasing their recruitment levels in spite of the physical and financing limitations which they face. Those sub-grantees with low recruitment levels in earlier periods (the Jamaica Red Cross, the Women's Centre, the St. Patrick's Foundation, and the Mel Nathan Institute) have all showed considerable improvement over the last quarter. Much of this is due to adopting new strategies to reach at-risk adolescents through the schools, instead of relying on the out-of-school population to the extent that they had planned.

The total number of adolescents registered up to August 31, 1998 is 75% of the UAP target of 11,000 over the life of project (up from 62% last quarter). Of the regular at-risk adolescents project target of 9,300, the 14 sub-grantees have so far registered 7,363 (79% - up from 66% last quarter), and 870 (51%) of the 1,700 target for the special populations (up from 37%, or 636 previous quarter). Below is a comparison of the recruitment accomplishments compared to sub-grantees' targets and the UAP targets, broken out by regular and special populations.

	<u>Sub-Grantees' Targets</u>		<u>UAP Overall Targets</u>	
	Regular	Spec. Pop.	Regular	Spec. Pop.
Target	8,047	1,075	9,300	1,700
Aug 31 Achievement	7,363	870	7,363	870
Percent Achieved	91%	81%	79%	51%

Financial disbursements to the Sub-Grantees to the end of September 1998 have amounted to approximately US\$1.01 million, which represents 34.3% of the total expenditure to date by Development Associates. The sub-grants expenditure percentage achieved is somewhat behind the allocated percentage of sub-grants budget in the total contract budget (39.1%), but this is not surprising in view of the fact that sub-grant disbursements started nearly one year after other contract disbursements.

Compared to the amounts obligated to date by USAID for the sub-grants (US\$1.685 million), disbursements (US\$1.01 million) represent approximately 60% of obligations. Unexpended obligations amount to over US\$678,000 which may be sufficient for about 6 months' disbursement needs, given the increased requirements in the next quarter as all sub-grantees, especially those in Batches II and III establish their programs for the second and first years respectively.

The program reports of the sub-grantees for the June to August 1998 period have been summarized in matrices under the following categories:

- i. Project Implementation & Training
- ii. Procurement & Acquisitions
- iii. Problems
- iv. Other Related Activities, and
- v. Locations of Programs

Excerpts from some reports, as well as newspaper clippings, and examples of the work of the adolescents being served are appended to the matrices, which will be distributed at a later date.

MATRIX SUMMARIES  
OF  
UAP SUB-GRANTEES' QUARTERLY REPORTS

for the quarter  
June to August 1998

and

PUBLICITY EXCERPTS

prepared by

**UPLIFTING ADOLESCENTS PROJECT**

October 21, 1998

Sub-Grantee -->	FamPlan Jamaica	Jamaica Red Cross
1. Project Implementation & Training	Arrangements were made for the program to start in St. Mary at Annotto Bay All Age School. Famplan is seeking teaching assistance from HEART for skills training (sewing). A 3-week summer program for peer educators was held in July. The program included a tour to Rose Hall Great House in Montego Bay, and lunch at Jamaica Grande in Ocho Rios. About 58 students from the Exchange and St. Ann's Bay schools have moved on, 12 because of passing the common entrance exam. An "Adolescent Sexuality" workshop was held in Windsor community in July, with youth and parents attending. "Parenting Skills" workshop was held in Mansfield Heights community.	Efforts are <i>en train</i> to establish an apiculture program at Clarendon, St. Catherine and St. Thomas locations. The St. Thomas program will get started in September, upon the resumption of school. Lectures and showing of video tapes on bee-keeping were done in Maypen and Central Village. Mentoring program has had a fitful start - more persons willing to serve as mentors need to be identified. A community work day and an Open Day (at which adolescents' craft products were exhibited) were held in Central Village.
2. Procurement & Acquisitions	Food for the Poor donated uniform materials and two sewing machines to Fam Plan.	None.
3. Problems	Lack of motivation on the part of parents to get children ready for the new school year.	Need to locate apiaries in May Pen, or identify an alternative vocation. Recruitment of mentors.
4. Other Related Activities	Efforts are being made to assist the adults in Mount Edgecombe with literacy classes. RADA continues to assist the Windsor community with cookery classes.	None.
5. Program Locations	St. Ann's Bay, Exchange, Seaside/Musgrave, Edgecombe and Windsor.	Central Village (St. Catherine); Yallahs (St. Thomas) , May Pen (Clarendon) , and Kingston.

