



MANAGEMENT ASSESSMENT OF UAP ACTIVITIES

February 25, 1999

UAP *UPLIFTING ADOLESCENTS PROJECT*

The UAP is managed by Development Associates, Inc.
under Contract No. 532-C-0096-00234
on behalf of USAID/Jamaica
and the Youth Division of the Ministry of Local Government, Youth & Community Development

Executive Summary
Management Assessment of UAP Activities

The stated Goal and Purpose of the UAP, as well as certain contract provisions being implemented by DA, proved to be impractical and unrealistic. Consequently, performance indicators could not properly measure what actual program implementation was accomplishing.

There was some discussion on the genesis of the UAP's goal, and why it was phrased in that way. The goal of the Project, as stated, is "To promote smaller, better educated families with particular emphasis on the poor". Reference was made to the fact that the UAP originally was included under Strategic Objective 3, which embraced both the health and education sectors.

Approximately 70% of UAP financial resources came from USAID's population fund. It was the firm view of USAID representatives that much had changed since the design of the project, and that the goal statement was no longer relevant. After lengthy discussion, it was agreed that it is necessary to develop more relevant and measurable purpose level indicators for quantitative and qualitative assessment of the UAP activities. USAID agreed to investigate and provide feedback on whether modification of the primary project document was still possible.

Copies of a spreadsheet, "Comparison of Sub-Grant Obligations, Disbursements and Expected Drawdowns" were distributed for discussion. It was noted that the number of NGO participants had been increased from 12 to 14 to expedite a greater intake of special population beneficiaries in the Project. Upward adjustments to disbursement levels had also been initiated, with the approval of the Awards Committee, because initial calculations proved to be unrealistic. It was the consensus of the group that all NGOs continue in the Project for three years, if a supplementary amount of US\$ 600,000 could be found by seeing how the present budget could be re-worked.

A summary of decisions taken follows:

- USAID will inquire with the RCO to see if the Goal and Purpose statements and respective indicators for the project can be modified.
- USAID and DA will collaborate to prepare modified statements and indicators for the project's goal and purpose. Revised indicators, results and a monitoring system will be identified by USAID with DA.
- DA will provide USAID with a budget revision proposal to see if funds from contract expenditures can be released for use in NGO Grant funds. (March 9).
- USAID will search its budget to identify possible sources of funds for NGO grants.
- After having received and reviewed the results of budgetary adjustments, USAID will advise DA of the total amount of funds to be allocated for NGO grants. (March 12).
- DA will develop a plan and matrix to look at different scenarios as to NGO funds allocation for year three activities. (March 15).
- Decisions will be made by USAID regarding program direction and contract modification based on the above review and analysis.

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**MINUTES OF THE UPLIFTING ADOLESCENT PROJECT (UAP) ACTIVITY
MANAGEMENT ASSESSMENT MEETING HELD FEBRUARY 25, 1999 AT THE
COURTLEIGH HOTEL, NEW KINGSTON**

PRESENT WERE:

USAID	Mr. Danny Gordon - Chairman <i>Program Specialist, Office of General Development</i> Mrs. Sheila Lutjens <i>Director, Office of General Development</i> Ms. Robin Brinkley <i>Office of Program Development & Management</i> Mrs. Mosina Jordan [part-time] <i>Director, USAID Mission</i>
Development Associates Inc. (DA) Institutional Contractor	Mr. Frank Valva <i>Chief of Party</i> Mr. Sam Dowding <i>NGO Co-ordinator</i> Mrs. Loretta Johnston <i>UAP Home Office Manager</i> Mrs. Beverley Butler <i>Rapporteur</i>
Youth Unit, Ministry of Local Government, Youth & Community Development	Miss Gloria Nelson <i>Director</i> Mrs. Dione Jennings <i>National Youth Development Officer</i>

WELCOME AND DETAILS OF ASSESSMENT

The meeting began at 8.10 a.m. when Mr Gordon welcomed all present and invited Miss Nelson to offer a prayer. Following this, self-introductions were made.

Mr. Gordon then said the main purpose of the meeting was to look at the factors which had been agreed for assessing UAP. Sheila Lutjens suggested that, although an Agenda (Appendix I) had been prepared, perhaps the initial focus should be on what participants expected to achieve by the end of the meeting. In doing so, consideration could be given to whether adjustments were necessary to increase the effectiveness of the project and, if so, what those adjustments should be.

After a great deal of discussion on contract implementation and program indicators, it was agreed that experience had shown that more flexibility in implementation was required. The Project's stated goal and purpose, as well as certain contract provisions, had proved to be impractical and

unrealistic in view of current socio-economic, institutional and financial realities that constrained their achievement. Consequently, the performance indicators could not properly measure what actual program implementation was accomplishing. Nor do program activities respond to the stated goal and purpose indicators.

Further discussion on this issue was deferred until later in the meeting.

