

PN. ACP-466

114490



37

ORIENTATION BOOKLET

Issue # 2
April 1999

UAP

UPLIFTING ADOLESCENTS PROJECT

The UAP is managed by Development Associates, Inc.
in collaboration with Hope for Children Development Company, Ltd.
under Contract No. 532-C-00-96-0234-00
on behalf of USAID/Jamaica
and the Youth Division of the Ministry of Local Government, Youth and Community Development, Jamaica.

UPLIFTING ADOLESCENTS PROJECT

Preface

This Orientation Booklet has been prepared to introduce the Uplifting Adolescents Project (UAP): its Goal, Purpose, Outputs, the Stakeholders and their Roles, and the Accomplishments to date. The booklet will be revised and re-issued periodically in order to maintain currency. This booklet updates the UAP Brochure prepared at the beginning of the field phase of the project, in 1996, since it provides data on current activities and accomplishments of the project. This is the second issue of the Orientation Booklet, following the inaugural document in June 1998.

The UAP is a five year (1995-2000) development project jointly sponsored by the Government of Jamaica and the USAID Mission to Jamaica(USAID/Jamaica). Under a grant provided by USAID/Jamaica, Development Associates, Inc. (DA), a firm of management and governmental consultants with head offices in Arlington, Virginia, was contracted in June 1996. DA provides technical, training, and operational research assistance to eligible Jamaican non-governmental organizations (NGOs) for the implementation of the project, over the four and one half year period of July 1996 to December 2000.

The project's main strategy is to strengthen and support the work of Jamaican NGOs in implementing projects targeted at the 10-14 year old at-risk youth, and to enhance the capability in the Youth Division of the Ministry of Local Government, Youth and Community Development, to implement the National Youth Policy, and to provide broad-based information, communication and coordination regarding adolescent activities in the public and private sectors.

Development Associates operates a field office in Kingston, Jamaica, from which the project is managed. Other key project management personnel include the USAID Project Officer, and the Director of the Youth Division. Contact data for these key project management personnel are as follows:

Francis Valva, Chief of Party
Development Associates
1 Holborn Road
Kingston 10, JAMAICA

Telephones: (876) 929-3574, 929-3024, 929-4779
Facsimile: (876) 926-1813

Daniel Gordon, SO4
USAID/Jamaica
2 Haining Road
Kingston 5, JAMAICA

Telephone: (876) 926-5001
Facsimile: (876) 929-9944

Gloria M. Nelson, Director, Youth Division
Ministry of Local Government, Youth and Community Development
85 Hagley Park Road
Kingston 10, JAMAICA

Telephone: (876) 754-1039
Facsimile: (876) 754-0095

UPLIFTING ADOLESCENTS PROJECT

Table of Contents

	Page No.
Preface	i
Table of Contents	ii
Glossary	iii
1. THE UPLIFTING ADOLESCENTS PROJECT	1
a. Goal	1
b. Purpose	1
c. Outputs	1
2. UAP ORGANIZATION & STAFFING STRUCTURE	3
a. UAP Implementation Stakeholders	3
b. UAP Staff Biographies	6
3. PROJECT STATUS	8
a. Administrative and Preparatory Activities	8
b. Output 1: Strengthening the NGOs	9
c. Output 2: Delivering Services to Adolescents	13
d. Output 3: Strengthening the Youth Division	15
4. SHORT TERM PROJECT PLANS	16
APPENDICES	18
Appendix I: Revised UAP Effectiveness Criteria (October 1998)	
Appendix II: Training Program Data & Schedules	
Appendix III: Summary Data on the Sub-Grants	
Appendix IV: List of Documents Produced by the UAP	

UPLIFTING ADOLESCENTS PROJECT

Glossary

DA	Development Associates, Inc. , Institutional Contractor on the UAP
GARMEX	Academy operated by HEART/NTA to provide non-residential training to persons wishing to work in the garment industry.
HCDC	Hope for Children Development Company, Ltd., Jamaican NGO, sub-contracted to Development Associates under the UAP
HEART/NTA	Human Employment and Resource Training/National Training Agency, Jamaican training organization established by Act of Parliament in 1982.
JAMAL	Jamaican Movement for the Advancement of Literacy, established in 1973, as successor to the National Literacy Programme, to accelerate the eradication of illiteracy among adults in Jamaica.
LRE	Literacy and Remedial Education, one of four technical components of the UAP
NGO	Non-Governmental Organization
PFD	Personal and Family Development, one of four technical components of the UAP
RH	Reproductive Health, one of four technical components of the UAP
TVT	Technical and Vocational training, one of four technical components of the UAP.
UAP	Uplifting Adolescents Project, joint USAID/Government of Jamaica program
USAID	Unites States Agency for International Development, Mission to Jamaica