Sub-Grantee --->	Women's Centre of Jamaica	Kingston Restoration Company
1. Project Implementation & Training	A total of 1,491 adolescents have been registered tot he program at five locations to date. This number for the first time includes 20 Special Population adolescents at the St. Ann's Bay center. The program exceeded its target recruitment for this quarter by recruiting 179(target 125). Of the 179 recruited, 140 are in-school adolescents, and males continue to pre-dominate. Special attention was paid during the summer holiday period to vocational training, with craft items such as woolen toys, towels and spice racks being major items produced.	The major activity this period was the Summer Camp held in July for 222 students from inner city Kingston. 147 of the participants were in the 10-14 age group. 16 hours of RH training were provided to some 100 students, while 150 participants attended 40 hours of family life education sessions. KRC has started its out-of-school program, with 25 students recruited. These participated int eh summer camp, and are continuing work in a day program offered at the Teen Centre. KRC also conducted a CXC/GCE Exam review for 47 students in the program, and 6 students participated in the Green Expo at the National Arena in June.
2. Procurement & Acquisitions	None reported.	KRC is doing significant remodeling of its Teen Centre to provide adequate space and a more learning-conducive environment.
3. Problems	Parents continue to experience difficulty in providing bus fares, lunch/snack money and in some cases, clothing. Business places in the communities are being canvassed for assistance to alleviate these problems. Behavioral problems are also presented in some participants. WCJF tries to provide motivational awards such as educational books, stars, honor roll photographs to ameliorate these behaviors.	Out-of-school youth display some behavioral problems as they interact with other youth. Special counseling sessions were conducted for these youth.
4. Other Related Activities	Parents are being invited to become more involved int he program, especially those of problem adolescents.	.YESS students also participated in the Caribbean Youth Explosion sponsored by the Caricom Secretariat, and in the National Youth Forum on Adolescent Sexual and Reproductive Health and Rights, sponsored by UNFPA.
7. Program Locations	Port Antonio, Mandeville, St. Ann's Bay, Montego Bay and Savanna-la-Mar	Highholborn Street, and Jonestown in Kingston.

Sub-Grantee --->	YWCA National Council	Rural Family Support Org.
1. Project Implementation & Training	YWCA conducted day camps at all locations during this period. Montego Bay branch offered a variety of activities covering the 4 UAP areas, recreation, field trips and tours, including of a cruise ship. Basket decoration was another activity enjoyed by the participants at the other 2 locations. A residential seminar on reproductive health was held in June for 32 participants from all 3 locations. This was well received.	Efforts are on-going to place graduating students into All-Age and comprehensive high schools. Others will be fed into the HEART Skills training program run by the RFSO. Recruitment of new students started in June, and will be settled in September. Recruitment of males seems to be proceeding quite well compared to females. An additional 5 schools have been visited with a view to expanding the sessions there. Rules governing students' conduct, mode of dress and attendance were drafted, based on the problems experienced during the last year, and in accordance with the program's aims. Graduating students were treated to a special luncheon, and a final parenting session also held in July, at which parents expressed their gratitude to teachers for the help given to their children.
2. Procurement & Acquisitions	None reported.	.None reported.
3. Problems	Referrals were made for two problem students. One is in need of constant male supervision, and the other has been sent to Mico Centre for assessment.	There continues to be difficulty recruiting females to the UAP program. RFSO feels that this is due to the fact that proportionately more males than females drop out of school. A special flier has been distributed in an effort to increase female recruitment. Some secondary schools resisted accepting students back into school since the adolescents were almost at the ages for graduation. RFSO continues to work closely with principals to regain admission for these youth.
4. Other Related Activities	YWCA successfully sought donations from firms in the three locations for supplies to run the Day Camps. Montego Bay firms were especially generous.	Some parents would like their graduating adolescents to remain in the program for a second year, rather than transferring to the school system, due to the fact that regular school requires procurement of school books, uniforms etc.
7. Program Locations	Kingston, Spanish Town (including Watson Grove), and Montego Bay.	3 all-age schools, 1 primary and 1 comprehensive; Male Adolescent Program, and Teenage Mothers' Program; all in and around May Pen, Clarendon..