PROGRESS REPORTS

Development Associates

Mr. Valva first outlined the action steps taken before start-up of the UAP as having been:

- Review of directories and inventories of 170 NGOs .
- Invitations to 30 NGOs involved in youth work to learn about the project at a UAP Orientation Workshop.
- Evaluation/screening process for administrative and programming assessment vis-à-vis NGO capacity to meet USAID eligibility standards and the “effectiveness criteria” which reduced the number of organisations under consideration to twenty one.
- Preliminary/Report Presented to USAID on inventory of NGOs surveyed, NGO Selection Procedures Report, Annual & Project Work and Training Plans. (Documents approved by USAID and the Joint Coordinating Committee; recommendations made for some modification to the “effectiveness criteria” based on realities of NGOs’ situation)
- Conduct of Proposal Development Workshop for pre-selected NGOs to jump start program.
- Review of eight proposals and recommendations for first sub-grants to Awards Committee.
- Approval by Awards Committee of six NGO sub-grants.

At the suggestion of Mr. Gordon, Mr. Valva distributed and highlighted information contained in two documents (*Appendices II*) which illustrated:

- the components of NGO program delivery to at-risk youth, the numbers who had received services, the leverage-sustainability and counterpart financial inputs, as well as work already accomplished to strengthen NGOs through training programmes, technical assistance, observational travel, performance tracking and financial appraisal;
- how UAP had contributed to strengthening the capability of the Government’s Youth Division.

In concluding his report, Mr. Valva noted that the UAP was currently working with 14 Sub-grantees (15 NGOs), and that two operations research proposals were awaiting inclusion in the Project. He also indicated that he would delay further comment on identifiable implementation impediments until the forthcoming group discussion of each agency’s perspectives on key issues.

Youth Unit

Miss Nelson explained that the National Youth Policy guided the work of the Youth Unit of the Ministry of Local Government, Youth & Community Development, and its mission was assisting youth to become productive citizens. The Unit's role was to network, advise, co-ordinate and collaborate with various community-based youth organisations, in order to facilitate their project activity. It also played a policy advisory role through the National Youth Advisory Committee, which was chaired by the Minister.

She noted that the National Youth Policy had been brought about by young people, and one area of their influence had been the re-introduction of the National Youth Service (NYS) in 1995 for out-of-school, unemployed youths aged 17-24 years.

After giving an overview of the current NYS programme features, Miss Nelson highlighted the incapacity of Jamaica's formal education and labour market systems to deal with young people in the 15-17 years age group. These teenagers were too young for legal employment or entry to tertiary level education, even if they had the qualifications for either course of action.

She also outlined some of the ways in which the UAP had given the Unit beneficial assistance, and said she recognised the Unit's need to develop stronger links with NGOs.

APPROPRIATENESS OF GOAL AND PURPOSE INDICATORS & USAID'S EMPHASIS ON RESULTS ORIENTATION

There was some discussion on the genesis of the UAP's goal, and why it was phrased in that way. The goal as stated in the Project Paper is "To promote smaller, better educated families with particular emphasis on the poor". Reference was made to the fact that the UAP originally was included under Strategic Objective 3, which embraced both the health and education sectors. Approximately 70% of UAP financial resources came from USAID's population fund. In spite of this, it was the firm view of USAID representatives that much had changed since the design of the project, and that the goal statement seemed to be no longer relevant.

Attention returned to the purpose statements in terms of their present relevance.

There was agreement that the UAP was not engaged in promoting smaller families, and the goal was not consistent with UAP implementation. It was noted that, within NGOs, there was tremendous resistance to the concept of distributing contraceptives to the target age group (10-14 years).

Consensus was reached on the following points:

- If a goal was irrelevant to implementation activity, it would be difficult to measure results in terms of the related Purpose Level Indicators (PLIs).

- USAID would need to consult with the RCO to inquire if a project goal could be modified half way through the program.
- It is necessary to develop more relevant and measurable Purpose Level Indicators for quantitative and qualitative assessment of the UAP activities implemented for adolescents receiving services, so as to take into account the following realities:

i) 8 NGOs continue to provide on a sustained basis services to about 3,000 10-14 year-old children yearly

This is a post project indicator which can only be measured after the PACD. Some NGOs might have to be dropped from the Project, unless an additional amount of US\$ 600,000 could be provided.

ii) Pregnancy rate for 10-18 year olds decreased by 30%

This indicator will be deleted:

It was not clear for which 10-18 year olds the pregnancy rate was to be established: all in that age group? Those who have participated in the Project? Pregnant teenagers had not been recruited.

Not all NGOs had been able to offer a Reproductive Health programme.