UPLIFTING ADOLESCENTS PROJECT

1. THE UPLIFTING ADOLESCENTS PROJECT

a. Goal

The goal of the UAP is *to promote smaller, better educated families, with particular emphasis on the poor.* Achievement of the goal will be measured by a decrease in the general size of families, an increase in the percentage of children finishing vocational and primary school, and an increase in functional literacy.

b. Purpose

The purpose of the UAP is *to improve the social and job skills of Jamaica's at-risk youth on a sustainable basis so that they may become more responsible and productive citizens.* Indicators that the purpose has been achieved include that a minimum of eight NGOs continue to provide services on a sustained basis to about 3,000 adolescents (10-14 years old) annually, and that 20% of out-of-school adolescents served by the project will return to a formal school environment.

c. Outputs

The project has three outputs:

Output # 1: Strengthening Jamaican NGOs. Successful accomplishment of this output will see the NGOs having: (a) improved their managerial capabilities; (b) improved or expanded their program capabilities and delivering packages of services to adolescents; and (c) successfully applied for UAP sub-grants.

This output focuses on the management capabilities of NGOs and aims to improve the sustainability of those organizations beyond the life of the UAP. An intensive training program, conducted locally for NGO leaders and trainers, and supplemented by technical assistance as necessary, will be utilized to deliver this output. The UAP has a target of 715 person weeks of training to be delivered to NGO leaders through the local training program.

In addition to the local training programs, the project will sponsor an estimated 15 NGO leaders to *observational travel tours* in the United States. The leaders will have the opportunity, in these tours to visit similar organizations and programs for at-risk youth, to learn of the strategies used in these programs, to develop networks with the organizations and programs visited, and to identify ideas and program adaptations for use in Jamaica.

Output # 2: Delivering Services to Adolescents: Under this component, programs for adolescents will have been designed and delivered, entirely by NGOs in Jamaica, to an estimated 11,000 at-risk adolescents. The focus is on implementing a full package of services, in the following four technical areas, which studies have shown to be the areas of greatest need for the at-risk adolescent in Jamaica:

- i. literacy and remedial education,
- ii. personal and family development,
- iii. reproductive health, and
- iv. technical and vocational training.

UPLIFTING ADOLESCENTS PROJECT

Realization of this output will also see the completion of several operational research projects. The results of these will improve the overall understanding of the target population, and aid in refining the approaches to better deliver the packages to adolescents.

Some key activities being delivered to the adolescents under Output # 2 of the UAP include:

- ◆ Coordinated program to develop self-esteem, responsible decision making and leadership skills;
- ◆ Conflict resolution training;
- ◆ Peer and Group counseling;
- ◆ Parenting Skills and Adolescent-Parent workshops;
- ◆ Substance abuse prevention counseling;
- ◆ Comprehensive family life education, and sexually transmitted infection counseling;
- ◆ On-site testing to assess literacy skills;
- ◆ Remedial and literacy education classes, including homework assistance;
- ◆ Two or more skill courses made available to vocational training participants.

The revised (October 1998) UAP "Effectiveness Criteria", which detail the activities that successful UAP sub-grants are expected to implement, are included at Appendix I.

Output # 3: Strengthening the Youth Division. The activities implemented in meeting this output will assist the Youth Division to be more effective in performing its role as the central point in the Government of Jamaica for youth policy development, and coordination of continued implementation of initiatives targeted at youth, such as those which are implemented under Output # 2 of the UAP.

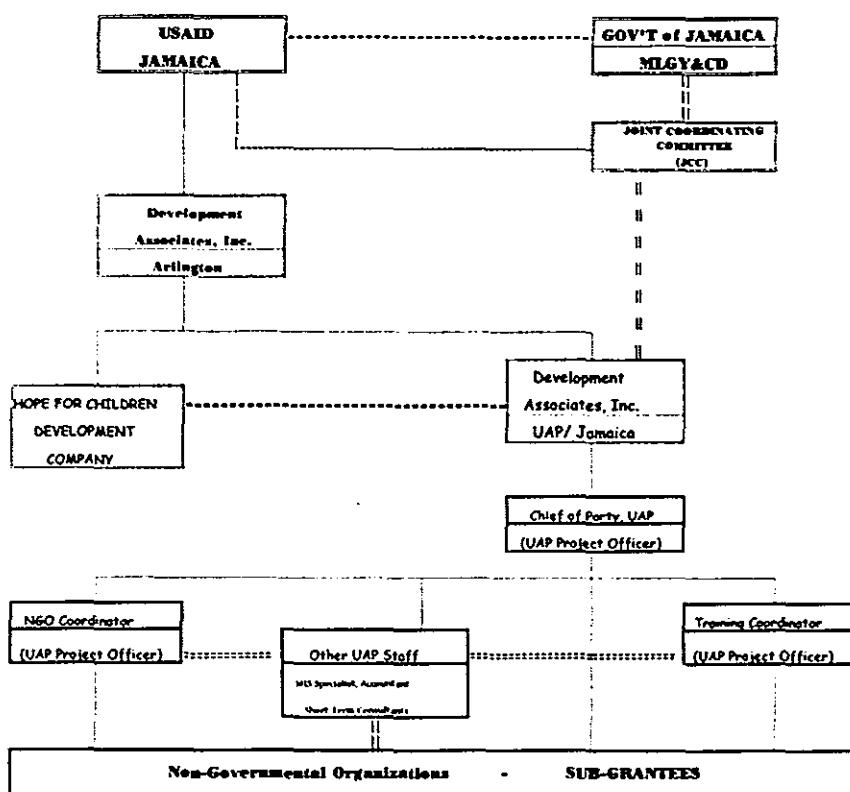
Main activities in pursuit of this output include assessments of the role and capability of the Division, and provision of training, technical assistance, and equipment support.