Sub-Grantee --->	Kingston YMCA	Western Society/Upliftmt of Children
1. Project Implementation & Training	289 students are currently participating in the second year: 113 from year 1, and 176 new registrants. An additional 96 are on a waiting list until more adequate space becomes available to take care of this population. Many of the year 1 adolescents have dropped out of the program for one reason or another. A summer program comprising remedial subjects, arts and craft, games and spiritual songs and talks was conducted. A specialist teacher was hired to provide remedial education so that vocational education could proceed for some of the adolescents.	The combined programs continued this quarter to work with the 580 children registered. Some placements have successfully been made: 8 to NYS, 15 in apprenticeships, 5 to Garmex and 42 to schools. Life skills program including conflict resolution, career guidance, reproductive health, substance abuse counseling and self esteem continued. WSUC also held a 2 week long summer camp with the theme "Children and their Rights". WSUC Parents met at three evening sessions over the quarter. CF held a one-week P&FD training seminar at two locations, benefitting 218 adolescents. Topics covered included drug abuse education, crime and violence in the community, conflict resolution, interpersonal skills. The Boys' Town parenting training course was adapted to the Jamaican reality and presented to parents.
-2. Procurement & Acquisitions	None.	None reported.
-3. Problems	There seems to be a general lack of commitment on the part of some parents to help in the upliftment of their children. Violence and behavioral problems continue. A variety of homemade and other weapons have been confiscated. YMCA staff have to be vigilant to break up gangs as soon as they are formed among the participants.	Space continues to be the major inhibiting factor to the two programs. CF hopes to improve its situation through collaboration with Food for the Poor. There is also a great surfeit of adolescents seeking placement in the two programs. Referrals are being made to other UAP programs in the respective areas.
4. Other Related Activities	YMCA is making efforts to establish extra-curricular activities to organize the youth: cadets, 4H clubs, a Y club, and at the Amy Bailey center, a homework assistance program has been established.	A 40 foot container has been received from Tools Hardware, and officially handed over on July 7. CF is also collaborating with Food for the Poor to exchange resources: 3 used computers and classroom space for training in community development and child related areas.
7. Program Locations	YMCA (Hope Road), and Amy Bailey Center at Rosedale.	Montego Bay (WSUC), and Spanish Town(CF).

Sub-Grantee --->	St. Patrick's Foundation	Youth Opportunities Unltd
1. Project Implementation & Training	The program registered 701 adolescents through to the end of this quarter. 86 of these were recruited in the last quarter. A summer program was held for four weeks in July, focusing on literacy and numeracy, garment construction and wood work, art & craft, personal development and drama. Several field trips were made. Vocational training students were also placed on work experience for 4 weeks. Parent orientation meetings were held, with a registered attendance of 112 to date.	Summer Enrichment program was successfully implemented, with 130 students attending. Personal development, leadership, work ethics, environmental issues, conflict resolution, gender issues, and money management were some of the topics covered. Tours were made to Blue and John Crow Mountain Parks. YOU also implemented its annual "Shadow Week" for 61 adolescents. 28 of these were assigned to 22 companies for one week, and generally found the experience to be rewarding. Two participants even had their week doubled, and received a small stipend from the company for the second week. Participating employers included the British and Trinidad High Commissions, Travel Agencies, Insurance companies, and the Sugar Industry Company. Exit interviews were conducted, as an evaluation mechanism, with mentees who were leaving the program. Results of these interviews and subsequent follow up are recorded in participants' files.
2. Procurement & Acquisitions	None.	None Reported.
3. Problems	None reported.	Attendance at the Summer Program exceeded expectations, putting pressure on the space available. The response from companies to host "Shadow Week" participants was lukewarm, resulting on placements for only 28 of 61 registrants.
4. Other Related Activities	Staff attended several training programs, e.g. Conflict management (PALS), Teaching Students with Disabilities, and Innovative Methods for Teaching Sexuality and Reproductive Health (Ashe/NFPB).	YOU had a benefit performance of the National Dance Theatre's 1998 program. YOU staff also participated in the Ashe/NFPB workshop on Innovative Methods for Teaching Sexuality and Reproductive Health. A mentoring consultancy workshop was held for the New Kingston Rotary Club.
7. Program Locations	Kingston (Olympic Gardens )	10 schools in Kingston and Portmore..

