

U.A.P.

Quarterly Report *January - March 1999*

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

**UPLIFTING ADOLESCENTS PROJECT
QUARTERLY REPORT
January 1 - March 31, 1999**

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Uplifting Adolescents Project
Jamaica
Quarterly Progress Report
January - March 1999

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 January - June 1999 include:

1. Continue the Sub-Grant award and management process with those funded NGOs delivering services to the adolescent population by harmonizing the awards of each of the sub-grantees so that all project activities completion dates conclude on July 31, 2000. Operations Research proposals will be completed at different stages but will closely coincide with the overall termination of the contract which is December 31, 2000. Therefore, program phase-down and phase-out will be smooth with few transitional problems for NGO participants.
2. First task for the semester will be to recruit and select a new Training Coordinator to replace the retired incumbent. Subsequently, the new Coordinator will continue the training program by implementing the

Revised Training Plan for the 1999-2000 period. The training schedule has been adjusted based on NGOs input to the *Assessment of the UAP Training Program*, keeping in mind time allocated to staff for training. Aside from workshops, the activities will include bursaries for short courses, observational training, group site visits and onsite training for specific functions.

3. Contribute to the strengthening of the Youth Unit, Ministry of Local Government, through contracting a Social Policy Analyst; finalizing the procurement of commodities; continuing staff training and technical assistance; and coordinating and participating in Joint Coordinating Committee meetings and activities.
4. Continue the implementation of procedures for the 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, and advance the collection of program data for input to the Performance Tracking System installed in all sub-grantee offices.
5. Finalize the award process for the remaining two Operations Research projects and continue monitoring of ongoing research activities. Follow-up on the results of the Tracer Study reports on UAP graduates conducted by NGOs.

PERFORMANCE

Sub-Grant Award & Management

The main activities under this performance criterion were the continued funding of sub-grant agreements, a management review of program activities, and execution of amendments, the submission and review of two Operations Research proposal and the general management of sub-grant implementation.

Management of UAP Sub-Grants

In early February at a USAID sponsored meeting on SO4, it came to the attention of the new Office Director for General Development that funds for NGO grants to cover year three activities were extremely limited. This came about during discussions regarding NGO indicators for improved literacy. On February 5, a letter and spreadsheet with data on NGO grants detailing explanation of shortfalls was sent to the CTO requesting additional money for year three funding. In return, USAID made telephone requests for the UAP to prepare more detailed documentation regarding NGO monthly expenditures. A follow-up meeting at USAID was convened on February 12th to discuss both the disbursements by Development Associates to sub-grantees, and the actual expenditures reported by NGOs. The meeting and data submitted served to clarify for USAID a number of issues relating to the dire need for supplemental grant funds. Although no significant movement towards meeting these needs was forthcoming, the topic would be fully aired at the upcoming Management Review of UAP activities conducted on February 25.

Since the November SAR review of the UAP, there appeared to be good reason to have an expectation of additional funds being allocated for NGO grants. However during subsequent meetings, that expectation began to fade as USAID made no commitment to increase the level of funding. At the Management Review, participants including representatives of USAID, GOJ and Development Associates, had ample opportunity to discuss this topic with no change to the present situation. However, agreement was reached that both USAID and Development Associates would look at possible budget re-alignments to free up funds for grants. A separate report on the findings and conclusions of the Management Review has been prepared in draft, sent to USAID, and resubmitted in final for all participants for review. The major conclusions necessitated that:

- USAID inquire with the RCO to see if Goals and Purpose statements and respective indicators for the project can be modified
- USAID and DA collaborate to prepare modified statements and indicators for the project's goal and purpose
- DA provide USAID with budget revision proposal to see if funds from contract expenditures can be released for use in NGO Grant funds
- USAID search its budget to identify possible sources of funds for NGO grants
- After having received and reviewed the results of budgetary adjustments, USAID advise DA of the total amount of funds to be allocated for NGO grants
- DA develop a plan and matrix to look at different scenarios as to NGO funds allocation for year three activities
- Based on the above review and analysis, decisions be made by USAID regarding program direction and contract modification

Subsequent to the management review, Development Associates, reviewed its budget and offered US\$50,000 from the reimbursable part of its contract to be used for NGO grants. Verbally, and via e-mail, the UAP was notified that USAID had secured an additional US\$500,000 for grants to NGOs. Therefore, such activities being considered for downward adjustment a/o elimination, including operations research grants, observational travel, procurement of commodities, participant training, etc., would continue as programmed.

Site Visits: In January, Ed Dennison, Development Associates VP, conducted user satisfaction visits to FamPlan and WCJF. Site visits by key staff of the UAP were made to all sub-grantees during the report period. Of significant importance were visits made to the KRC Boot Camp in Newcastle where 35 street children were being trained by the Jamaica Defense Forces; ASHE where a presentation of a new Sexuality Manual for Teachers was made to USAID; Open Day at the Jamaica Red Cross; and Boys Town to inspect football field facilities. Regular monitoring site visits continue to be a part of UAP Project Officers quarterly duties.

Achievement of Target Beneficiaries - Year 2: Reports from the sub-grantees show that by February 28, 1999, a total of 12,910 adolescents had been registered in the regular and special population programs. As the programs become more recognized in the communities, recruitment continues to grow to the point where it is difficult for NGOs to decline or reject needy beneficiaries. The life of project target population of 11,000 has been exceeded by more than 17%. See details in "Sub-Grantees Progress Report Matrix".

Management Assistance: A Second Edition of the NGO Sub-Grants Management Manual was issued to all NGOs on January 14, 1999. NGO liquidation reports are reviewed monthly and assistance and guidance is provided when needed.

UAP staff in response to NGOs suggestion, initiated the research on opening a UAP web site which would offer sub grantees an opportunity to tell and sell their organizations on the worldwide web. Initial results reveal that the costs are reasonable and the once the site is built, maintenance would be within reach of the participating organizations at the end of the UAP.

Technical assistance continues to be offered by the UAP MIS Administrator to NGOs upon request which occurs on a fairly frequent basis as noted below in the following section on the PTS.

Contacts continue with FAVA/CA which will conduct a Fundraising & Sustainability workshop in early May 1999. They will further offer specialized technical short-term assistance to NGOs on an as needed basis.

The first meeting of a steering committee to form a UAP football league took place on March 30 with participation of 24 persons representing 14 NGOs, Development Associates, and Hope for Children. A special message was presented by Prof. Rene Simoes, Technical Director, National Football Team. A sub-committee was formed to design the rules and regulations for the league to be presented to all NGOs for approval.

Execution of Amendments to Sub-Grant Agreements: In January, one implementation letter was issued to the Women's Center of Jamaica Foundation to authorize additional signatories. Amendment No. 3 was prepared and executed with six Batch II NGOs to fully obligate the authorized grant amounts. This action assures program implementation for those organizations until September 15, 1999, which will complete a second year of activities. Full obligation of authorized project funds to Ashe and the Women's Center was prepared and issued for Operations Research activities. The sub-grant to the WCJF for the regular program was amended to fully obligate all authorized project funds.

Performance Tracking System: In late January data collected from the NGOs proved incomplete for use in calculating an accurate literacy rate. Further contact was made with NGOs requesting four specific pieces of information. This request was met by more than 70% of NGOs by 4 February 1999. Both sets of data were used in the computation of an acceptable literacy rate.

Site visits were made to 8 NGOs. The NGOs visited were the Kingston YMCA, Youth Opportunities Unlimited, Women Centre Kingston, Kingston Restoration, ASHE, the St. Margaret's Centre of the St. Patricks Foundation, the Jamaica Association of the Deaf and Sam Sharpe Teachers College in Montego Bay.

The purpose of these visits were to reload the Performance Tracking System (PTS), to conduct training sessions and provide guidance, direction in streamlining the system. The situation in each case is as follows:

KYMCA	New equipment acquired and older computer reassigned to other tasks.
YOU	Computer system experienced hard disk trouble. Disk was replaced.
SSTC	Computer system had hard disk problem resulting in erasure. New computer systems acquired for dedicated UAP use. Data Entry persons no longer with establishment.
WC	Problems encountered in accessing sections of the system.
KRC	New equipment acquired at Head Office. New staff employed for data entry.
ASHE	Staff turnover presented need for orientation and training at head office with planned visits for their branches
St.Pat	Restore back up systems.
JAD	Modifications were done to accommodated requested changes which included the creation of new data capture fields and screens. Virus related problems on hard disk drive.

Copies of data entered to systems have been taken to update UAP systems.

Purchase orders for the completion of PTS entries and submission of diskettes to UAP offices which were expected for delivery by mid March resulted in extreme disappointment. Of the eight diskettes received (roughly 54% of NGO completion) only one was adequate with evaluation information. Because of this poor performance, the PTS Administrator concentrated on visiting all but one of the NGOs to assist with data collection, data entry and back-up processes. Each NGO is at a different stage of development and the completion of the system is extremely slow.

Assistance in preparation for the PTS workshop was given in the form of guidelines sent to panel presenters on their respective topics. Follow up in telephone conversations were also completed.

In February, preparations were made for a demonstration of the PTS to the Joint Coordinating Committee scheduled for March 5, 1999. Preparatory work done include the collection and merging of latest NGO data files.