UPLIFTING ADOLESCENTS PROJECT

2. UAP ORGANIZATION & STAFFING STRUCTURE

The UAP includes many stake-holders, not the least of which are the adolescents who benefit from the program's activities. As a joint USAID and Government of Jamaica project, which is implemented by an institutional contractor in association with non-governmental organizations, the structure of implementation is complex. The actors include the donor agency, the cooperating government, the institutional contractor, and the NGOs. A graphical representation of the implementation actors and the institutional relationships is shown below:

UAP - INSTITUTIONAL INTER-RELATIONSHIPS



a. UAP Implementation Stakeholders

Key implementation personnel in the UAP are the USAID Program Specialist, the DA Chief of Party, the UAP Project Officers, the Director of the Youth Division, and the NGO Sub-Grant Managers. In the implementation of the sub-grants, specifically, the central personnel are the UAP Project Officer, and the NGO Sub-Grant Manager, with back-up support sporadically provided by the UAP Accountant and MIS Administrator to their role counterparts in the NGOs.

UPLIFTING ADOLESCENTS PROJECT

Summarized below in tabular form are the implementation actors in the UAP, and their correspondent relationships:

IMPLEMENTATION ACTORS

STAKE-HOLDERS	USAID/Jamaica	Government of Jamaica
IMPLEMENTATION ORGANIZATIONS	Development Associates, in association with Hope for Children Development Co.	Ministry of Local Government, Youth, and Community Development, and the NGOs
KEY IMPLEMENTATION PERSONNEL	1. Chief of Party, DA 2. UAP Project Officers	1. Director, Youth Division 2. NGO Sub-Grant Managers
OTHER KEY PERSONNEL	1. UAP Accountant 2. UAP MIS Administrator	1. Sub-Grantee Accountant 2. Sub-Grantee Activity Managers

The *USAID Program Specialist* assigned responsibility for the UAP provides overall guidance and supervision of the project and contract on behalf of USAID. He is the Chairman of the Sub-Grants Awards Committee, and accordingly has approval rights over which NGOs are awarded sub-grants. As a member of the Awards Committee, the Program Specialist ensures that the sub-grant proposals meet the minimum standards required for financing by USAID. This officer also participates on the Joint Coordinating Committee of the UAP, which meets quarterly, and on the USAID Committee which rates the quality of performance by the institutional contractor semi-annually, and determines the level of performance award fee to be approved by the USAID Contracting Officer.

The *Director of the Youth Division* exercises responsibilities as the principal counterpart representing the Government of Jamaica. As Chair of the Joint Coordinating Committee and as a Member of the Awards Committee, she also plays key roles in monitoring and approving project activities. In the latter role, the Director of the Youth Division reviews recommended sub-grant proposals, and participates in the Committee's ranking of the proposals for award, based on the availability of funds.

The *Development Associates/UAP Chief of Party* is the principal officer in the institutional contractor's field team, and has overall responsibility for field operations. He is the Contractor's principal liaison with the Government of Jamaica and USAID, and also sits on both the Sub-Grant Award Committee and the Joint Coordinating Committee. He is the authorized signatory to all sub-grants on behalf of Development Associates, Inc., and consequently, is responsible for the interpretation of all provisions of the sub-grant agreement and for the resolution of questions which may arise in connection with financial or business matters.

The DA Chief of Party is assisted in his implementation roles by Hope for Children Development Co. Ltd, through a sub-contracting arrangement, and by two UAP key staff, the NGO Coordinator and the Training Coordinator.