Sub-Grantee --->	Mel Nathan Institute	Ashe Caribbean
1. Project Implementation & Training	The program exceeded its targeted number (560/550) for this year, despite a very slow start up. Summer camps were held at all locations, although the Seafield/Carron Hall received particular attention. Camps lasted between 2 and 5 weeks, and included computer appreciation, field trips, literacy, art & craft and sports. The Chetolah Park group also painted a mural. 43 students from the Edith Dalton James Community College also participate in 6 weeks' work experience in the summer, with 10 of them being offered jobs. A parenting workshop was held in Carron Hall.	The quarter was highlighted by Ashe's Star Summer Camp for six weeks.. 7 camps were run simultaneously in several communities.. The program included performing arts, life skills, clean-up campaigns, arts & craft, and literacy classes. A Sports camp was also held int he period. Each camp ended with a clean-up campaign, and a performance. Ashe has also been working on its "Sex Manual" and Educational CD. The draft manual is being reviewed by school nurses, guidance counselors, and other NGOs to test effectiveness. The CD entitled "Different kin a youth" is intended to help young people to make positive choices in contraception and developing health lifestyles.
2. Procurement & Acquisitions	None reported.	None reported
3. Problems	MNI experienced difficulty entering the participants' data to the UAP PTS due to the lack of some essential demographic data which they had failed to collect. This has since been corrected.	Transportation of teachers and adolescents continue to be Ashe's main problem. Many campers were late due to the tardy bus system. Only 20% of parents paid the minimum fee top register their children for the summer camps.
4. Other Related Activities	None reported.	None reported
7. Program Locations	6 Kingston inner-city communities, and Carron Hall/Seafield in St. Mary	Kingston: 3 Kingston inner-city locations, plus Portmore.

Sub-Grantee --->	Jamaica Assoc. for the Deaf	Sam Sharpe Teachers' College
1. Project Implementation & Training	This grant started on July 1. Main activities during the period were the recruitment and training of staff. An Executive Advisory Committee has been established, and 23 staff persons hired. Complementary funding support is being sought from a variety of sources. Other than the UAP, commitments have been received from the Shell Company, Mechala Group, and UGI Group.	Most effort this quarter was expended on acquiring the musical instruments and equipment for testing for learning disabilities. By the end of the quarter, 40 students had been registered. Recruitment is expected to increase significantly in the new school term. The students participated in a program in July and August which was run as a Day Camp. The camp program included music education, reading and drama. The venue for the Diagnostic Clinic has been identified, and procurement of the Test Banks is awaited for the establishment of the clinic. A Project Coordinator has been hired.
2. Procurement & Acquisitions	No procurement is anticipated with UAP grant funds, and so far the additional funding support has been slow, thus no other acquisitions have been reported.	Musical instruments and local diagnostic tests for assessing learning disabilities.
3. Problems	It was difficult to establish the contact with parents of deaf youth who would be eligible to participate in this project. This will now be approached through the deaf school system. No applications were received for the Project Coordinator position. Alternative arrangements are being considered in the event the JAD are unable to fill the post. Additional funding support outside of the UAP has been slow in coming. This has held up procurement of needed equipment.	The project start date of June 1 impeded recruitment efforts, as well as securing the commitments of various College personnel to volunteer their time to assist implementation. It is expected these problems will be overcome with the start of the new school term.
4. Other Related Activities	Fliers and brochures to advertise the project have been produced and distributed. Efforts are also in train to develop a performing arts curriculum for the deaf. It is expected that this will develop over the life of the project.	Public and community meetings are planned with the Clubs and Citizens Associations in the targeted communities.
7. Program Locations	Kingston.	Montego Bay.

Sub-Grantee --->	Ashe Operations Research	WCJF Operations Research
1. Project Implementation & Training	The instrument to be used in this research was fine-tuned this period in several sessions between the consultant and Ashe staff. The instrument was also pre-tested and further refined. Workshops were held to train Ashe staff in administering the questionnaire. Control and experimental groups were selected, and the tests administered to the majority. The full quota of students in both the control and experimental groups will be fully tested in the next quarter.	Recruitment of staff has so far been unsuccessful, since persons are unwilling to leave current jobs for a short term commitment. This has held up the recruitment of the control and experimental groups. Design of the curriculum and learning approaches are well advanced. Implementation start planned for November 1.
2. Procurement & Acquisitions	None	Pro-forma invoices have been received for a variety of equipment and supplies, but no procurement has been effected to date.
3. Problems	Students' attention span is short, complicating the application of the questionnaires. There was difficulty in getting all parents to be interviewed. Control group resented being held back from joining Ashe for an entire year. It may become necessary to provide incentives to the control group to secure and maintain their participation.	WCJF has yet to be able to recruit the counselors. Efforts will be redoubled in the next quarter to identify persons, perhaps retirees who might be interested in the positions.
4. Other Related Activities	The standard academic and exposure to violence questionnaire developed by Dr. Maureen Samms-Vaughn was also applied, along with the Ashe test.	None.
7. Program Locations	Kingston.	Montego Bay and Savanna-la-mar.