The Jamaica Association for the Deaf have made requests for modifications to the PTS. The changes have been made and are being tested for proper functionality and integration with other NGOs data files. Training and practice in the use of MS Access was conducted to inform on best approach to modifications required at the JAD and to changes in some faulty reports in the PTS system.

Financial Assessments: The report on the Batch I sub-grantees' third financial assessment and the Batch III sub-grantees' first financial assessment were completed and issued in January. Replies to findings and recommendations were received in February and March from most of the NGOs. During the month of March, financial assessments were completed on six Batch II sub-grantees and the Sam Sharpe Teachers' College. Payments made by the sub-grantees were examined to determine that they met USAID's standards as allowable, allocable and reasonable.

Training Program

In December, Dr. Joyce Robinson submitted her resignation as the Training Coordinator effective January 31, 1999, due to ill health. In early January, the UAP placed an advertisement in the local newspaper for a replacement. The due date for receipt of applications was set for January 31, at which time 42 applications were received and 12 short listed. A Selection Panel was formed consisting of: Ms Loretta Johnston, DA/Arlington; Sam Dowding, NGO Coordinator; and Francis Valva, Chief of Party. Letters of rejection were sent to all candidates who submitted resumes but were not short listed explaining the reason. Afterwards, letters were sent to the short listed candidates requesting completed Biographical Data Sheets and writing samples. Upon receipt of the completed Bio graphical Data Sheets, three of the twelve (12) short listed candidates were rejected or withdrew for various reasons. An Interview Guide and Scoring Sheet was designed for use during the interview process. Each Panel member received a complete package of all short listed candidates for review. Personal interviews were conducted by the panel, the Interview Guide applied and scores kept individually by panel members during the February 19-23 period. Individually, Panel members ranked the candidates. The panel then met as a group to discuss all interviewed candidates and to agree on the top three. As a result of the Panel's consensus decision, Mrs. Sandra D. Cooper was selected as the candidate who would best fill the position of UAP Training Coordinator.

The UAP forwarded to the CTO and RCO at USAID the personal resume and completed Biographical Data Sheet for Mrs. Sandra D. Cooper as the selected candidate requesting approval to negotiate a contract as the new Training Coordinator for the UAP who started on March 15, 1999. On March 18, Mrs. Cooper was presented to Mission staff including the CTO, Mission Director, Deputy Director, and other personnel.

(b) Coverage of Training Areas:

It was decided to conduct a one day workshop during the month of March to gather feedback from NGO staff on the results of the Tracer Study interviews and reports, and moderate an afternoon session regarding the status of the PTS. Even without a Training Coordinator, UAP staff made all the arrangements including invitations, venue, presenters, rapporteur, etc., to facilitate the workshop.

The Workshop was held at the Medallion Hall Hotel on Tuesday, March 9, 1999. It was attended by 48 representatives of the 15 non-governmental organisations (NGOs) participating in the UAP. UAP staff members, as well as some members of the Joint Coordinating Committee, were also present for all or part of the proceedings.

The Workshop's overall objectives were to:

- i) provide a forum in which Development Associates and the NGOs will share lessons learned, discuss the findings of the Tracer Study, and identify areas where actions may be taken;
- ii) obtain the current status of the Performance Tracking System process, understand the problems faced by NGOs for data-gathering and data entry, and seek solutions based on NGO recommendations.

More specifically, the purpose was to:

- share with the Sub-Grantees the major findings of the overall UAP study;
- have the Sub-Grantees who participated in the Tracer Study present the findings for their respective organisations;
- discuss the UAP findings with the NGOs, and identify potential programme activities which may address the issues identified;
- gather information on the status of both demographic and evaluation data being entered into the PTS by NGOs;
- identify those problems which affect the completion of data entry;
- find solutions to overcome the problems identified.

This Summary Report of the Workshop Proceedings was prepared to serve as a permanent source of information regarding the matters discussed and the recommendations which ensued from those discussions. As is customary, it is anticipated that the NGO executives who receive this Report will make it freely available to all present and future staff members providing services through UAP programme activities, so that they may become thoroughly familiar with its contents.

Preparations were also underway for a two day workshop on Fundraising and Sustainability to be conducted by two volunteers from FAVA/CA in May. This workshop is a result of the December visit of FAVA/CA staff to a UAP workshop and consultation with NGO leaders who requested specific technical assistance. On February 18, 1999, a coordination meeting was held at the UAP with participation of Dave Schmeling, FAVA/CA President, Lois Hue, Jamaica Red Cross, and Sam Dowding, NGO Coordinator to make arrangements, select presenters, and generally agree on the workshop outputs in relationship to all NGO needs funded under the UAP. There are five core NGOs requesting FAVA/CA assistance and specific consultation aside from the workshop topic. FAVA/CA will remain in Jamaica for one full week working with the five core NGOs. The UAP will cover workshop costs including venue, lunches, etc., while FAVA/CA will cover all expenses of the two Presenter/Consultants.

In order to initiate the second phase of computer classes, calls were made to the fifteen NGOs by the new Training Coordinator to inquire about the status and performance of staff who had been sent on computer training in October 1997. Current organizational needs were also ascertained, and new participants for training at the Introductory Level I, Intermediate Level II and Advanced Level III are now being identified.

Kingston Restoration Company invited Development Associates to visit the Jamaica Defense Force Newcastle Training Camp where thirty- five adolescents with serious disciplinary problems were enrolled in a one-month residential camp. This camp was organized in an effort to harness out-of-school street youth in need of disciplinary training and development skills. A one-hour motivational workshop was conducted by the Training Coordinator who had a first-hand initiation into some of the behavioral problems such as restlessness, name-calling and low attention span demonstrated by these youths. In spite of this, the workshop was well received with a high level of participation and enthusiasm. Feedback from participants and KRC staff who attended was positive.

Strengthening the Youth Unit, MEYC

The UAP offered the following assistance to the Youth Division:

Request for Technical Support: To contract the Social Policy Analyst, the draft Memorandum of Understanding sent to the Ministry was reviewed and changes suggested. A revised memorandum was then forwarded to Development Associates for further revision. It was completed and returned to the Director of the Youth Division for signature by the Permanent Secretary and eventually signed by the USAID Mission Director.

The UAP then placed an advertisement in the local newspaper to which approximately 20 applicants responded. All applications were sent to the Youth Division, reviewed and short listed for interviews. The Minister of Local Government, suggested that Dr. Don Robotham sit on the selection panel. This had somewhat delayed the process since Dr. Robotham was not available. In the absence of Dr. Robotham, Dr. Patricia Anderson agreed to replace him on the selection panel. Evaluation sheets were developed and panel member received a package of resumes of each candidate for review prior to the interview process.

In keeping with Section IV, paragraph (a), of the MOU which states: "The DA Chief of Party and the Director of the Youth Division shall agree on the selected candidate to be awarded the position. USAID/Jamaica will approve the individual selected, and the terms of the contract, through its Cognizant Technical Representative, per usual practice", DA had undertaken the same process mentioned above for the Training Coordinator position, and submitted an Action Memorandum to USAID for approval and hiring of the Social Policy Analyst. In short, the process included:

- An advertisement placed in the Sunday Gleaner on November 29th to advertise the position of Social Policy Analyst with a closing date of December 31, 1998.
- By January 5, 1999, Development Associates had received twenty (20) resumes from prospective candidates.
- A short listing was conducted by the Youth Division, PIOJ, and UWI, and approved by the UAP Chief of Party of which the six (6) most qualified candidates were selected for interviews.
- A Selection Panel was formed consisting of: Ms G. Nelson, Director, Youth Division; K. Smith, Personnel, MLG; G. McDowell, Consultant, MLG; Francis Valva, DA Chief of Party; and Dr. Pat Anderson, UWI..
- Each Panel member received a complete package of all short listed candidates to review.
- Personal interviews were conducted on March 4, 1999 by the panel, the Interview Guide applied and scores kept individually by panel members.
- The panel discussed scores and qualifications of all interviewed candidates to agree on the selected person.
- As a result of the Panel's consensus decision, Mrs. Seneca Lewis-Garraway was selected as the candidate who would best fill the position of Social Policy Analyst for the Youth Division.

Documentation was presented to USAID and approved to contract Mrs. Garraway on April 12, 1999. She will work in the offices of the Ministry of Local Government, Youth & Community Development.

Training & Technical Assistance: During the report period there were no requests made for training and technical assistance by the Youth Division.

Joint Coordinating Committee: During the month of February, a Joint Coordinating Committee meeting was held at the Youth Division. Attendance was good with few absences. A few important decisions made by the membership were to streamline the minutes which have become long and burdensome, and to invite NGO representatives to future meetings to obtain greater information on program implementation. The meeting content

had become somewhat routine in that members received copies of the UAP quarterly report which is then discussed in each session. It was agreed that members would review the quarterly report prior to the meetings and only seek clarification on those areas of specific interest instead of a complete review at each session. Members of the Committee requested to have a demonstration of the Performance Tracking System at the UAP office which was conducted on March 5 to attend the March 9 workshop afternoon session to interface with NGOs to understand their problems implementing the PTS.