UPLIFTING ADOLESCENTS PROJECT

Hope for Children Development Company Ltd. (HCDC), represented by its Chief Executive Officer, provides three support staff to the project (MIS Specialist, Secretary/Receptionist, and Driver), and from time to time, at the request of DA, seeks, contracts and deploys short term consultants to fulfill specific contract scopes of work. HCDC is a Jamaican NGO which was set up in 1992 for the purpose of promoting and improving the well-being of children in difficult circumstances in the four inner-city Kingston communities of Rose Town, Bennet Land, Greenwich Town and Whitfield Town.

UAP Project Officers are the principal liaison between the NGO Sub-Grant Manager and the UAP. The UAP Project Officer role is fulfilled by all three key staff members of the Development Associates field team (the Chief of Party, NGO Coordinator, and the Training Coordinator). The UAP Project Officer is generally responsible for monitoring the performance of the sub-grantee, and to facilitate the attainment of sub-grant objectives.

Other than functioning as UAP Project Officers, more specific roles are played by the *NGO Coordinator*, and the *Training Coordinator*. The *NGO Coordinator* is responsible for preparing NGO grants, and evaluates the NGOs which apply for such grants for their managerial, programming and technical capabilities. The *Training Coordinator* is responsible for NGO organizational development and planning and implementing all in-country training under the project.

The *UAP MIS Specialist* has designed a database which has been provided to the sub-grantees for recording key monitoring data. This position also has responsibility for training designated staff of the NGOs in use of the database, and monitoring and facilitating the implementation of the database at the NGO sites. The *UAP Accountant* is involved in the verification visits to NGOs prior to execution of a sub-grant agreement, where he verifies that the accounting systems used by the NGOs meet generally accepted accounting standards. Further, assisted by the *NGO Coordinator*, the *Accountant* also conducts two annual financial reviews of the sub-grantees to document Development Associates' continuing satisfaction with the accounting standards of the NGOs and with the expenditure reports submitted monthly.

The *Sub-Grantees* are responsible for implementing the programs to adolescents. NGOs develop proposals which meet UAP criteria for form and content, and upon award of a sub-grant, usually for a one-year renewable period, recruit at-risk adolescents and deliver the designed and approved program to them. The *NGO Sub-Grant Manager* is the principal counterpart of the assigned UAP Project Officers. The *Sub-Grantees* have also been the target of the intense training program developed and delivered by the UAP to improve their capacity and technical competence in the UAP program areas.

UPLIFTING ADOLESCENTS PROJECT

b. UAP Staff Biographies

Chief of Party, Francis Valva

Frank has served two USAID Missions for over 8 years, and had more than 15 years' experience as a Chief of Party, prior to joining the UAP on July 1, 1996. He has had a strong background with vocational skills related education, and has had a working lifetime of involvement in and commitment to the international NGO/PVO community. In addition to his positions with USAID in Honduras and Nicaragua, Frank has held field assignments with Catholic Relief Services and the Pan American Development Foundation in Bolivia, Guatemala, Mexico, Honduras and the Dominican Republic. He holds Bachelors and Masters degrees in Management from the University of Arizona.

NGO Coordinator, Samuel Dowding

Sam's professional experience includes over 12 years as a Health Project Officer with the USAID Missions to Guyana, Belize and the Eastern Caribbean (Barbados). In addition, just prior to joining the UAP on July 1, 1996, he spent two years in Antigua as the Contracts & Grants Administrator on another USAID-funded regional project for the Eastern Caribbean. Sam has also served the Government of Guyana as an auditor, Administrator in a para-military organization, and as Health and Nutrition Planner. He is a graduate of the University of Guyana and the Tulane University School of Public Health.

Training Coordinator, Sandra Cooper

Sandra joined the UAP on March 15, 1999, succeeding Dr. Joyce Robinson, who had served in the position for over two and a half years. Sandra is a Human Resource Development specialist, with particular interest in organizational development and training. She has fulfilled roles as Training Manager at the Social Development Commission and Manager of Human Resources at the Insurance Company of the West Indies. Her experience also includes providing training in a variety of settings: at the Institute of Management and Production, in organizational behavior, and training methodology, at the UWI, in team building, group dynamics, and in curriculum development, and in several public and private sector organizations. Sandra has run her own training company in Jamaica for thirteen years. She possesses under-graduate and master's degrees respectively from the UWI, and the University of Cincinnati.

Management Information Systems Administrator, Craig Campbell

Craig joined the UAP in mid-September 1998. He has worked in the information systems and insurance industries since 1985. As a free-lance consultant in information systems, Craig has implemented accounting, payroll, personnel and general office systems for many clients. The holder of several certificates in information technology, insurance, and accounting, Craig is currently completing professional level qualification with the Association of Accounting Technicians (AAT).