Sub-Grantee --->	LAR&D Enterprises OR	Hope Enterprises OR
1. Project Implementation & Training	Draft curriculum prepared and circulated for comment. Intake forms for learners entering the program, and a form for Lesson Plan Preparation have been completed. Much data have been collected on street children: their numbers and other characteristics such as earnings, activity, parental affiliation and educational levels. These are being analyzed.	No activities yet. Project effective in September.
2. Procurement & Acquisitions	None reported.	.NA
3. Problems	None reported.	NA
4. Other Related Activities	None reported.	NA
7. Program Locations	Spanish Town and Montego Bay	St. Ann's Bay.

**Workshop Four - ADOLESCENT SEXUALITY - COMMUNITY PRESENTATION**

July 30<sup>th</sup>, 1998 - St. Ann's Bay Community

Participants were drawn from the wider community and this workshop was held in an open site in one community of St. Ann's Bay. Mrs. George introduced the group and the importance of what was taking place. She stressed to the gathered members of the community that it was vital to take part, ask questions, and listen carefully. She then turned the presentation over to Dorothy.

Dorothy reintroduced herself and began speaking directly to some of the participants who were mothers about the experiences they have had with their children. She explained the presentation would be done in two parts, the boys first by Dorothy and Donna, and the girls by Ian and Osmond. To begin the formal presentation, Dorothy employed two participants to come forward to show the difference between a man and a boy. After explaining the changes that take place, Donna began to explain how to deal with them.

After Donna was finished Osmond described the changes for a woman. He turned it over to Ian who explained how to deal with these changes. He was assisted by Donna in making the presentation.



At the end of the presentation Dr. Haniff encourage the young girls especially, in the audience to wait to have sex and to remain in school and complete their education.

Patricia Mohammed, CGCS  
Kingston, 10/8/98

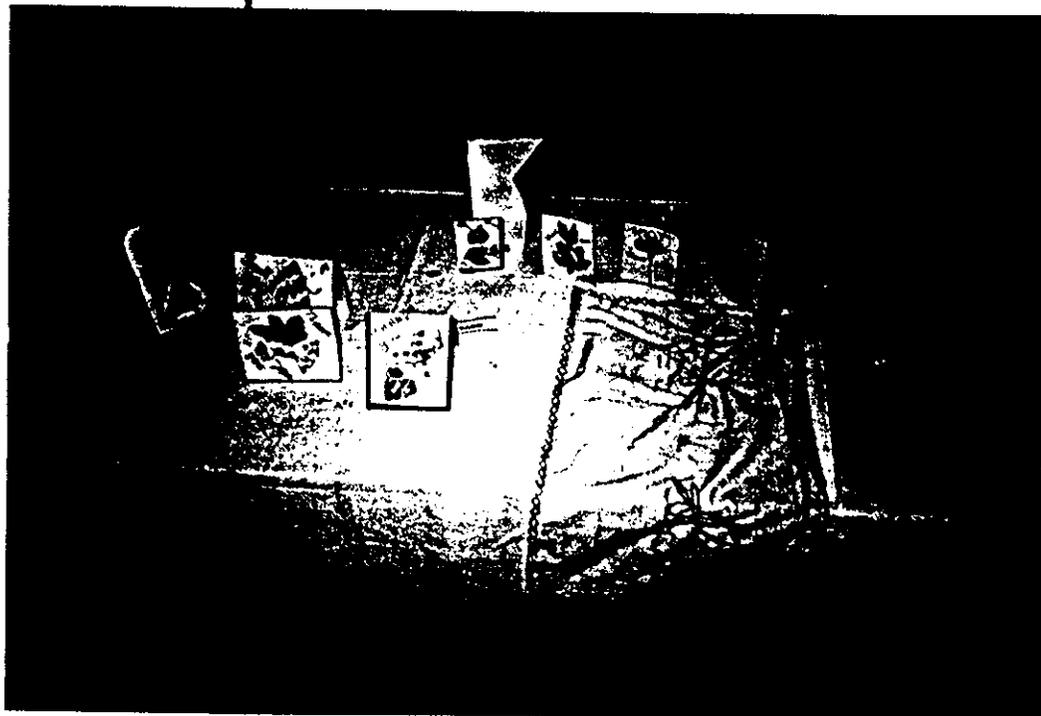
Apiculture gears



Black fire  
pantry tow

JAMAICA RED CROSS

Greeting cards



Embroidered pantry towels



WOMEN'S CENTRE OF JAMAICA  
UAP - Montego Bay Centre  
Boys finishing 'Spice Racks'