Contract Administration

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

Collaboration with USAID: Development Associates staff conducted the following activities:

- Met with USAID to discuss the objectives and format for a management review of the UAP in lieu of a mid term evaluation.
- Participated in two half-day meetings at USAID to discuss the new Strategic Objective No. 4, on literacy.
- Compiled statistics for the USAID Training Report for FY 1998.
- Arranged for field visit by Sheila Lutjens to two UAP sub-grantee sites.
- At the request of the Mission Director, a UAP key staff person offered advice on a proposal to finance a drug advertisement campaign.
- Prepared in Power Point format and made a presentation on the UAP to two USAID/W staff.
- Made available documentation to USAID staff in support of the award fee performance report.
- Prepared documentation on use of grant funds by Development Associates and sub grantees for review at a SO 4 meeting.
- In February, UAP staff again participated in one half-day meeting at USAID to discuss the new Strategic Objective No. 4, on literacy.
- Developed new Intermediate Results (IR 4) for the UAP at USAID's request.
- Obtained and forwarded to USAID information on venue and costs for the Management Review meeting of the UAP.
- Met with the new Program Officer to brief and discuss UAP activities.
- Participated in one full day Management Review of the UAP, contracted rapporteur, prepared and disseminated final report.
- Arranged for and participated in field visit by USAID Assistant Administrator, Terry Brown and Mike Deal to St. Patrick's Foundation and Children First, Spanish Twon.

Sub-Contract Administration

The sub-contractor has been most helpful in arranging for short term, part time support staff when required on very short notice. This type of assistance has been cost effective saving the contract money on otherwise full time staff positions. As an extra curricular activity, the Executive Director of HCDC has volunteered to spearhead the process to form a UAP football league working with NGO representatives. The initial meeting was held in March.

Home Office Management:

- Quality Assurance site visit by Development Associates, Vice President, Ed Dennison.
- Yearly monitoring visit by Loretta Johnston who participated in the selection of new Training Coordinator and the Management Review processes.
- Review of contract budget to release \$50,000 from reimbursable contract for use in NGO sub grants.

Operations Research Grants

The operations research proposal of the Kingston YMCA which was submitted to the awards Committee members for a desk review in December had not been approved. If approved, this would be the fifth of the six proposals targeted. The UAP met again to review yet another draft of a proposal from the Mustard Seed Communities. This final proposal was presented to the Awards Committee for review and decision on February 11. However, during the February 25th Management Review, a verbal decision was arrived at that in search for money to fund NGOs into the year 2000, Operations Research proposals would not be funded. The savings would amount to US\$100,000 by rejecting two proposals not yet approved. One proposal from the Kingston YMCA had technical approval but no commitment yet made by the UAP, and the second, Mustard Seed Communities, was under a desk review. Based on that decision, the UAP advised both NGOs that due to budget re-alignment, their Operations Research proposals could not be funded. Towards the end of March, another verbal communication from USAID advised that sufficient funds were found to continue forward with the two Operations Research proposals under review. The final approval for the YMCA proposal was received by the UAP. The Mustard Seed Communities proposal is still under review.

Tracer Studies: A Tracer Study follow-up workshop was conducted in March (refer to training above). The UAP further met with the consultants, Pansy Hamilton and Maxine Wedderburn to discuss the implications of both the tracer study report and the results of feedback received from the NGOs. It was decided to continue a review of both documents including observations, comments and issues, highlight major implications and utilize the findings to develop options which can be used to enhance UAP effectiveness for the remainder of the project. This task should be conducted and completed in the next quarter.

Donor Coordination & Other Activities

UAP staff participated in the following activities and events:

- Participated at the Kingston YMCA inauguration of its new building.
- Accompanied Reggae Boyz Football Coach, Rene Simoes, to Olympic Gardens to conduct a practice session and football match between the Reggae's Under 23 team and students from St. Patrick's Foundation UAP program. Coach Simoes also played a game of indoor soccer at the YMCA with UAP adolescents. Both activities created interest in starting an UAP football league.
- Provided to PIOJ report on 1998 activities and geographic distribution of sub grantee clients in 1998.
- Participated in workshop sponsored by the Joint Committee on Partnership for Poverty Reduction. St. Patrick's Foundation was a recipient of an award.
- Met with Keith Russel Brown, Executive Director of Stella Maris Foundation.

SECTION B. ADMINISTRATIVE INFORMATION

Contract Expenditure

The table below shows contract expenditure data, including Disbursements to Sub-Grantees, by the UAP up to March 1999. A total of approximately US\$3.94 million has been expended to date, with approximately US\$1.55 million (or 39 % of cumulative expenditure : up from 38 % 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	\$813,676	\$60,678	\$874,354	\$473,572
Operations Research	002	\$473,648	\$222,237	\$21,366	\$243,603	\$230,045
Adolescent Programs	003	\$1,771,697	\$929,621	\$76,252	\$1,005,873	\$765,824
Assisting MEYC	004	\$202,661	\$111,606	\$8,690	\$120,296	\$82,365
Award Fee Pool	005	\$252,631	\$124,503	\$23,597	\$148,100	\$104,531
Sub-Grants	006	\$2,600,000	\$1,328,454	\$219,114	\$1,547,568	\$1,052,432
TOTALS		\$6,648,563	\$2,933,321	\$409,697	\$3,939,794	\$2,708,769

Obligations to Contract

An additional obligation was made to the contract this quarter in the amount of \$900,000. To date, obligations now amount to US\$5,194,830. These obligations are distributed and compared to expenditure as follows:

CLIN # & Description	Contract Amount	Obligated To Date	Expenditure To Date	Unexpended Obligation
CLINs 1-4: Institutional Contract	\$3,795,932	\$2,775,250	\$2,244,126	\$531,124
CLIN 5: Award Fee Pool	\$252,631	\$161,580	\$148,100	\$13,480
CLIN 6: NGO Sub-Grants	\$2,600,000	\$2,258,000	\$1,547,568	\$710,432
TOTALS	\$6,648,563	\$5,194,830	\$3,939,794	\$1,255,036

**SUMMARY OF QUARTERLY REPORTS
UAP SUB-GRANTEES
December 1998 to February 1999**

General

The number of activities operating with UAP financial support remained the same on February 28, 1999, as at the end of the last quarter: 14 Sub-Grants for the regular and special populations, and 4 Operations Research activities (2 sub-grants, and 2 sub-contracts). No new awards were made during this quarter, although two Operations Research activities were recommended to the Award Committee for approval (in December 1998 and February 1999). Neither of these two proposals had been approved by February 28, and indications from USAID at the time were that they would not be approved. These indications were subsequently reversed, and UAP has since received approval of one of the two, and is awaiting approval of the final proposal.

Recruitment Progress: Regular and Special Populations Grants

As the programs become more institutionalized and recognized in the communities, recruitment continues to grow. Reports from the Sub-Grantees show that by February 28, 1999, a total of 12,910 adolescents had been registered in the regular and special populations programs. Of these, Batch I sub-grantees have registered 6,306 Adolescents (110% of the target), while Batch II sub-grantees have reached 5,864 (105% of the target). Batch III sub-grantees have registered 740 (148% of target). The table below summarizes recruitment progress by the sub-grantees.

Comparison of Sub-Grantee Recruitment Targets and Accomplishments

Sub-Grantee	Recruitment Target	Accomplishment Feb. 28, 1999	Percent Accomplished
<u>Batch I (21/24 months implementation)</u>			
FamPlan Jamaica	725	755	104%
Jamaica Red Cross	948	1,313	139%
Women's Centre of Jamaica	1,812	2,183	120%
Kingston Restoration Company	707	544	77%
YWCA of Jamaica	745	653	88%
Rural Family Support Organization	810	858	106%
BATCH I TOTALS	5,747	6,306	110%
<u>Batch II (18/24 months implementation)</u>			
Kingston YMCA	546	459	84%
Western Society/Upliftment of Children	780	903	116%
St. Patrick's Foundation	1,133	1,474	130%
Youth Opportunities Unlimited	911	976	107%
Mel Nathan Institute	1,070	987	92%
Ashe Caribbean Performing Arts Fdn.	1,143	1,065	93%
BATCH II TOTALS	5,583	5,864	105%
<u>Batch III (9/12 months implementation)</u>			
Jamaica Association for the Deaf	200	194	97%
Sam Sharpe Teachers' College	300	546	182%
BATCH III TOTALS	500	740	148%
Project Totals	11,830	12,910	109%

None of the 14 sub-grantees currently show lower than 77% recruitment accomplishment, and eight of the 14 have exceeded their targets.

The 12,910 adolescents registered up to February 28, 1999 is 117% of the UAP target of 11,000 over the life of project (up from 107% last quarter). Of the regular at-risk adolescents project target of 9,300, the 14 sub-grantees have so far registered 10,983 (118% - up from 109% last quarter). Of the 1,700 target for the special populations, 1,927 adolescents (113% - up from 93% previous quarter) have been registered. 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	10,126	1,704	9,300	1,700
Feb 28 Achievement	10,983	1,927	10,983	1,927
Percent Achieved	108%	113%	118%	113%

Financial Disbursements

Financial disbursements to the Sub-Grantees up to the end of March 1999 have amounted to approximately US\$1.55 million, which represents 39.3% of the total expenditure to date by Development Associates, an increase from 37.6% in the last quarter.