The duration of the Project and available resources did not permit tracking graduates until their attainment of age 18.

iii) 20% of out-of-school teenagers return to school

This indicator requires modification because:

Multi-dimensional factors affected these outcomes. The formal school system had already failed many of these youngsters and often had no space to accommodate their return. Moreover, their poor economic circumstances vis-à-vis the system's material demands (e.g., uniform, lunch, books) often prevented their return. The 20% indicator needs modification downwards.

iv) School dropout rate for 10-14 year-olds reduced by 20%

This indicator to be deleted since UAP cannot affect the percentage of school drop-out rate

- v) Completion rate for all-age schools and vocational schools and/or programs increased by 30%
- Full-time attendance in an UAP programme should be regarded as being comparable to re-entry into the formal school system. If so, Project-entry baseline data could be used to determine dropout/completion rates . This indicator should be deleted
- vi) 40% of those receiving vocational training have jobs within 6 months after finishing their training
- There were no jobs available for 14-15 year-olds. UAP provided only pre-vocational training (job preparedness and social development skills), to promote awareness of, and readiness for, vocational training opportunities elsewhere.
- Some of the foregoing comments concerning the inappropriateness of purpose level indicators also related to current realities for the Youth Unit. For example, the Youth Unit did not have total control of National Youth Service operations.

At this point, Ms. Brinkley agreed to investigate and provide feedback on whether modification of the primary project documents was still possible. If amendments could be made, USAID and DA would collaborate to prepare a draft of the wording changes within a one-week period so that another meeting to discuss their recommendations could be scheduled shortly thereafter.

PERSPECTIVES ON ISSUES

Funding

Mr. Gordon distributed copies of a spreadsheet, "Comparison of Sub-Grant Obligations, Disbursements and Expected Drawdowns" for discussion. (See appendix III)

It was noted that the number of NGO grants had been increased from 12 to 14 to expedite a greater intake of special population beneficiaries in the Project. Upward adjustments to disbursement levels had also been initiated, with the approval of the Awards Committee because the initial calculations in the project budget had proved to be unrealistic.

Mr. Dowding suggested various methods by which some NGOs could be funded for the rest of Year Three if, on the basis of objective criteria, others were dropped. He also repeated his earlier statement that all NGOs could continue in the Project for three years, if a supplementary amount of US\$ 600,000 could be found.

Mr. Valva said that the participating NGOs had just reached their performance peak and, if possible, DA would like to see them all continue to receive funding throughout the expected lifetime of the

Project. He reminded everyone that, in the drive for numbers, quality and amount of student contact hours were also very important and dependent on funding. He also posed the question: "What do we do with those kids if funding to their NGO is cut back?"

In view of the financial problems already faced by many of the NGOs, early withdrawal of funding would lead, in many case, to the end or severe restriction of the greatly-needed and beneficial programmes begun under the UAP. It was also felt that it was premature, after just two years, to raise the question of UAP programme sustainability by the NGOs.

In response to Mrs. Jordan's question about the prospects of getting more money allocated, Mrs. Lutjens said a request could be made but there was no guarantee that it would be granted. It was finally agreed that:-

- i) The focus would be on keeping all 14 NGOs in the Project by seeing how the present budget could be re-worked. As a first step, \$100,000 could be diverted from the allocation of two Operations Research proposals.
- ii) The action time-frame would be as follows:

March 8/99 (no later than March 9 a.m.):	DA will provide USAID with its budget revision proposal
March 12/99	Final decision made, so that NGOs can be informed by March 31 of any necessary changes in the funding arrangements.
March 15/99	The UAP will advise USAID on the number of NGOs to be reached with available funds

Monitoring/Linkages with Strategic Objective and Results Framework

The Chairman said there was need for a monitoring system for the remaining LOP that would give impact-level data, bi-annually or annually, on UAP performance. Discussion centred on a document he had prepared to synopsise SO4, definitions for their intermediate results and DA's suggestions for the new IR 4 component.

It was agreed that IR 2.2.2 would be deleted and moved to IR 4. Mr. Dowding confirmed that DA could obtain data for the indicators shown, and his suggestion, that the figures given for the current year could become the baseline data for the following year, was accepted. He also said that suggested indicators for the UAP were drafted to be consistent with those defined for the New Horizons Activity, and that the UAP's technical components were closely inter-linked, but DA would try to respond to each "box" separately.

LESSONS LEARNED, ISSUES & APPROACHES

DA

Mr. Valva distributed a list of issues (*Appendix IV*) DA was proposing for consideration, and said

he believed they were important for improving the design and implementation of future projects of a similar nature. In speaking to each issue, he made the following points:

Design Issues

- The limited flexibility given by the Project documents had proved problematic, since NGOs just could not operate quite as envisaged under the “minimum and recommended” package of services delivered.
- The 1-year sub-grant terms had meant that every year DA had to go through the process of renewing grants, as NGOs scrambled to achieve output rather than impact. A longer-term commitment would achieve greater commitment from NGO staff and a more orderly build-up of activities. Incorporation of a Release Clause does offer protection if established benchmarks are not being met.
- Assumption of willingness to distribute contraceptives to 10-14 year olds was mistaken, and perhaps should never have been included as a criteria.
- Assumptions regarding the cost of local STTA and service delivery had proved way too low in the Jamaican context.
- Distinctions between service cost provisions for ‘regular’ and ‘special’ populations did not seem justified, and in-school/out-of school groupings appeared to be a more relevant classification for ‘at-risk’ 10-14 year olds.