Montego Bay Women's Centre  
"Block Printing" Summer Programme '82

**Handing over ceremony of the forty feet (40ft.)  
Container**

CHILDREN FIRST



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- Contributed

Mr. Norman Matthew (second right) deputy director of the Bank of Nova Scotia Jamaica Ltd. (BNS) launches a tag drive by his bank to benefit Youth Opportunities Unlimited (Y.O.U.) BNS is displaying the Y.O.U. tins in its branches all over the island, and encouraging its customers to support the voluntary organisation's mentoring and related programmes for adolescents. Seen at the cer-

emony with Mr. Matthew are chairman Dr. Errol Miller and executive director Mrs. Betty Ann Blaine, both of Y.O.U. (at left); BNS manager, public and corporate affairs Miss Heather King (third right), and Kingston Secondary School students who are enrolled in Y.O.U. programmes. ■



*- Norman Grindley*  
*Training manager of Prime Life Assurance Company, Greg Barrett (left), talks with two youngsters, Tamara Scott (right) and Andrew Howard (centre), who will get on-the-job experience in this year's "Shadow Week" put on by Youth Opportunities Unlimited. A press conference on the expansion of "Shadow Week" this year was held yesterday at the Liguanea Club, New Kingston and Mr Barrett gave a report on the success of the programme in his firm last year.*

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—Contributed  
 FRANCIS Valva, (third left) Chief of Party of the joint USAID and the Government of Jamaica 'Uplifting Adolescence Project', expresses his pleasure at the quality of work being done by the welding students, in the Youth Development Programme to their teacher Michael Brown (left). Looking on are Rafael Diaz, vice-president of the Kingston YMCA and Dennis Morrison first vice-chairman of the Kingston YMCA. The Group met at a recent graduation exercise at the YMCA's headquarters, Hope Road, St. Andrew. ■

**NEGRIL OFF**

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Tuesday, August 11, 1997

# On the job YOU introduces more teens to work

By Claudia Spence

**H**igh and secondary school students will be making their debut in the world of work during Workplace Shadow Week, an annual programme organised by Youth Opportunities Unlimited (YOU) to give young people work experience and an introduction to workplace practices and ethics.

Shadow Week was successfully piloted in August 1997, when 20 organisations in Kingston and St Andrew hosted a total of 50 teenagers, who learned about workplace protocol and principles, modern office technology, and possible career options.

It is part of the YOU Business-Education Partnership, which also facilitates visits to schools by professionals to prepare students for entering the job market, workshops and seminars on new careers; collaboration with existing training resource agencies and the teaching of positive work ethics through drama. The Partnership is being supported by the Uplifting Adolescents Project, a sub-grant funded by the United States Agency for International Development (USAID).

Shadow Week started yesterday and is scheduled to wrap up on Thursday. Private sector firms, government and statutory agencies, voluntary and other organisations all over Jamaica will introduce high and secondary school students to the world of work and assign staff to act as guides.

The students will learn about careers which interest them, gain hands-on experience with mod-

ern technology, and in some cases take part in work-related projects.

They are expected to spend five working days in the organisation during which they will be introduced to simple working procedures, and if possible, be assigned a simple work project. They will not be paid, but at the end of the week will be awarded certificates of participation.

The programme has been expanded nationwide and according to executive director, Betty Ann Blaine, it is to ensure that adolescents finish their secondary education and go on to establish themselves in productive work, either immediately after school or following tertiary level or skills-training.

She added that the programme was seeking to achieve this by getting business people more involved in the career activities of the students in our schools. We hope they see that they have a vested interest in the positive development of these young people, who constitute Jamaica's workforce of the future, she said.

"I would really like to appeal to our professionals in all sectors to join in the effort," the YOU executive director implored. "And I must pay tribute to all those who have been supporting the partnership so far, and to the 20 organisations which took part in Shadow Week last year."

Blaine also expressed gratitude to the German Agency for Technical Co-operation (GZT), which



Corporal O Wright, training instructor at New Castle discusses the history of New Kingston with this group of YOU participants.

works in Jamaica with the HEART Trust/National Training Agency, for sponsoring the 1997 Shadow Week.

"We hope these people and organisations will serve as an inspiring example for others to follow," she said.