Accountant, Edmond Montague

Edmond assumed duties at the UAP in August 1996. He holds advanced level certificates in Accounting and Sociology, and a Diploma in Accounting and Financial Management from the Institute of Management Studies. His experience includes accounting and auditing in the service and manufacturing sectors, with jobs at Deeds Industries (1 year), Mair, Russell and Partners, Chartered Accountants (2 years) and Safety Supply and Manufacturing (4 years). In his final year of a Bachelor's degree program in Accounting at the

UPLIFTING ADOLESCENTS PROJECT

UWI, Edmond expects to continue in the field by pursuing professional certification with the ACCA (Chartered Association of Certified Accountants) in 1999.

Secretary, Dellawn Saunderson:

Dellawn is a Certified Professional Secretary (CPS) and trained paralegal. Prior to joining the UAP in April 1998, she held positions as the Senior Legal Secretary, at the chambers of Attorney Frank Phipps for 4 1/2 years, and at Melbourne, Williams & Co. (Attorneys) for two years. She also had a short stint at the Scientific Research Council as Purchasing Secretary. Dellawn has also completed certificate courses in Administration Techniques and Supervisory Management, and in Business Management. She is currently pursuing an Associates' degree, and also serves as the recording secretary for the Joint Coordinating Committee.

Secretary, Marsha Hylton

Prior to joining the project in September 1997, Marsha held positions as Accounting Clerk at Bryad Engineering for two years, and at Crown Eagle Life Insurance company as Unit Secretary and later Cashier/Teller for three years. Marsha plans to pursue a degree in Human Resource Management.

Driver, Rohan Wilson

Rohan's experience before joining the UAP in September 1998, have been in sales (at Home and Decorators' Center) and as an automat graphics technician (at CM Associates - a textile graphics firm). He is a graduate of Kingston College, and also possesses a diploma in PC mechanics from the Infoserv Institute of Technology. Rohan also has basic auto-mechanic skills.

UPLIFTING ADOLESCENTS PROJECT

3. PROJECT STATUS

a. Administrative and Preparatory Activities

Implementation of the UAP started on July 1, 1996 with the establishment of the Development Associates' Field Office. The three key staff members all assumed duties on that date, and the five support staff were locally hired and in place within two months of that date.

The Field Office was fully established within the first two months, with the procurement and installation of furniture, equipment, and telephones by the end of August 1996. The sub-contract with the Hope for Children Company, through which three local staff are provided to the project, was also executed before the end of August.

On August 21, 1996, seven weeks after project start-up, an Orientation Seminar was held at the Jamaica Conference Centre to brief some 30 Jamaican non-governmental organizations (NGOs) on the project. The Seminar was also attended by officers of key implementation organizations such as USAID/Jamaica, Hope for Children Development Company, the Youth Division, the Jamaica Institute for Management, and the National Family Planning Board.

The NGOs which participated in the Orientation Seminar formed the core group which was the subject of the institutional and technical assessments that followed in September and October, an intense period of familiarization with the NGO community in Jamaica. These assessments provided the data for completion of four reports, including the first year's Work Plan, required as pre-conditions by USAID.

The start-up phase of the UAP therefore essentially comprised the first four months - July to October. The contract between USAID and Development Associates required that the contractor provide four reports, within 90 days after the Chief of Party began work in Kingston:

- ▶ Diagnostic Report: including inventory of NGOs likely to participate in the project, and identification of new NGO, GOJ and other donor initiatives which may influence or impact on the UAP;
- ▶ NGO Selection Report: including checklist for NGO eligibility, standard format for NGO proposals, standard format for sub-grants to NGOs, plan for soliciting proposals from NGOs, and modified "effectiveness criteria" for the UAP package of services;
- ▶ Work Plan: detailed first year's work plan, and broad life-of-contract work plan; and
- ▶ Training Plan: detailed first year's training plan, and broad life-of-contract training plan.

The terminal date for receiving these reports was adjusted by USAID to October 31, and Development Associates was able to complete and submit the four reports within the adjusted time-frame. With the completion and acceptance of these reports, implementation activities responding to the three outputs of the project, were put into high gear.

UPLIFTING ADOLESCENTS PROJECT

b. Output 1: Strengthening the NGOs

UAP has followed an intensive training schedule over the last two years. Thirty three (33) training events have been implemented in that period, with an aggregate of 830 participants. Most training events have been held over two days' duration, with one for four days, and another for five days. The training programs in Administrative Methods, implemented in association with the Jamaican Institute for Management, both utilized ten training days.

To date, 351 separate individuals, staff and volunteers from 41 organizations, including the 15 UAP sub-grantees and the Youth Division of the Ministry of Education, Youth and Culture (and later Ministry of Local Government, Youth and Community Development), have benefitted from the training program implemented over the two years. Many of these participants have attended multiple workshops. All workshops have been uniformly well received, with high praise coming from the participants. All have included development of teaching techniques which has been well appreciated by the NGO instructors.