Implementation Issues

- The Project has placed tremendous burden (e.g., operations research, tracer studies, financial assessments, etc) on all NGOs, as their internal financial and human resources are limited. Their financial situations led to heavy reliance on part-time and volunteer staff. Some operated in high-risk areas where it was difficult to attract and/or retain staff, hence high staff turnover rates which affect administration and service quality.
- NGOs have gained valuable project management and training exposure.
- The UAP has made excellent impact on NGO networking. It has solidified them as a group, and individual organisations have benefited from peer support.
- Apart from Reproductive Health, most NGOs were delivering services in all of the three subject areas, and their work in that regard had proved to be a very positive feature of UAP implementation.

Funding Issue

- NGOs did not recover any overhead cost from the Project, and without some help with their administrative costs, sustainability of activities started under UAP was jeopardised.
 - Mrs. Lutjens suggested that NGOs might look to intensifying their income-earning activity, and Mr. Valva said a “Fund-Raising for Sustainability Workshop” was being planned.

Monitoring Issues

- NGOs lacked resources to keep on top of the monitoring requirements. For instance:
 - The Participant Tracking System could generate the range of reports required, but the difficulty was that not all NGOs had the staff and hardware to aggregate their data, and for various reasons, were not sending their information into the central point for aggregation. A partial explanation was that not everyone in the field had been infused with what has been passed onto NGO headquarters.
 - Data collection for Tracer Studies also involved additional man-hours and sometimes extra travel expenses for NGOs.
- A positive benefit has been the fact that NGOs have become more conscious of accountability and, by their follow-up action on UAP recommendations after periodic assessments of their operations, many have been strengthened organisationally. There should be an in-built mechanism for institutional strengthening in project design.

Mr. Gordon asked whether DA's use of a sub-contractor, Hope for Children, was cost-effective. Mr. Valva replied in the affirmative and said the only payments made were on a reimbursable basis for actual costs incurred.

Youth Unit

Miss Nelson said that, because of its limited staff and resources, the Unit concentrated on collaboration and networking. She thanked DA for their strong support and outlined several ways in which the Unit had benefited from the various forms of assistance they had been given. She revealed that she had come to a fuller appreciation of the critical role that NGOs played in delivering services to young people. She also looked forward to working more closely with NGOs and to playing a more significant role in their development and the recognition given to their work.

Miss Nelson's report, that 8 NGOs had received minimal grants from the Youth Unit, led the Chairman to ask about the Youth Unit's counterpart contribution and whether there would be a report on the next half-year's activity. He also mentioned the importance of keeping a day-to-day record of the counterpart contribution. In giving assurances to that effect, Miss Nelson expressed concern that the Youth Unit had been designated as the Government's centre-point for the Project's continuation. She said insufficient focus had been placed so far on this requirement and suggested that some re-phrasing of Output #3 might be necessary, since continuation in terms of funding from the Youth Unit would be impossible.

The Chairman then summarised the decisions taken as follows, and the meeting ended:

- USAID will inquire with the RCO to see if the Goal and Purpose statements and respective indicators for the project can be modified.
- USAID and DA will collaborate to prepare modified statements and indicators for the project's goal and purpose. Revised indicators, results and a monitoring system will be identified by USAID with DA.
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- Decisions will be made by USAID regarding program direction and contract modification based on the above review and analysis.

The meeting was adjourned at 3:30 p.m.

APPENDIX I

AGENDA

Uplifting Adolescents Activity
Implementation Assessment, February 25, 1999

- 8:00 - 8:15 a.m. Welcome and details of the Assessment . Sheila Lutjens - USAID
- 8:15 - 9:00 a.m. DAI report of Progress to date.
- 9:00 - 9:30 a.m. Group discussion - Appropriateness of goal and purpose indicators and USAID's emphasis on results orientation
- 9:40 - 10:30 a.m. Perspectives on Issues from USAID, the Youth Unit of the Ministry of Local Government, Youth and Community Development and Development Associates Incorporated Limited.
- 10:30 - 12 noon Group discussion of issues: implementation, funding, monitoring, linkage with Strategic Objective and results framework
- 12 noon - 1:00 p.m. Lunch
- 1:00 - 3:00 p.m. Group discussions - Issues and approaches
- 3:00 - 4:00 p.m. Next steps, recommendations

Accomplishments **NGOs Strengthened**

Observational Travel:

- 2 Supervised Study Tours to U.S.**
 - Adolescents Reproductive Health**
 - Training for Parent Trainers**

9 NGO and Youth Division Representatives

Rapid Appraisal of Effectiveness Criteria

Assessment of Training Program

Tracer Studies

10 NGOs

148 Completers

NGO Management Manual of UAP Sub Grants

Performance Tracking System Manual

Accomplishments **NGOs Strengthened**

Training Programs:

33 Training Events

41 NGOs + Youth Division Represented

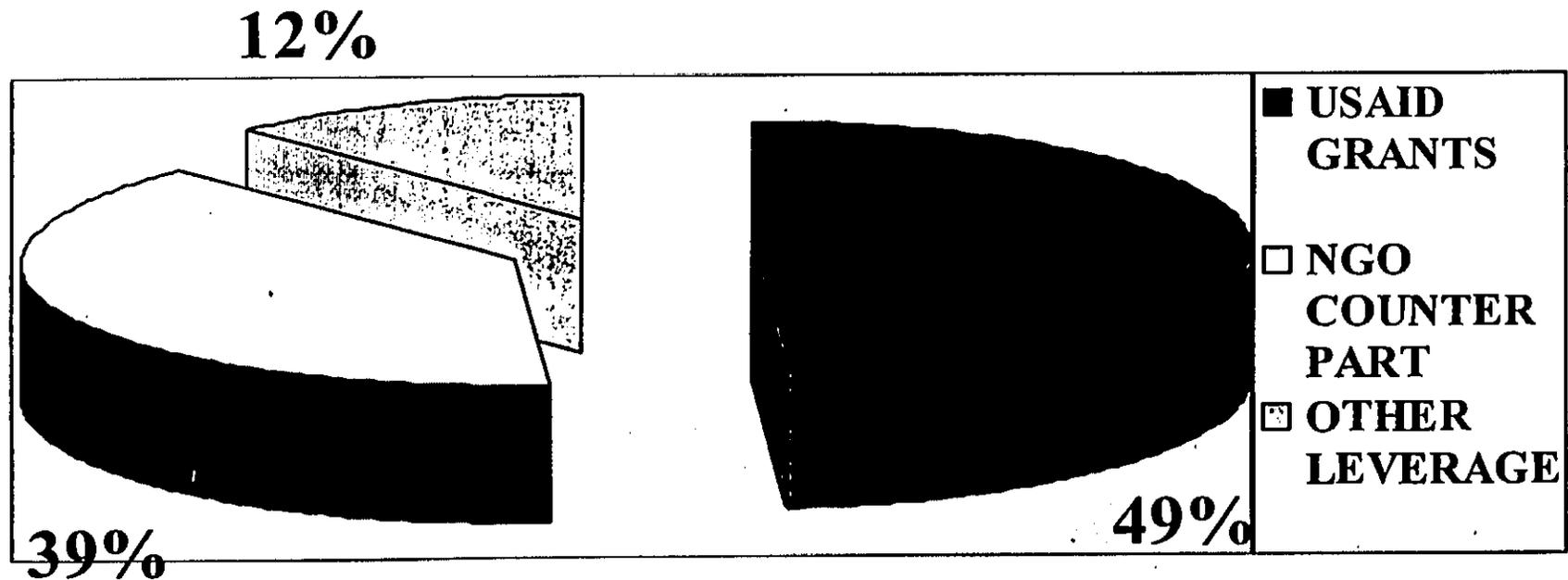
353 Individuals (266 female and 87 males)

Technical Assistance:

15 NGOs with a Database Program for Performance Tracking Systems

15 NGOs receiving Financial Reviews semi-annually

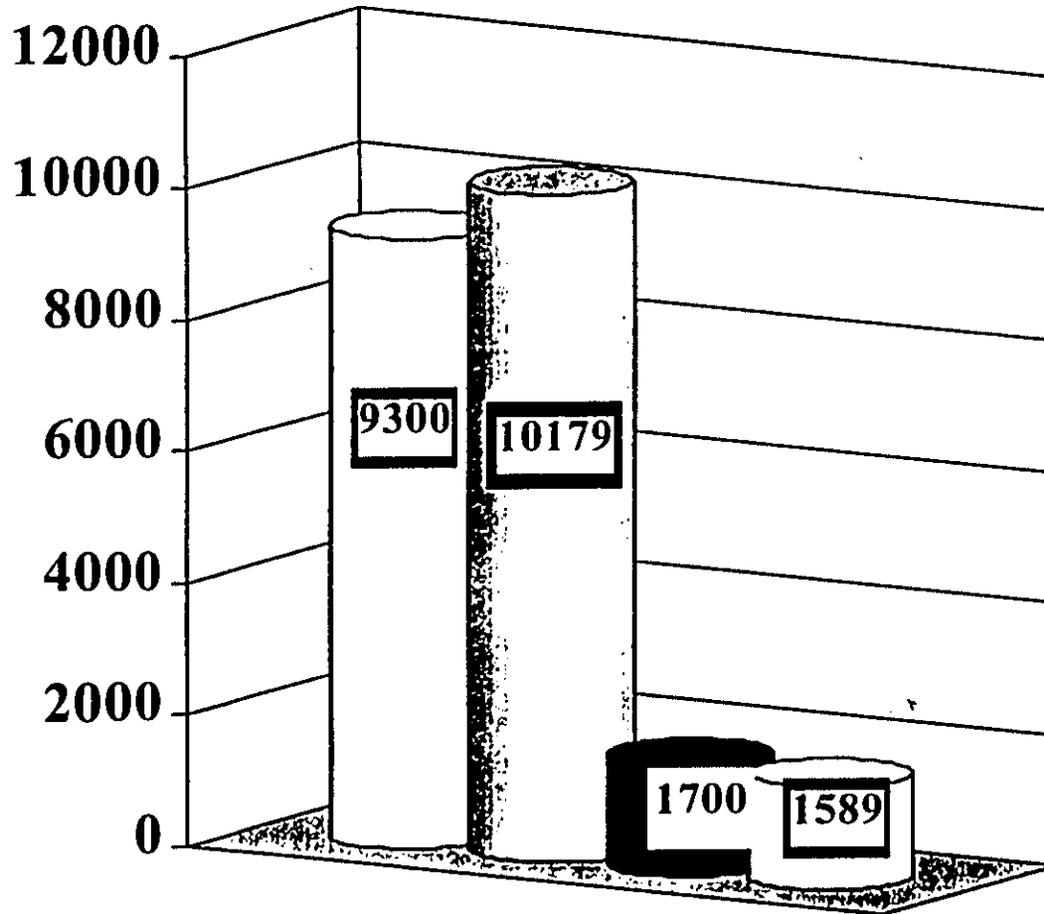
Leverage - Sustainability & Counterpart Contributions