YOU is a voluntary organisation, launched in 1991, which operates a core programme of mentoring, and a network of related support programmes, designed to help Jamaican adolescents

achieve their full potential. It serves students in the school system, mostly at the post-primary level. The programmes focus on priorities such as career guidance, life skills, leadership training, conflict resolution, reproductive health, drug abuse prevention, academic support, environmental awareness and wholesome summer activities. They are currently enhancing the lives of an estimated half a million Jamaican youngsters.

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# Shadow Week – preparing students for work

**S**OME 50 Corporate Area firms and organisations are hosting over 50 high and secondary school students in their workplaces.

The project represents the second annual Workplace Shadow Week, organised by Youth Opportunities Unlimited (YOU). According to YOU executive director, Mrs. Betty Ann Blaine, the programme was so named because employers are asked to assign a staff member to be "shadowed" by the student. The employer acts as a guide, introducing the youngster to the protocol and ethics of the workplace, showing him or her how to use modern office technology such as photo copiers, fax machines and office telephones, explaining the mission and objectives of the organisation, and assigning the student a simple project where feasible.

"The good thing about this programme," Mrs. Blaine stressed, is that it doesn't cost you anything to take part in it - we are not asking you to pay the students, just to help groom them for enter-

ing the world of work when they have finished their schooling.

Mrs. Blaine was speaking at the Liguanea Club, St. Andrew, last Tuesday, at a function to launch Shadow Week for 1998.

Guest speaker was Dr. Neville Ying, President of the Jamaica Employers Federation (JEA), who endorsed the YOU Shadow Week on behalf of his organisation. Dr. Ying expressed confidence in the Jamaican youth as a whole, whom he said responded positively to structure and discipline. The JEA president urged those students taking part in Shadow Week to be on their best behaviour, as their performance would have a direct effect on the opportunities afforded those students who came after them. He also stressed that a positive attitude, and gaining proper qualification - i.e., performing well in school and finishing one's education - were still very important in the process of building a successful career.

YOU chairman Professor Errol Miller noted that young people in Jamaica were facing a complex of serious challenges, including significant social and age-related barriers, and that the mentoring and



*Dr. Neville Ying (centre), president of the Jamaica Employers Federation, talks with Mrs. Betty Anne Blaine and Professor Errol Miller, executive director and chairman of Youth Opportunities Unlimited (Y.O.U.), at the launch of the Y.O.U. Workplace Shadow Week on August 4. The function took place at the Liguanea Club. ■*

other support programmes operated by Youth Opportunities Unlimited offered creative ways to bridge these gaps. The Workplace Shadow Week was especially valuable, he noted, as so many young people looking for their first jobs in a world of "downsizing" and other challenges, faced rejection on the basis of lack of experience. Yet

where could they get experience if not from programmes such as Shadow Week, which asks the host employer to rate the students' performance during the week, and to provide a reference of this.

Mr. Greg Barrett, training manager with Prime Life Assurance Company Ltd., told the gathering that his company had found Shadow Week an extremely posi-

tive experience last year, when it hosted two students, who "shadowed" employees in the Client Services and Accounts Departments.

He noted that the students were found to be responsible and efficient, and that the reports on their behaviour had been excellent. Apart from the technical orientation they received, he felt the

experience had offered the youngsters confidence, hope, and had helped to build their characters.

"It was good for them, good for us and good for the nation," he concluded, "Our company is committed to the programme, and I would like to thank Mrs. Blaine for this opportunity."

Two students who took part in Shadow Week last year, Andrew Howard, a 16-year-old Kingston College student, a 15-year-old Tamara Scott, an Excelsior student, also attended the function. They both reported that it had been a very beneficial exercise for them. Andrew had spent the Shadow Week at Carib Depot Ltd., a distribution company. "It was a great experience," he told the gathering "I got a view of the working world, I learned how to work under pressure, to meet a deadline, and I did a little of everything - accounts, computers, managerial skills and sales."

Meanwhile, Tamara, at Island Holidays, a New Kingston travel agency, learned how to track flights on the computer and book reservations, among other skills. But she was most impressed by the demystifying of some of the processes that had previously seemed awesome to her. "When I used to see people doing things like photocopying," she recalled, "I thought it was an art. But when I learned how - it was so simple! Just put in the paper and press a button!"



**CABLE & WIRELESS**  
JAMAICA

- 32 -

# Youth Link



## Hope For Children holds unusual elections

THERE WAS an election last week Friday. It was, for Jamaica, an unusual poll.