Compared to the contracted 715 person weeks of training to be delivered over the life of the UAP, it is estimated that some 363 person weeks (51%) have been delivered in the first two years of the training program. The Schedules of Training Events for the two years are shown at Appendix I.

The training program started formal delivery operations in December 1996 with the first Proposal Development Workshop at which 8 NGOs participated. Two further Proposal Development workshops were held in April and October 1997. A total of 23 NGOs attended the three workshops. Fifteen of these NGOs are now approved Sub-Grantees of the Uplifting Adolescents Project.

The Training Program to improve NGO management capability was launched in January 1997 with a six module course in Administrative Methods delivered by the Jamaica Institute for Management (JIM) over a ten day period stretching from January to April. The modules of this program included such topics as Administrative Management, Volunteerism, Financial Management for NGOs, Documentation Systems, and Program Planning. The Training Program at this time was open to all the NGOs which had participated in the institutional and technical assessments done by the UAP in 1996, thus for this workshop and for all those implemented up to June 1997, some 20 organizations including the Youth Division, were regular participants. Most organizations were permitted to send two representatives to each workshop.

Part II of the Administrative Methods Course at JIM was held in October and November 1997, again over ten days, but with only the twelve (at that time) awarded UAP sub-grantees in attendance. Only three modules, instead of six, were implemented this time around. The three modules emerged from a consensus among NGOs that their weakest areas were in not having manuals in Personnel Policy, Accounting, and Case Management. These manuals were the output of the three modules, and reflected the guidance of the course instructors, and the input of the participants. NGOs now have basic templates of each manual which can be modified and customized to suit their own organizations.

In April 1997, an innovative training course, "Motivating Youth through the Performing Arts" was implemented over five days. Over 50 NGO representatives attended this intensive program, which went

UPLIFTING ADOLESCENTS PROJECT

over the scheduled time on all five days, without complaint from the participants. This workshop culminated in a two hour presentation by the course participants, presenting skits, poems, dances etc which they had developed over the five day period. All of the material presented exemplified one or other aspect of the four UAP technical components.

Further support to the NGOs in this area was provided through the Drama and Theatrics workshop in June 1998. This workshop was very participatory, and the NGO instructors worked on and refined six scripts of skits in the four UAP technical components. On both days of the workshop, they performed these skits, which were video-taped, and participants were provided the opportunity to review their performances with the Course Facilitator, for areas of improvement. The NGO Instructors now have not only the six scripts, but a stimulated ability to develop and present quality and appropriate material in collaboration with their clients.

In June 1997, a collaborative relationship was forged between the UAP and JAMAL, the Jamaican Movement for the Advancement of Literacy. The first Literacy and Remedial Education workshop under the project was implemented jointly, with JAMAL providing the presenters/facilitators, the training rooms, equipment and some literature, while UAP financed the course materials, hospitality and administrative support. This workshop was directed at NGO trainers of trainers and focused on utilizing the JAMAL literacy and remedial education materials (a set of material comprising some 45 teachers' and students' manuals) developed specifically for the Jamaican situation. Two follow up workshops have since been implemented, strengthening the collaboration between JAMAL and the UAP. A strong network between individual NGOs and the Field Operations Division of JAMAL has been established as a result.

The second product of the JAMAL/UAP collaboration was the Materials Development workshop in Literacy and Remedial Education in May 1998. This workshop was more hands-on than any other up to that time, since participants were required to bring tools and materials, and were guided to develop games and other interesting teaching materials over the two days. Each participant returned home with a portfolio of materials that he or she had personally made during the workshop.

The third workshop in this area was conducted over two days in December 1998. It focused on improving skills to teach numeracy at Grades I to IV. Participants were introduced to the latest editions of the teachers' and students' manuals in numeracy for Grades I to IV, and were afforded very valuable teaching practice in a variety of contrived situations. Guided by the expert presenter from JAMAL, participants were able to evaluate and learn from each other's accomplishments and mistakes in the various situations.

Through several one-day workshops or roundtables implemented in 1997 the UAP was able to elicit planning data from the NGOs, heighten interest, and generally pass on essential information for improving NGO capability. These included the workshops on Operations Research (September), and NGO Management of UAP Sub-Grants (October), and the roundtables on Identifying and Planning for Skills Training Needs (July), and on Planning for Adolescent Reproductive Health Needs (December).

UPLIFTING ADOLESCENTS PROJECT

UAP also sponsored seventeen NGO staff to attend computer proficiency classes held at four sites in the country. Thirteen attended sessions in Kingston, and four (two each) at sites in Ocho Rios and Montego Bay. These courses helped to ensure that a minimum capability would exist at each NGO to use the computer programs to be made available through the project. The courses were spread out over a period of three months to facilitate work and study without disruption to the normal NGO program. All participants successfully completed the courses, and received certificates of proficiency.