Leverage:

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> - Jamaica Social Investment Fund - Save The Children U.K. - Canadian Save the Children | <ul style="list-style-type: none"> - Government of the Netherlands - MultiCare Foundation - Food for the Poor |
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Delivery of Program Services to Adolescents

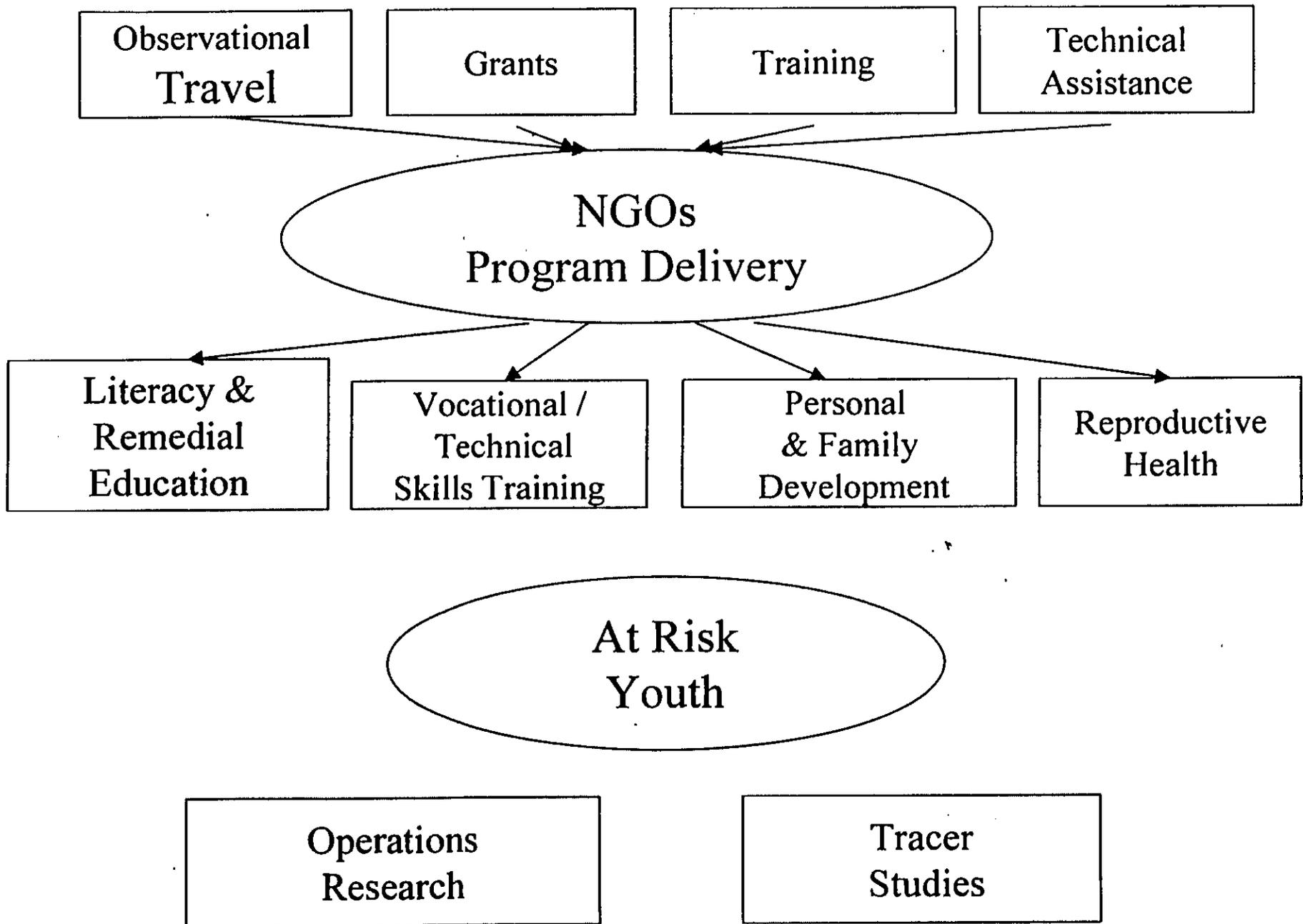


**UAP Population
Regular & Special**

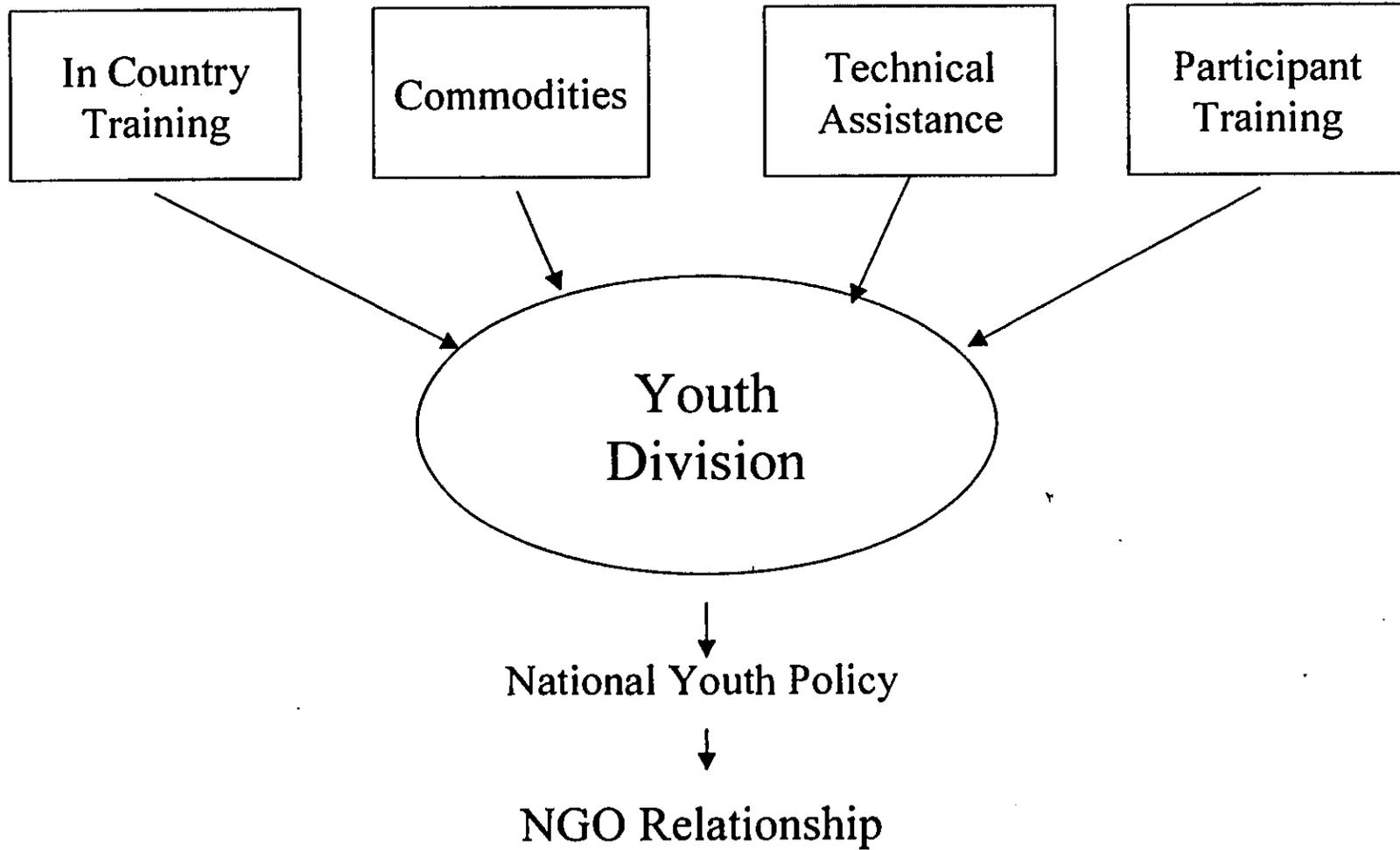
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15 Sub-Grants
04 Operations Research Grants

NGO Program Component



Youth Division Component



Accomplishments

Youth Division Strengthened

- **Needs Assessment Conducted.**
- **Social Policy Analyst position created and being filled.**
- **9 Staff Participated in local UAP Training Programs.**
- **8 Senior and Support Staff received Computer training.**
- **1 Senior Staff attended an Observational Tour in the U.S.**
- **\$65,000 worth of Computer and Office equipment procured.**