USAID increased the amount obligated to sub-grants during this quarter, adding US\$573,000, thus bringing the amount obligated to date to US\$2.258 million. Compared to this amount, disbursements to sub-grantees (US\$1.55 million) represent approximately 68% of obligations, but 85% of advances (US\$1.82 million) received by DA from USAID for sub-grants. The unexpended obligation by USAID is now US\$710,000 which will suffice for more than 7 months' disbursement needs, or approximately up to November 1999.

Sub-Grant Summary Matrices

The program reports of the sub-grantees for the December 1998 to February 1999 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

These are attached, along with publicity excerpts and other interesting sub-grantee material.

**MATRIX SUMMARIES
OF
UPLIFTING ADOLESCENTS PROJECT
SUB-GRANTEES' QUARTERLY REPORTS**

for the quarter
December 1998 to February 1999

and

PUBLICITY EXCERPTS

April 9, 1999

Sub-Grantee -->	FamPlan Jamaica	Jamaica Red Cross
1. Project Implementation & Training	Peer educator/counselor training continued: 16 were trained this quarter in St. Ann's Bay and Annotto Bay. These include 2 of the out-of-school youth. Parenting skills workshop was held, but parent turnout was disappointing. Plans are in place to start a mentoring program with assistance from YOU. In-school programs continued at St. Ann's Bay Primary, Exchange and Annotto Bay All Age Schools. Exchange will add public speaking and debating to curriculum soon. 17 students are attending the Youth Resource Learning Center (out of school). Activities continued at Windsor Girls' Home with focus on self-esteem and goal-setting.	The out of school program has registered 299 students to date (153 male, 146 female). This number includes 24 from the St. James program which was closed after the first year. Four teen-parents are registered and excelling at the St. Thomas program. The in-school program focuses on reproductive health and a multi-module program is being provided to 1038 students involved in this aspect of the program. JRC also hopes to start a mentoring program. The Project Advisory Committee is assisting. One staff development workshop was held, as well as a Community Work-Day. Skills training continued in home management, bee-keeping, and plumbing. The Literacy and Remedial Education program needs additional help, especially since the children served are at varying levels of accomplishment. Christmas parties were held at all four locations.
2. Procurement & Acquisitions	None reported.	None reported.
3. Problems	Poor discipline, probably due to low morale, continued to plague both the in- and out-of-school programs. The parental turnout at the workshop, as well as generally poor support, was very disappointing.	Punctuality is poor among the out-of-school youth. In response, a "Student of the Month" program has been instituted as a motivational tool. A brood disease has been suspected as the source of the problems with the apiculture program in St. Catherine. The Agriculture Ministry has been asked to assist.
4. Other Related Activities	A cushion-making project with parents in Mt. Edgecombe is actively under way. With FamPlan initiative, a JAMAL program has also started in Mt. Edgecombe for adolescents over 17, and adults. HEART/NTA has also assigned two trainees to help with this latter program.	None Reported.
5. Program Locations	St. Ann's Bay, Exchange, Seaside/Musgrave, Edgecombe, Windsor, and Annotto Bay.	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	Of 2,183 adolescents registered to date, 417 have been out of school. 56 of these have been returned to school, but continue to participate after school. The program exceeded its target for recruitment this quarter by 81% (181 registered over the targeted 100). New Youth Activity Supervisor for St. Ann's Bay was hired in January to replace incumbent who resigned. Reading and numeracy classes are reinforced by participation in games such as bingo and cross-word puzzles. 'Peer Pressure', 'Human Sexuality' 'Self- Esteem' and 'Making Love too Soon' are some topics addressed this period in the program. Sewing, Art & Craft continued at all centers.	KRC implemented seminars on the environment, reproductive health and one by the Jamaica Chamber of Commerce on Junior Achievement.. Enrollment of out of school adolescents increased this quarter to 56 students (Necessary Educational Training - NET). Much improvement has been seen in the NET participants' literacy levels. NET students are also receiving art and craft instruction. YESS students have now been assigned to tutors who monitor and report on their progress monthly. This is intended to strengthen their performance, and the effectiveness of the program.
2. Procurement & Acquisitions	None reported.	None reported.
3. Problems	Financial difficulties continue to prevent some participants from regular attendance. Also behavioral problems occasionally erupt.	Out of school youth show behavioral problems and irregular attendance. Upsurge of violence in the project areas also had negative impact on attendance. Other extra-curricular activities are competing with the homework program, thus a sports program has been added to motivate students.
4. Other Related Activities	None reported.	Over the Christmas Season, the participants distributed over 130 bags of groceries, collected from various sources, to the elderly in the communities.
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	A guidance counselor has been hired this period at the Kingston center. She has developed an immediate rapport with the emotionally deprived children, through counseling sessions, which include parents. Saturday seminars have been held in Kingston and Spanish Town. Subjects treated included money management, conflict management, and parenting. Another joint seminar was held in Clarendon for 40 adolescents and UAP staff. Theme for the weekend was "Peace, Love and Unity". One student exhibiting severe behavioral problems was referred to the Health Centre for mental assessment. Nine Kingston students, and 20 from Spanish Town are being prepared for re-entry to the school system in September. Reproductive health sessions this period included topics such as STDs, "Forces that affect the emotions", and Physical Development.	The program has made several adjustments in view of changing situations. The shift system at Denbigh Primary caused some students to drop out, despite efforts individually and through PTA meetings, thus additional students were recruited from Four Paths Primary. The strike by teachers in January had long range effects, and the change of curriculum at two schools also led to their being dropped from the program. Hazard Primary has provided additional students to make up the shortfall. The program maintained its out-of-school enrollment at 59, and has 31 students attending on a part-time basis, in addition to their regular school attendance. Males seem to be progressing slower in literacy, due to a lower entry level. The self-esteem test was twice administered to all in-school participants, with all showing significant improvement in the post-test. Parent education continued with one session this quarter. Woodwork and Needlework classes continued for the out-of-school program.
2. Procurement & Acquisitions	None reported.	None reported.
3. Problems	While anti-social behavior seems to have declined, the culture of carrying weapons to "defend oneself" has persisted.	Physical space limitations at the Male Adolescent program continued to make it difficult to enforce discipline. Noise levels at in-school program have not abated. Outdoor lessons continue where possible. Because of the increase in students in the in-school program, and thus the decrease in time counselors can spend with individual students, it is felt that the 1998-99 students' problems are not being dealt with as effectively as in the previous year, when the numbers were lower.
4. Other Related Activities	Students enjoyed a Christmas Dinner and party in December.	None reported.
7. Program Locations	Kingston, Spanish Town (including Watson Grove), and Montego Bay.	5 All-Age, and 4 primary schools in Clarendon; and Male and Female Adolescents Programs, and Part-Time Program in May Pen.

Sub-Grantee --->	Kingston YMCA	Western Society for the Upliftment of Children
1. Project Implementation & Training	Students at the YDP (Hope Road) have occupied new classrooms as of January. This has provided a needed boost to the program. A computer literacy program and library have also been started in the new term. 45 students at the Amy Bailey Center participated in an on-the-job training program with several companies and the Ministry of Health. Plans are advanced for the opening of a third center at Caymanas Bay, in April. Two parenting sessions were held, and a consultation week, which many parents and guardians took advantage of. An Open Day was held in February, which received encouraging participation and attendance. Vocational training continued in welding, metal work, tailoring and food & beverage service.	Personal development sessions this period included the Police delivering classes on conflict resolution, road safety, and the role of the Police in society. Three of 8 schools in Montego Bay suspended WSUC activities in early 1999 to concentrate on the NAP exams. WSUC has seen a 30% reduction in the incidence of fights over this last quarter, which could be attributed to the classes and the very stringent rules developed by the adolescents themselves. About 70% of the youth in the literacy program showed at least a one grade improvement when tested this quarter. This quarter, CF's Literacy teaching has been following the themes of communication, relationships, community helpers and friendship and love.
2. Procurement & Acquisitions	The computers for the Computer Literacy laboratory were delivered in this period.	None reported.
3. Problems	Behavioral problems continued. About 60 boys in the program are at risk of not achieving much as a result. These will have to be retained longer in the program.	WSUC moved to more spacious accommodations, but this move disrupted vocational training for several weeks. CF continues to have a major space problem, but much lobbying is being undertaken.
4. Other Related Activities	Prof. Rene Simoes conducted an indoor football clinic with adolescents. Valuable assistance has also been received from the Police Community Relations Department, and from University of Technology students on community service and practicums. Clubs such as 4-H, Y's Men, and Inter-School Christian Fellowship have been formed to utilize after school time more productively.	CF was able to realize some \$55,000 profit from its sponsorship of the successful play "Oliver & Pinocchio". Voluntary assistance was received from National Youth Service graduates (WSUC) and a psychology graduate of the Caribbean Graduate School of Theology (CF). CF participants performed at the LEAP Centre, and peer educators did training sessions in the schools during "Safe Sex" week.
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 Unlimited
1. Project Implementation & Training	SPF has initiated a breakfast program for children who have been identified as under-nourished. Peer counseling training has also been introduced this quarter. With assistance from YWCA and 4-H, 2 workshops were held to train peer counselors. Four parents were sent to the national conference on parenting. This was supplemented by a series of breakfast workshops for parents on the theme "Helping children succeed in schools". New participants this quarter (69) were tested, and most were found to be functioning either below or just above pre-primer levels. At Graduation held in December 1998, 67 students from the remedial and vocational programs were awarded completion certificates. All the remedial program graduates gained entry to regular high, primary or junior high schools. All but 7 of the vocational students have obtained jobs.	The school teachers' strike at the beginning of the Easter term impacted on the quality of work delivered this period. YOU intends to use the summer program to make up for lost time. Three workshops were held for mentors in this period, and much follow-up and monitoring has been undertaken with the 50 new (Year 2) mentees. The peer counseling program implemented at Excelsior High School progressed this quarter, and 30 of the initial 68 recruits will graduate in March. One parenting workshop on the subject of "Abuse within the Family" was held this month. A curriculum and lesson plans are being developed by YOU for delivery of a reproductive health component to 90 adolescents. This activity will take place during the summer months, over an intense 4 week period. The homework programs at Merl Grove and St. Hugh's High schools continued four days each week. Teachers report remarkable improvement in some students since they have been participating in the homework programs.
2. Procurement & Acquisitions	None reported.	None Reported.
3. Problems	Due to over-subscribed participation at the St. Margaret's Centre, there is now a shortage of chairs and desks, which is a source of conflict among the adolescents.	YOU has found it difficult to attract more mentors, especially males, who are sorely needed. Material support for many mentees is also a dire need.
4. Other Related Activities	Students enjoyed the visit of Prof. Rene Simoes and the National Under 23 squad to the program in Olympic Gardens. As a consequence of the Health Fair in November, a breakfast program has been started, as it was determined that many of the participating students were under-nourished. Donations of food are received from local businesses. The Health Fair was a good example of networking, with participation from the Jamaica Association for the Deaf, and the Lions Club.	YOU continued to provide mentoring consultancies to other organizations: e.g. Rotary Club of North St. Andrew, Kiwanis of New Kingston, Sunset Optimist Club, Spring Vale All Age school, and North Street United Church. Along with PACT and KRC, a program to train 180 area leaders in Jonestown is also in the works. YOU participated in the National Roundtable Consultations in February.
7. Program Locations	Kingston (Olympic Gardens)	11 schools in Kingston and Portmore..