Over the two years of implementing the Training Program, modifications have been made to the strategy to respond to emerging needs. For instance, in 1997, the training focused on "training of trainers" workshops. Having established that many of the trained NGO staff did not have the time, or capability to return to their NGOs to train other staff adequately, it was decided to focus, in 1998, on directly training the NGO instructor staff, one level lower than the staff trained in 1997. UAP continues to encourage "in-house" training which has a special value in monitoring and maintaining teaching standards.

The Training Program has also been responsive to immediate needs of the Sub-Grantees. The first six months of implementation of the Sub-Grants indicated that some NGOs had over-estimated their capacity to recruit at-risk adolescents to their programs. A few were clearly foundering in their attempts to reach their targeted recruitment levels. In response, a Recruitment Strategies workshop was found to be necessary to assist Sub-Grantees to focus their energies better in ensuring that their numbers of targeted adolescents were registered and retained in the programs. The workshop was facilitated by two NGO leaders who planned and implemented the program in association with the UAP. The evaluation showed the program to be extremely well received. This particular workshop also served to bond NGO staff in recognizing each other's strengths and weaknesses and to promote networking with their peers.

All four technical areas of the UAP have been addressed by the training program over the two years. In addition to the literacy/remedial education workshops discussed above, technical training workshops were implemented, in 1998, in Adolescent Reproductive Health, Personal and Family Development and in Skills Training. In keeping with the amended strategy for 1998, the participants at these workshops were mainly the NGO instructors who interact directly with the clientele.

The Reproductive Health Workshop, held in March over four days, helped to break down certain psychological barriers which participants brought with them to delivering reproductive health training and counseling to adolescents. Most participants expressed how much of a change has been wrought in them by having the opportunity to meet an HIV-infected person "in the flesh". Previously held perceptions of how to treat such persons, how they expected them to look, and how they became infected, were debunked in this single session. Other sessions in the workshop addressed sensitive areas such as sexuality, sexual orientation, and appropriate contraceptive methods for young adolescents. Equally well received areas of the program included communication, teaching techniques, and dealing with stress and burn-out among service providers.

Interaction and contacts made with special presenters and agencies who helped to develop material and deliver aspects of the workshop have been most valuable. Included in these agencies have been the

UPLIFTING ADOLESCENTS PROJECT

National Family Planning Board, the Fertility Management Unit of the UWI, and the Guidance Counseling Unit of the Ministry of Education.

A Personal and Family Development workshop was implemented over two days in April 1998. Issues covered included case management and counseling, mentoring, conflict resolution, substance abuse and addictions. Examples of training material shared with participants were comprehensive. Three NGO leaders assisted a consultant from the UWI Faculty of Education to present this workshop, which was highly praised by participants.

Continuing under the theme of personal and family development, a Parent Training workshop was implemented in September 1998. This workshop was the outgrowth of the Second UAP Observation Tour, held in May 1998, at which 5 NGO leaders and a representative from the Youth Division participated. UAP had agreed with the participants at their de-briefing, that they should share the fruits of their tour with the wider Sub-Grantee population. The training workshop was planned and implemented by the five NGO leaders and the Youth Division representative, in association with the UAP. It was implemented over two days, and focused on the Parent Training workshop which they had attended at Boys' Town in New York City.

In the technical area of Technical and Vocational Training, one training workshop on Skills Training was held in November 1998. This was in follow up to a one-day roundtable held in August 1997. The two day workshop, as the roundtable did, benefitted from the developing relationship between the UAP and HEART. One of the sessions was held at the HEART/NTA Training Centre at Rockfort, where participants had the opportunity to learn, at first hand, of the training methods used at the facility, and use of a wide variety of skills training equipment. The second day of the program moved to the HEART/NTA LEAP Training Centre at Duke Street, where the participants were again exposed to a different skills training environment. The importance of guidance and counseling in educating at-risk youth was stressed.

Other workshops implemented during the two year period included sessions on implementing Tracer Studies, use of the Performance Tracking System developed by the UAP, and a joint review by NGOs and the UAP on the Rapid Appraisal of the UAP Effectiveness Criteria. These workshops all served to enhance networking, comprehension of the milieu within which the UAP sub-grants are implemented, and strengthen the capability of the sub-grantees in key areas.

Two one day sessions each were held in June and September 1998 to respectively discuss the general area of conducting Tracer Studies on NGO participants, and on training interviewers to conduct the Tracer Study planned for October 1998. The successful completion of the Tracer Study, for which 204 interviews were completed, exceeding the contractual target of 150, evidences the effectiveness of the workshops. UAP also convened a one-day meeting in March 1999 to discuss the results of the project-wide and NGO-specific tracer studies. The reports on these studies have yielded significant information for the guidance of project managers at both the UAP and the NGOs.