COMPARISON OF SUB-GRANT OBLIGATIONS, DISBURSEMENTS AND EXPECTED DRAWDOWNS

SUB-GRANTEE	Grant Amount Authorized	Cumulative Obligation to date	Cumulative UAP SG Disbursement Jan 31, 1999	Disbursement as a %age of Grant	Undisbursed Obligated Amount	Expenditure Projections (Feb - May 99)	Expected UNDISBURSED Bal. in 6/99	LOP in yrs	LOP used (%age)
BATCH I SUB-GRANTEES									
FAMPLAN Jamaica	\$2,839,814	\$2,839,814	\$2,190,611	77.1%	\$649,203	\$523,568	\$125,635	2.0	82.8%
Red Cross	\$4,308,955	\$4,308,955	\$3,690,398	85.6%	\$618,557	\$618,557	\$0	2.0	82.8%
Women's Centre	\$8,435,000	\$8,435,000	\$6,696,513	79.4%	\$1,738,487	\$1,472,000	\$266,487	2.0	82.8%
KRC	\$4,451,000	\$4,451,000	\$3,102,878	69.7%	\$1,348,122	\$1,007,163	\$340,959	2.0	82.8%
YWCA	\$4,342,075	\$4,342,075	\$3,611,941	83.2%	\$730,134	\$658,800	\$71,334	2.0	82.8%
Rural Family Support	\$6,035,000	\$6,035,000	\$4,387,567	72.7%	\$1,647,433	\$1,197,204	\$450,229	2.0	82.8%
BATCH I TOTALS (Ja\$)	\$30,411,844	\$30,411,844	\$23,679,907	77.9%	\$6,731,937	\$5,477,292	\$1,254,645		
BATCH II SUB-GRANTEES									
Kingston YMCA	\$4,083,000	\$4,083,000	\$2,272,988	55.7%	\$1,810,012	\$726,531	\$1,083,481	2.0	68.3%
WSUC	\$5,741,544	\$5,741,544	\$4,334,569	75.5%	\$1,406,975	\$745,159	\$661,816	2.0	68.3%
St. Patrick's Foundation	\$6,926,000	\$6,926,000	\$3,169,339	45.8%	\$3,756,661	\$1,554,028	\$2,202,633	2.0	68.3%
YOU	\$4,384,422	\$4,384,422	\$3,013,389	68.7%	\$1,371,033	\$734,848	\$636,185	2.0	68.3%
Mel Nathon Institute	\$6,198,237	\$6,198,237	\$3,311,350	53.4%	\$2,886,887	\$1,533,976	\$1,352,911	2.0	68.3%
Ashe	\$5,630,000	\$5,630,000	\$4,469,875	79.4%	\$1,160,125	\$713,000	\$447,125	2.0	68.3%
BATCH II TOTALS (Ja\$)	\$32,963,203	\$32,963,203	\$20,571,510	62.4%	\$12,391,693	\$6,007,542	\$6,384,151		
BATCH III SUB-GRANTEES									
Jamaica Assoc. for the Deaf	\$2,374,000	\$2,374,000	\$1,522,151	64.1%	\$851,849	\$785,286	\$66,563	1.0	57.3%
Sam Sharpe Teachers' College	\$2,700,000	\$2,700,000	\$1,094,440	40.5%	\$1,605,560	\$951,200	\$654,360	1.0	65.6%
BATCH III TOTALS (Ja\$)	\$5,074,000	\$5,074,000	\$2,616,591	51.6%	\$2,457,409	\$1,736,486	\$720,923		
ALL GRANTS TOTALS-Ja	\$68,449,047	\$68,449,047	\$46,868,008	68.5%	\$21,581,039	\$13,221,320	\$8,359,719		
ALL GRANTS TOTALS-US	\$1,955,687	\$1,955,687	\$1,339,086	68.5%	\$596,326	\$365,331	\$230,995		
Average or Current Rate of Exchange	\$35.00	\$35.00	\$35.00		36.19	36.19	36.19		

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UPLIFTING ADOLESCENTS PROJECTISSUES FOR DISCUSSION
UAP IMPLEMENTATION REVIEW

February 25, 1999

PERSPECTIVES OF DEVELOPMENT ASSOCIATES, INC.

1. **Design Issues**
 - a. Minimum vs Recommended Packages of services
 - b. One year limitation on grants
 - c. Distribution of contraceptives to all adolescents regardless of age
 - d. Cost of local STTA
 - e. Cost of Delivering Services to Adolescents
 - f. Adequacy of 1.47 to 1.51 youth years of services delivered to at-risk
 - g. In-school vs Out-of-school paradigm

2. **Implementation Issues**
 - i. Limitations of the NGOs
 - ii. In-school vs Out of School
 - iii. Operations Research
 - iv. NGO Staff Turnover, and Use of Volunteers
 - v. NGO Networking
 - vi. UAP Technical Components

3. **Funding Issues**
 - a. Inadequacy of Grant Funds
 - b. Need for Overhead for the Sub-Grantees
 - c. Cost-Effectiveness of Grants

4. **Monitoring Issues**
 - i. Participant Tracking System
 - ii. NGO Reporting Requirements
 - iii. Financial Assessments

5. **Linkages with Strategic Objectives and Results Framework**

FUTURE:

1. Should UAP target additional Adolescents in Year 3 now that the 11,000 target has been surpassed?