B

Sub-Grantee --->	Mel Nathan Institute	Ashe Caribbean
1. Project Implementation & Training	Due to unrest in Hannah Town, some students had to be transferred to programs held at schools outside of the area: Kingston Comprehensive and Central Branch Primary . Keen interest has been shown by the adolescents in Hannah Town and Chetolah Park in the technical areas of catering, computer education, drama, garment construction and woodwork. Students at the Edith Dalton-James Community College are preparing to sit their City & Guilds auto-mechanic exams in April. Sports days are being planned for all locations, to occur in March.	With UAP and other donor assistance, Ashe completed its Teaching Manual, formerly the Sex Manual, this period. The manual was pre-tested in three schools, among five classes. It is being distributed to School Guidance Counselors, Nurses and Youth Leaders. The manual was introduced to UNFPA, USAID and UAP representatives at a special launching ceremony. A conflict resolution workshop was held with all Ashe Directors, staff and members attending.
2. Procurement & Acquisitions	None reported.	None reported.
3. Problems	Shift system at Pretoria Road school has affected attendance, as has violence in the area.	The lack of transportation continues to affect the participants.
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	<p>Registration has increased to 190, although average regular attendance is closer to 110. Due to transportation difficulties, interpersonal conflict and other problems, the students from the Caribbean Christian Centre for the Deaf, most from the JAMAL Unit, and some from the May Pen Unit Class for the Deaf have suspended their involvement in the program. Participating students have each received an average of 24 hours of training in drama and dance this quarter, 60 hours in literacy and numeracy, eight hours in stage management, lighting etc. this quarter. Training of the Performing Arts Instructors, Deaf Culture Facilitators and Sign Language Interpreters proceeded a little slower than expected due to poor attendance at the training sessions. Parent training was conducted in February, although only to a disappointing 10 persons.</p>	<p>Interest in this program has grown tremendously, and at February 28, 546 out-of-school adolescents had been registered. Literacy levels have improved in this quarter, and the adolescents have been moved up to more advanced work. Workshops in speech, drama and culinary arts for the participants have resulted in some participants going on to the Parish eliminations for the JCDC competitions. The Marching Band, one of the first activities in the project, has performed at the recent G-15 opening ceremony, and some members will be sitting the Royal Schools of Music exams in late 1999. There is now a junior band in addition to the seniors, because of the tremendous interest in the community. Leather-craft has been added as an entrepreneurial skill, while needlework, including production of soft toys has moved ahead with many sales. 51 students in Groups 5 and 6 have started practical computer application education. Diagnosis of learning problems also started this quarter, and the waiting list is growing, even though the availability of this service has not been advertised.</p>
2. Procurement & Acquisitions	None.	One new computer has been installed at the project office to lighten the workload.
3. Problems	<p>The project is suffering from a lack of meaningful contact with parents. School staff have also not supported the project with promised enthusiasm.</p>	None reported.
4. Other Related Activities	<p>Netherlands Embassy and Grace Kennedy Foundation have provided positive feedback to JAD's applications to support the non-salary costs of the program. UNICEF may also assist the project through a grant to Edna Manley School. Knutsford Capital has granted JAD Ja\$10,000 and other donations of food items have been received from six private sector companies.</p>	<p>A location for the siting of a remediation center has been identified in Granville, with community assistance. Mico CARE has been a great help with referrals. The UAP Basketball team won their competition.</p>
7. Program Locations	Kingston.	Montego Bay.

Sub-Grantee --->	Ashe Operations Research	WCJF Operations Research
1. Project Implementation & Training	<p>Data collection is proceeding, but at a much slower pace than anticipated. Teachers are resisting the completion of the forms which they have opined are too long and tedious. Teachers are also unwilling to provide the level of details on their students that the project requires.</p> <p>Data entry has not yet started. This will be done in the next quarter.</p>	<p>The program got off to a start in January with the appointment of experimental staff in Montego Bay. Staff orientation, development of curriculum and learning approaches, and recruitment have been completed on schedule. 75 students have been recruited from 7 schools, and 30 out-of-school adolescents attend at the center four days each week. Voluntary assistance has been received in many forms: teaching assistance in the areas of reading, football, martial arts, counseling, and conflict resolution, and material assistance in the form of food stuff, uniform material, and sewing of uniforms.</p>
2. Procurement & Acquisitions	None	<p>The project has received donations of cooking utensils to assist with food preparation for the out-of-school adolescents.</p>
3. Problems	<p>Teachers' reluctance to complete the forms, and to provide an adequate level of detail regarding their students.</p>	<p>The out-of-school adolescents (street children mainly) present many behavioral problems, including frequent fighting, requiring conflict resolution and counseling. Consequently, it is suggested that the counseling burden would be more easily borne if the recruitment level is not increased, but kept at the level attained: 105, instead of 150.</p>
4. Other Related Activities	None reported.	None reported.
7. Program Locations	Kingston.	Montego Bay and Savanna-la-mar.

Sub-Grantee --->	LAR&D Enterprises OR	Hope Enterprises OR
1. Project Implementation & Training	No new report. At the end of 1998, the 60 participants in this project had been selected, 30 from each location. The male/female breakdown at the two locations are 20/10 in Spanish Town (experimental group) , and 27/3 in Montego Bay (control). The results of JAMAL and Mico tests which were applied to determine academic achievement showed scores distributed as follows: 36 at Level I, 13 at level II and 11 at level III. Of the 13 females in the project, 10 are at level I. This research group comprises youth from fairly diverse living conditions, backgrounds and circumstances, and the diversity is reflected in their attitudes, temperament and motivation. The groups demonstrate great diligence to classroom work, compared to activity-oriented teaching.	The program commenced in October 1998, and has to date completed preparations for the actual research phase. A survey instrument has been developed and pre-tested. The instrument was finalized based on the findings of the pre-test. Data collection will begin in March 1999. Other instruments to collect information from teachers, concurrently with the main survey, have also been developed. A workshop to discuss the findings of the surveys and to develop a modified program which will be delivered in June to December 1999, will be held in May/June.
2. Procurement & Acquisitions	None	None
3. Problems	Frequent fights have occurred, not unsurprisingly, and the use of foul language is a major problem. Attendance is another area for special attention.	None, other than a short delay due to the Christmas holidays.
4. Other Related Activities	Participants have helped to establish rules for regulating behavior, which are very stringent.	None
7. Program Locations	Spanish Town and Montego Bay	St. Ann's Bay and Exchange, in St. Ann.

Y.O.U. EXPANDING ADOLESCENT PROGRAMMES TO PORTMORE

January 3, 1999 Sunday Herald



Workshops such as this one, in which drama and participatory activities are used to educate students on topics such as drug abuse, anger management, and reproductive health, are among those now being presented in 12 Corporate Area schools by Youth Opportunities Unlimited (Y.O.U.). Y.O.U., which operates a core programme of mentoring, also operates homework centres and parenting programmes as part of its outreach in high, secondary and comprehensive schools. Thanks to support from the Canada Fund for Local Initiatives, the Y.O.U. outreach programmes are now being extended to three comprehensive high schools in Portmore. Preparatory work is already underway, and the youngsters will start benefiting from the new programmes in January. The Portmore schools are the Greater Portmore, Bridgeport and Waterford Comprehensive High Schools.