It didn't grab headlines, there were no there was no talk of 'flying the gate', the candidates genuinely applauded each other's speeches, members of the Reggae Boyz gave words of encouragement, there was a sing-a-long of 'Jesus Loves Me' and the 'Director of Elections' evicted a few unruly delegates. And the foreign delegation, in the form of 12 US Peace Corps workers in training for their two-year tour of duty in Jamaica, did not come as observers, but were an integral part in the smooth running of the process.

Passing strange election, indeed.

Hope For Children Development Co. Ltd., which works with young people in the communities of Greenwich Town, Whitfield Town, Bennett Land and Rose Town, under the leadership of 'Director of Elections' Mr. Richard Troupe, needed two members on its executive to represent the interests of the youngsters. Instead of appointing the representatives, which it could have easily done, the staff decided to hold an election. As Mr. Troupe told the gathering at the Hope For Children office at 74 Spanish Town Road on Friday: "All of you have been given a say in who will represent you...It is the responsibility of the communities to ensure that once elected, the



organised around a delegate system, whereby 25 persons from each area in which Hope For Children works voted for four candidates, one from each area, two young men and two young women. Not only was the voting system, done by a secret ballot, explained thoroughly, but it was emphasised time and again that voters were to utilise their franchise on a strict non-partisan basis and on issues, not personality, as whichever two persons sat on the board would represent everybody, regardless of community.

Kassan Troupe, a 19-year-old Mico trainee guidance counsellor from Greenwich Town, spoke from a platform of empathy with the delegates and a strictly non-partisan stance. "I have similar experiences, I know what you are going through," she declared, pacing the floor. "I am here

people perform. we want no figureheads... We will get them off the board if necessary."

With the assistance of Isn't that the power of recall? The election process was

for you, I am here to serve you," she concluded, sitting down to warm applause.

Sedeke Buchanan, a jolly 20-year-old from Whitfield Town, forgot his speech. Then he lost his place on the paper, but was totally unfazed by the friendly jibes of his friends. In fact, he seemed amused by it - and inspired to deliver a rousing attack on community violence. "The major problem we face is community violence. My first mission is to get a skills programme in place to calm down the violence. Big up to my competitor, who will give 100 per cent, but I will give 101 per cent!", he declared, sitting down to tumultuous applause.

Nineteen-year-old Natalie Pesoa from Bennett Land campaigned on a platform of realistic co-operation and strong leadership skills. "I am not here to wave any magic wand. I am here to give support, to listen and help. 'What is your problem, what is your need? Whe yu need fi suppen gwaan fi yu?'" As did 17-year-old George Walters from Rose Town, she pledged total support, whether elected to the board of Hope For Children or not.

Mr. Walters objective of "better youth, better inner city and better Jamaica" was obviously the objective of many delegates, judging from the applause which met the statement. As did the assertion that "this is

not where it stops, elected or not. This is where it begins".

After another admonition for organisation and non-partisan voting from Mr. Troupe it was off to the 'polling stations', manned by Peace Corps members.

Dean Sewell proved to be an able ambassador for the Reggae Boyz, stressing the importance of teamwork and hard training to achieve one's goals. "If you fail to prepare, you prepare to fail," he admonished, handing over a football, Reggae Boyz poster and comics to Hope for Children on behalf of the Jamaica Football Federation (JFF).

The announcement of the 'winners', Kassan Troupe and Sedeke Buchanan, was met with cheers, high fives and restatement of commitment by the 'losers'.

But there were really no winners and losers. Not in an election conducted in such great spirit, where the objective is service, not power, and in an organisation whose slogan is 'We put children first'. And the day after, they all got together for a mini-expo and entertainment, lasting into the night, with the raffling of a football donated by Sports and Games a major attraction.

Unusual election, indeed.

But isn't that the way it should be?

- MC



Contributed

*3M Interamerica recently presented finishing materials to the St. Patrick's Foundation woodwork department operated at the St. Margaret's Human Resource Centre. Mr. Errol L. Thompson, Group Sales Manager and Mr. Durrant of 3M Interamerica presented the items to Ms. Juliet Johnson, manager St. Margaret's Human Resource Centre who accepted on the Foundation's behalf. From left are Orain Daley, a woodwork trainee; Oneil Carter, production manager; Juliet Johnson, manager of the Human resource Centre; Mr. Errol Thompson, Group Sales Manager at 3M, and Mr. Durrant, also of 3M. ■*

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