ALTY BENJAMIN PHOTO

children from the streets



Richardson Pious and one of her clients received a plaque at the recent Press Association of Jamaica awards dinner in November

to find a popular song and teach through themes. I also try to give basic instructions through music."

Formerly a part of Save the Children Fund, an organisation based in the United Kingdom, Children First went on its own in 1997 after Save the Children changed its focus to work in other parts of the Caribbean. Renamed by one of the street children it rehabilitated, the organisation has managed to send four children to local universities, three to universities in the US, 23 children

who have passed through our institution," says Pious. Both the project officer, Donovan Murphy, 20, and the administrative assistant, Vandra Thompson have been clients of the programme.

Murphy's mother was unable to afford his school fees at secondary school. He remembers he could not buy his uniform or even his shoes.

"That's when Miss Pious saved me," he says. "She took me in the programme and helped me pay to go to school."

programme at the university. He joined the team in 1995. During his probation period, he was given the task to recruit 200 street children in one month to the programme. He did it in one week.

"I am very proud of my work," he said. "I get a special sense of accomplishment when I can make a difference in the lives of the children who come under my care."

So, too does 18-year-old Vandra Thompson.

"I feel very privileged to work here with Miss Pious. She is very special to me. She just inspires us all."

Vandra was also given financial support from the programme. She was able to complete secondary school and hopes to continue the work of Pious and develop Children First into a more established organisation.

But it is not only the clients who are inspired by the work of Children First. Jennifer Walters, mother of five children, four of whom have benefited from the programme, is grateful for the efforts of Children First.

"I do not know what we would have done without the programme," she says. Hundreds of children have benefited from the efforts of Miss Pious. She is a Godsend."

So impressed was Walters by the programme,

she decided to volunteer her time to helping the organisation grow.

"I help out in any way that I can. I think that this is a great programme and I hope that it will continue to grow."

Pious gets her inspiration from her children.

"Just making a difference in the life of one child is enough for me. The fact that we have over 200 enrolled in the programme is incredible."

Pious is critical of Jamaica's attitude to street children. However, "this is not somebody else's problem," she says. "This is an issue that everyone has to get involved in. These are children out there."

Pious wishes that the rest of Jamaica would look at the wasted potential that rests in street children.

"If we could only see them for what they are — children, then perhaps we can be more giving and more generous in our approach to them."

Over the holidays Pious was out in the busy shopping centres seeking donations for the programme. She hoped that the Christmas season would bring out some compassion in Jamaicans, and that even for one day, people would "open up to them, give them a gift, some love make them feel special ... because they are".

Sunday Feature

Children First – rescuing

BY DENISE LAWRENCE
Observer staff reporter

MORE than 150 children work on the streets of Spanish Town, the old capital. In the days some alternate between school and hustling. At nights they go home to a family.

But there are others who never go home. These are the "street children" who hustle, beg or steal. They sleep in gullies, abandoned buildings, under benches, anywhere that will offer shelter.

In Spanish Town alone the number of homeless children can run into hundreds. On the entire island, some estimate thousands. What is more alarming however, is that the numbers are increasing daily.

Children First, a non-governmental organisation based in the old capital, is trying to make a difference to these children, giving them a chance to take back the opportunities of life lost to the streets. The organisation, the recent recipient of the National Press Award by the Press Association of Jamaica, is just over two years old. It is headed by Claudette Richardson Pious, teacher, actress, counsellor and 'mother' to many of the nation's lost and neglected children.

A large woman, given to a quick wit, outspoken, direct and dedicated to her cause, Pious spoke to the *Sunday Observer* about her work with street children and "working" children. Her headquarters at 9 Monk Street is unglamorous, sparse and bare. Her office is a converted container. The classroom and counselling facilities centres the shell of an old JOS bus in the open, dusty yard under a tree. There is another container that was donated by Tools Hardware, but the organisation lacks money to convert it to accommodate the over 200 hundred children who pass through the day-school programme.

Children First hosts clients ranging from ages two to 18, although there are some who are older. Three of them are currently enrolled at the University of Technology, two at universities in the United States and one the University of the West Indies at Mona.

Children First is open to any child and is especially geared to children who have been abandoned, neglected or who are not receiving basic care.

While it is perhaps best known for working with street children — taking these children off the streets, engaging them various rehabilitation programmes and at the same time, trying to unite them with their families or facilitating foster care — Children First does much more.

Pious explained that Children First offered its own brand of teaching services, counselling services and when possible, financial help to children in need, as in the case of 16-year-old Natasha Smith.

Natasha, who lives with an unemployed mother and seven other

siblings, was forced to drop out of an all-age school when her mother couldn't afford to send her any more.

"I heard about the school at Children First and Miss Pious encouraged me to give the programme a try," she says. "Now I finally have a goal, I want to become a family counsellor."

Natasha is now armed with several new skills including reading, dressmaking, art and craft, photography, embroidery and crochet. More than this however, she has learnt to care for her peers at school and cherishes her environment of kindness and sharing. But most of all she has learnt to love herself, she says.

This is, what we try to instil in our clients," said Pious. "We want to show them another way. Something other than what they have learnt out on the streets or even in their homes. We want to teach them about love and respect. We want to uncover the child that was lost."

Pious related the story of one of her most troubled clients, a boy who had a very difficult relationship with his mother.

"He was considered one of the most problematic children. He was rude and his mother did not know what to do with him." A session on love and respect due to mothers changed him.

"You won't believe the difference it has made in his life and the relationship with his mother," Pious said. When asked about the change in his attitude, the young man said the sessions taught him why mothers were so important.

A big part of the organisation's work centres around family life. Pious has found that in order to improve the lives of children, it is often necessary to improve the lives of the parents or guardians as well. When the *Sunday Observer* arrived at the compound recently, Pious was distributing 30 grants, amounting to \$260,000 — awarded by the Netherlands Embassy — to par-

ents. This to enable them to start small businesses like chicken rearing, sewing and goat farming.

In the past we have discovered that parents who can improve their own lives generally tend to improve the lives of their children," she said.

A major part of the rehabilitation for the children is trying to instill positive self-worth, to facilitate skills acquisition, keeping children in school, remedial teaching and a new approach to personal, family and community life. This is not always easy. Most of the children have been classified as slow learners, they are bored in the classroom and only the most innovative of teaching can reach them. Donovan Murphy, the project officer and counsellor at the school, tells of how he teaches the children.

"You have to grab their attention from the start. I use music. I try



Students in one of the sessions at Children First in Spanish town.

(File photo)

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THE KINGSTON

"Triumphing over adversity... into the new"

The 'New' Kingston YMCA — a call

**By Elaine
Commissiong**

THE YOUNG Men's Christian Association (YMCA) was founded in Jamaica in 1857. Some 63 years later, in June 1920, the Kingston "Y", was founded. Despite its name, since its establishment, the "Y" has provided a wide range of services, to both young men, and women in Jamaica; in and outside of Kingston and St. Andrew area.

Since its inception, its mission has been: "To promote the highest welfare of all young men (and women), both by direct spiritual means, and through

social, intellectual and spiritual agencies."

First located in the heart of the city, at 79 Hanover Street, as the face of the city changed, the "Y" moved, as a property at 21 Hope Road was acquired in 1960, with the assistance of the YMCA National Council in London.

The Kingston YMCA, now occupied an elegant Edwardian mansion with facilities that allowed the addition of a number of family-oriented services to the institution's portfolio of programmes. The "Y" now offered educational and cultural activities, recreational and competitive sports, programmes to address the spiritual needs of our youth, as well as a number of training

and community outreach programmes and special projects.

Through these various programmes, the Kingston "Y" came to serve in excess of 30,000 persons each year — adults and young people — most of whom became members of the Association.

Some of the landmark programmes initiated by the 'Y' have included, the establishment of "Boys Town", in Western Kingston, as a means of addressing the special needs of the young people in that depressed area of the city. Administered in its early years and many years afterwards, by the Rev. Hugh Sherlock, whose name has become synonymous with Boys

Town, the 'Y' has helped many young boys. Collie Smith for instance through the training and counselling received at Boys Town was later to become one of Jamaica's famed cricketers.

Various leadership training programmes including some aimed at shaping the development of Counsellors for Summer Camps as well as for First Aid Training and Conflict Resolution, have reshaped the lives of many of Jamaica's secondary school and tertiary level graduates.

Arguably the most prestigious leadership training programme of the Kingston "Y", is its Duke of Edinburgh Award Scheme. In this international programme some 40 to 50 persons in each session, participate in a programme of service, recreation and skills-training towards Gold, Silver and Bronze Award. In 1994, young people from the Kingston "Y's" Duke of Edinburgh Award Scheme, won 27 gold awards.

In 1974, the "Y's" "Street Corner Boys Programme", was born. Started as a means of providing basic education for the young boys who populate our streets and earn a living by wiping the windcreens of cars, the programme today not only offers remedial educational classes, but also classes in Social Science, Family Studies, Welding, Horticulture, Basic Building Construction and Pool Maintenance.

Perhaps, however, the programme for which the Kingston



CONTINUES ON B7

The 'New' Kingston YMCA ...

CONTINUED FROM B5

Workshop, and its Membership Outreach programmes, were all drastically affected, when the "Y's administrative building was completely destroyed by two fires; the first, in November 1993 when the main building was partially destroyed, and the second, in March 1996 when the building was razed.

Some of the programmes had to be curtailed and even those which were sustained, including the popular "Learn to Swim" programme, were severely limited by the loss of the physical plant.

Today, however, just one year before the Y's 80th anniversary, because of the generosity of ordinary Jamaicans, many of whom wanted to give back to the 'Y' some of what they had received, as well as because of the generosity of many corporate entities, and especially because of funding from the Jamaica Social Investment Fund and the Environmental Foundation of Jamaica.

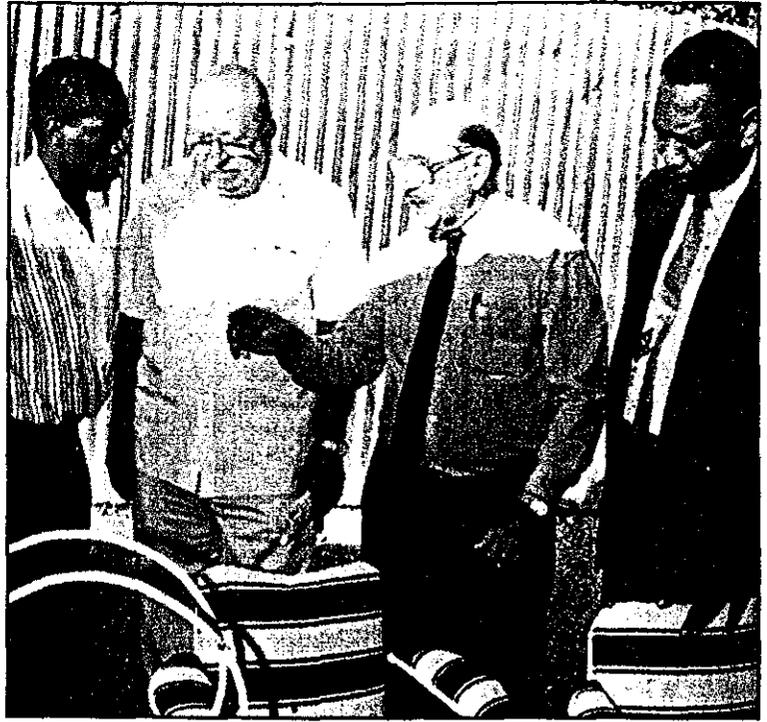
is most well-known, is its "Learn to Swim" programme. It is believed that 75 per cent of all Jamaicans who have learned to swim, acquired this skill at the Kingston 'Y', through this programme. Based on a Canadian programme of the same name, the Learn to Swim programme, targets all Jamaicans, including the disabled — from toddlers to adults. All that is required, is a desire to learn to swim.

Out of this programme has emerged the swim team, the 'Y' Speedos, swimmers who have often been Jamaica's national champions.

An allied programme is the Life Saving and Instructors Course, through which three to four life-guards are trained each year, receiving Life Training Certificates at the end of their course.

Table Tennis, Tae-Kwon-Do, Basketball, Baseball and Aerobics training, are some of the sporting activities which take place on a daily basis at the Kingston 'Y', spawning the development of outstanding sporting personalities, reputedly including the famed Patrick Ewing, whom it is said learned basketball at the Kingston 'Y'.

All of the 'Y' programmes, as well as others such as the "Y Choral Group", the Children's



Francis Valva, (3rd left) Chief of Party of the joint USAID and the Government of Jamaica "Uplifting Adolescents Project" expresses to Michael Brown, (left) teacher of the Youth Development Programme his pleasure at the quality of work being done by the welding students of the programme. Looking on are Rafael Diaz, (2nd left) Vice President of the Kingston YMCA and Dennis Morrison, (right) 1st Vice Chairman of the YMCA. The group was attending a graduation exercise held in June, 1998 at the YMCA's Headquarters at 21 Hope Road, Kingston. ■

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YMCA launches Mentorship Programme

AMONG THE many achievements last year, the Kingston YMCA launched its Mentorship Programme at the Bethel Baptist Church on Hope Road.

The Programme was organised by the Kingston YMCA as a part its 1998 Outreach Programme, to benefit teens aged 14-17 from the parishes of Kingston and St. Andrew.

According to the YMCA's General Secretary, Mrs. Sarah Newland-Martin, the Mentorship Programme is aimed at providing role models for some of Jamaica's youth, helping to steer them in a positive direction. The Mentorship Programme involves inviting

influential persons in the Jamaican community to talk with the students of the Youth Development Programme.

Since the launch of the programme in April of last year, the Kingston YMCA has hosted Prof. Rene Simoes, Technical Director of Jamaica's National Football Team. In his visit to the "Y", Professor Simoes urged the students of the Youth Development Programme, to believe in themselves as this philosophy would allow them to achieve almost anything in life.

The Mentorship Programme is sponsored by the "Upliftment Adolescents Project" and is funded by the United States

Agency for International Development (USAID) with the assistance of the students of the University of the West Indies (UWI).

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-Contributed

Claudette Christie presenting a cheque for \$20,000 to Mrs. Jane Dodman, associate executive chairperson of the Mel Nathan Institute. The money is to go to the educational facility at the Mel Nathan Prep School on Rose Lane, Hannah Town, St. Andrew. Looking on are students of the school and principal Mrs. Sarah Palmer (left). ■

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Making Downtown a better place to

LIVE, WORK AND PLAY

Getting acquainted with the KRC

KINGSTON Restoration Company (KRC) was established in 1983 as a private company with a public mission. Working with people in community development, poverty alleviation and the effective delivery of area improvements.

KRC was created to address a desperate situation. At the inception of the company, urban life had virtually disintegrated. Declining economic circumstances, violence, crime, poverty, unemployment and insecurity had caused the flight of businesses and social exclusion in the residential communities.

The once proud hub of the English speaking Caribbean, the historic core of the capital had become destabilised, with vandalised and abandoned buildings, the virtual withdrawal of public services and governance and an inenviable reputation for violence both locally and internationally.

A group of leading businesses and the Urban Development Corporation came together to form KRC. The mission was, and still is, "to assist in the creation of the conditions necessary for sustainable physical, cultural, social and economic development of Downtown communities."

Fifteen years after, KRC has a distinguished record of achievement in producing sensitive solutions to tough problems. This includes the halt to the physical decay in Downtown Kingston, the restoration of economic stability and support to small businesses downtown.

Innovative approaches to community revitalisation and poverty reduction, continue to be developed.

Making a difference in Jones Town

Among its responsibilities, the company is also the implementing agency for the Government of Jamaica's National Inner City Committee's Jones Town pilot Project. The aim of the project is to reduce urban poverty through the regeneration of inner-city areas.

The National Inner City Committee (NIC) was established in 1992 in response to an upsurge of violence in the economically-depressed sections of Kingston. The committee's membership is drawn from the public and private sectors and includes government entities, representatives of the opposition, church groups and institutions and organisations operating in the social and economic sectors.

The NIC recognised the need for a comprehensive approach for the renewal of blighted areas across Jamaica. Consequently, a document, "Strategy for the Revitalisation of Blighted Areas" was prepared through the collaborative efforts of Kingston Restoration Company (KRC) and the University of the West Indies.

The paper highlighted 14 communities of blighted areas for investigation. Based on the existing social, economic and physical conditions, Jones Town was selected for initial consideration.

Current projects in Jones Town are based on the development plan that was prepared for the community in 1994 by the Physical Planning Division of the University of Technology (UTech) and a team of professionals, contracted by KRC.

The plan outlined the existing social, physical, cultural and economic conditions, and identified various needs and development potential.

An important point to note is the high level of community participation in formulating the plan, and the residents continued involvement in the process of implementation.

Under the British/Jamaican Government

In 1994 KRC made contact with the British Government in a bid to source technical and financial resources for the project which culminated with the Government of Jamaica and the Government of the United Kingdom signing the Jamaica Urban Poverty Project Memorandum in January 1997.

The goal of the Jamaica Urban Poverty Project (UPP) is to contribute to the improvement of the quality of life in poor urban communities in Kingston, starting in Jones Town. Important areas for attention in this process include:

- Improving access to better livelihood strategies and urban services
- Enhancing the delivery and access to urban services, and
- Enhancing the development of social institutions to promote social cohesiveness.

In completing the UPP, lessons learnt and good practice will be fed into the GOJ's National Poverty Eradication Policy (NPEP). More important, is the replication of these strategies in communities faced with similar problems. The UPP will also enhance the capacity of KRC to lead the process of replicating community led participation process in urban areas.

Community Profile

Jones Town forms a small area of what can be loosely described as "the" Kingston Western District. Concerning the JTP, it comprises three localities: Craig Town, Admiral Town and Jones Town (proper).

There are approximately 12,000 residents living in an area less than 47 acres (gross area). This results in a high net population density of 238 persons per hectare. There are approximately 12 persons (three households) per lot (usually living in tenement arrangements).

On average, the housing



One of the emphasis of the Jamaica/British coalition has been self sufficiency. Residents have been particularly in small farming projects which provides not only income but is also a recreational activity which fosters community pride.

stock is over 70 years old. Structurally, 82 per cent of the buildings are in poor condition. This is the result of a combination of factors: a low incidence of owner-occupancy (20 per cent), an absence of landlord-tenant arrangement (40 per cent), and little, if any, property maintenance.

KRC research in the area in 1994 indicates that there is a direct correlation between the conditions of buildings yards and tenure patterns and payment of utilities.

The Restoration Grants programme

This programme provided support grant funding for individuals interested in renovating the structure of the facade of their building.

It ensured that business and property owners participated in KRC's efforts to revitalise Downtown Kingston.

Business owners were responsible for planning, financing and implementing improvements to their own properties. KRC would then reimburse owners 20 - 25 per cent of the final cost up to a maximum of \$200,000. Where only facade improvement was done, KRC refunded 50 per cent of the total cost with a ceiling of \$25,000. During the period, 57 grants were awarded valuing in excess of \$53-million.

The private sector's response was overwhelming as for every one dollar spent, they invested \$10 resulting in the programme attracting greater than \$33 million in private investment downtown.

Commercial and industrial programme

The company has been instrumental in the rehabilitation of approximately 13 industrial or commercial sites and buildings. This has created a total of 31,586 metres square of rentable space and has led to the generation of 4,614 new jobs.

Under this programme, KRC has also facilitated the conversion of derelict properties into prime commercial space involving the investment of US\$50 million.

Improvements to streets and public places

To complement its commercial and industrial programme, the KRC

also conducted restoration work on public buildings and places. Two main corridors in the central business district benefited from facade improvement work. Duke Street and King Street saw colossal

improvements involving the replacement of the sidewalk, the construction of benches and the planting of trees which was done to provide an oasis for the general public and to create ambience for the business community. Again, this programme was done in collaboration with the property owners and merchants. In a further effort to remove blight from the city, KRC teamed up with local government officials to implement a demolition programme. This saw the destruction of buildings that were beyond repair and which were being used by unlawful elements. The sites were then converted to pleasing open spaces and parking areas.

IKPA/YESS programme Youth Educational Support System (YESS)

In 1988, research revealed that 40 per cent of the high school students in the inner Kingston were either failing or not completing high school and that the brighter ones were mostly at risk. As a result of these findings, the YESS programme came on stream in August 1990 with 33 students and has increased to 314 in 1998.



The garbage collection project was a huge success in the area, with residents using the opportunity to get rid of accumulated junk.



- Rudolph Brown

Youngsters from the Necessary Educational Training (NET) programme get ready to leave the Highholborn Street Teen Centre for their month-long residential training camp at the Jamaica Defence Force's training depot, yesterday. Seeing the children off (centre, rear) is Labour, Sport and Social Security Minister Portia Simpson Miller. ■

NET - ray of hope for inner-city youngsters

By Gail Hoad
Staff Reporter

FIFTEEN-YEAR-OLD Rohan DeSouza was expelled from Holy Trinity Comprehensive High School in first form and remained out of school until a friend at Kingston Restoration Company (KRC) introduced him to the Necessary Educational Training (NET) programme last September.

NET targets inner-city children between 10 and 16 who have been out of school for two to four years. Since last September, they have been exposed to remedial

Mathematics and English Language, Science and Social Studies, and regular sessions in art and craft, environmental awareness, computer studies and counselling.

Yesterday, Rohan and 34 other NET students left KRC's Highholborn Street Teen Centre in downtown Kingston for the cool hills of Newcastle, St. Andrew, where they will participate in a four-week residential training camp at the Jamaica Defence Force (JDF) training depot.

Sharon Lawson, in charge of the NET programme, KRC executive

director, Morin Seymour, and Government Ministers Portia Simpson Miller and Horace Dalley, were on hand to see the youngsters load their bags into the army truck and leave the centre.

Ms Lawson explained the history of the programme which was envisioned as an extension of the leadership and education programmes KRC already provides to inner-city youth who are in school. Community officers and individuals were asked to recommend children for the first batch in the NET programme.

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NET - ray of hope ...

CONTINUED FROM A1

"When they came, I interviewed them and asked them what they wanted. I had thought that since they were already out of school they would want assistance in finding job placement or with some income-earning activity, but most said they wanted some form of schooling or educational training," Ms. Lawson said.

She approached the Education Ministry which advised her that space existed in inner-city schools such as Holy Trinity, Charlie Smith and Trench Town Comprehensive High schools. About 15 students were placed but a problem cropped up when Ms. Lawson discovered that the low literacy and numeracy skills of most of the 50 participants made it impossible for them to re-enter the formal school system.

"I could not get them into any school. I called all the remedial programmes, places like LEAP, but they were all full. This is the true story - I simply did not know what to do but they kept on coming to me and asking to be placed and that is how the programme started," she recalled.

Two remedial teachers provide instruction in Mathematics,

English, Science and Social Studies. There are individual counselling sessions by counsellors from Family Life Ministries who visit daily and resource persons provide lessons in art and craft, computer studies and environmental awareness.

"We are trying for the development of the whole person," Ms. Lawson explained, and the month-long stay in Newcastle is a part of this process. While the students have improved academically, discipline and behaviour remain a problem, she said, noting that often there's no parental guidance at home and at least one parent of many of the youngsters has died violently.

The communities in which students live often exert a stronger influence on their behaviour than the counselling and lessons they receive, she added.

"We see that behavioural problems are often more than we can handle here and the JDF wanted to help with some preventative instead of corrective measures, especially in the inner-city so we asked them for assistance and they agreed."

Academic work and counselling for the students will continue in Newcastle as well as courses in personal development, socialisation, hygiene, dress and deportment, leadership, disaster preparedness, conflict resolution and first aid carried out by JDF personnel and volunteers from various organisations. Sport and recreational activities have also been planned.

Rohan who lives at Highholborn Street, just up the road from the Teen Centre, said he was looking forward to his stay in the hills of St. Andrew and his first visit to Newcastle.



- Contributed

A tutor guides a student with an assignment at one of the YOU Homework Centres. The Homework Programme is supported by the Uplifting Adolescents Project, a sub-grant funded by USAID Jamaica. YOU operates two homework centres in the Corporate Area and is now setting up three more in Portmore with support from the Canada Fund for Local Initiatives. ■



- Contributed

A student who wants to study medicine learns about the scientific arena firsthand through the YOU Workplace Shadow Week. He was placed with the National Public Health Laboratory. Last August a total of 22 firms, organisations and government departments hosted a total of 28 students during Shadow Week. ■

YOU: where mentoring is taken seriously

JUST EIGHT years old - in fact it is now in its anniversary month - Youth Opportunities Unlimited (YOU) is already making a positive difference to the lives of many young Jamaicans.

This voluntary organisation was founded by social activist, Betty Ann Blaine because of a deep concern for successive generations of youngsters growing up in fragmented, or at best, at-risk families in communities facing serious socio-economic challenges.

YOU's programme and purpose is one of "monitoring", i.e., motivating adolescents and inspiring them to aim high in their aspirations. It has now developed a successful core pro-

gramme of mentoring in 10 Corporate Area schools, as well as a network of related support programmes. And it does this through a small team of YOU social workers, administrators and support staff, together with a large band of dedicated volunteers.

Today, over 700 adolescents are registered in one or more of YOU programmes. Schools in which the YOU Monitoring Programme now operates are Excelsior, Tarrant and Queen's High Schools, Kingston College, Clan Carthy, Haile Selassie and the Kingston Comprehensive High Schools. Other YOU programmes have also been established at Merl Grove and St. Hugh's High

Schools, and at Holy Trinity Comprehensive High School, while programmes are now being set up at the Greater Portmore, Bridgeport and Waterford Comprehensive High Schools.

YOU's Monitoring Programme is activated by caring adults who are selected and recruited as Voluntary Advisers. The attend on-going training seminars led by professionals in fields such as psychology, psychiatry, social work, career guidance and effective communications.

The relationship between these mentors and their adolescent 'mentees' is continuously monitored and if incompatibility or other problems arise, new pairings are arranged. Mentors

are encouraged to introduce their 'mentees' to their own work situations, to help them find holiday jobs if they are still at school, and if necessary, permanent employment after graduation. And incidentally, the mentors are discouraged from giving money or expensive gifts to the youngsters. YOU, however, operates a financial support programme for those who might need it.

Two year ago, the organisation established a Consultancy Programme to train other community organisations to set up their own mentoring projects. It also operates a Parenting Education Programme, and carries out continuous public education and advocacy at the

national level, focusing on issues affecting adolescents.

In recent years, too, YOU has been able to expand the type of support programmes it takes into the schools for its own "Mentees" an other students, especially those on the 'waiting list' for mentors. This includes drug abuse, anger management and reproductive health, adolescent workshops focusing on issues such as family life and self esteem, and supervised homework centres.

The 'YOU' homework centres has proved especially beneficial to the youngsters, as they offer students a quiet place to study, use of library facilities, tutoring when they need it, and a wholesome snack four after-

noons per week during term time. Two, at St. Hugh's and Merl Grove, are operating, and three others, in Portmore will soon be established.

YOU's adult volunteers include bankers, teachers, managers, accountants, engineers, teachers, university lecturers, career army officers, ministers of religion, administrators, small businessmen, and tertiary students.

Youth Opportunities Unlimited is constantly seeking caring adults in all sectors of our national community to enlarge its programme of activities, and anyone interested in becoming a YOU Mentor is invited to contact its offices at 2B Camp Road in Kingston.