UPLIFTING ADOLESCENTS PROJECT

With the completion of the design for the management information system, called the Performance Tracking System (PTS), which will track the performance of adolescents participating in Sub-Grant financed programs, a one day workshop was held in June 1998 to introduce the system to key personnel in the NGOs. The workshop was hands-on, as it allowed the participants to manipulate the system on computers during the afternoon session. This introductory session has been followed up by an intensive round of visits to each NGO to trouble-shoot, and to improve the skills of NGO personnel in using the system. Given the slow response from the NGOs in completing all aspects of the database, a half-day workshop was convened to discuss current status and problems with the PTS. Several suggestions, for the firmer establishment of the PTS as an integral management tool in NGOs, are being given serious consideration for implementation by the UAP.

In May and June 1998, a UAP consultant completed a rapid appraisal of the implementation of the UAP Effectiveness Criteria by the Sub-Grantees since June 1997 when the first grants became effective. With the presentation of the report, the UAP took the opportunity to share it and to discuss its findings and recommendations with the Sub-Grantees. A one-day workshop was held in September 1998 for this purpose. Consequent to the workshop, UAP revised the Effectiveness Criteria, and with USAID's approval circulated these to all NGOs.

c. Output 2: Delivering Services to Adolescents

Under this output the activities include the Sub-Grants to NGOs for delivering services to both regular and special population at-risk adolescents, Operations Research Grants or Contracts to "stimulate innovation and more creative service models", and Management Assistance to improve the delivery of services to Adolescents.

To date, 14 sub-grants have been awarded for regular and special populations activities, involving 15 NGOs. In addition, awards have been made for four (4) Operations Research activities, two of which are implemented as sub-grants, and the other two as sub-contracts. UAP has recommended another two operations research proposals for award, and approval from the Award Committee is awaited, for full accomplishment of the targeted six OR grants. The results of the operations research programs are expected to provide useful guidance to the planning and implementation of programs for adolescents in subsequent years.

The fourteen regular and special population sub-grants were awarded in three batches. Six Batch I sub-grants were awarded in June 1997, six Batch II in September 1997, and two Batch III in June and July 1998 respectively. All grants were awarded for an initial one year period, and the twelve Batch I and Batch II sub-grants have all been extended for a second year, with additional funds committed and obligated.

UAP intends to harmonize the terminal dates for all sub-grants to approximately July 31, 2000, and in this regard will request proposals from all sub-grantees in May-June 1999. The Batch III sub-grantees will be seeking extensions for a second year of activity, and the remaining sub-grantees will be looking towards a third year of activity.

UPLIFTING ADOLESCENTS PROJECT

The most recent reports from the sub-grantees show that registration by the sub-grantees has reached and surpassed the project target of 11,000 adolescents. To date, 10,983 regular population adolescents have been registered (118% of the 9,300 target) and 1,927 (113%) of the targeted 1,700 special populations adolescents have been enrolled.

Appendix III includes a one-page summary on each of the sub-grants and operations research activities awarded to date by the UAP, as well as a statistical and financial summary, and a map showing the locations of project activity throughout Jamaica.

The Performance Tracking System, discussed under Output 1 above, allows for the collection, storage, retrieval and analysis of data on each participant in the project, covering basic demographic information and the results of assessments done in the areas of literacy, personal development, reproductive health and vocational training. The data from this system will facilitate the selection of the subjects for the tracer study which the project will conduct in mid-2000. UAP is taking active steps to support the Sub-Grantees' implementation of the PTS, and use of the data for management of the programs.

The "NGO Management Manual for UAP Sub-Grants" was prepared and issued to all the NGOs which have received UAP sub-grants. This manual is intended to be a handy reference to the NGOs which, by and large, have never had a formal association with USAID, and are therefore unfamiliar with the rules and regulations applicable to USAID grants. A one day workshop was held in October 1997 to review the contents of this manual, in detail, with the then twelve sub-grantees. The two Batch III sub-grantees received dedicated sessions with the UAP NGO Coordinator over half a day each to review the manual. In December 1998, the Manual was revised in the light of new regulations and circumstances since May 1997, and the second edition was issued to all sub-grantees in January 1999.

The UAP Sub-Grantees do not submit detailed supporting documentation each month with their expenditure vouchers. Instead, they are required to ensure that their accounting systems meet generally accepted accounting standards, and that the supporting documentation is on file and available for review. Two financial assessments are conducted annually by the UAP on each sub-grantee's books. To date, three assessments have been completed for the Batches I and II sub-grantees, and one for those in Batch III. Further assessments have already been scheduled for Batch I and III sub-grantees in April, 1999. A general improvement has been noted in the standard of accounting at all sub-grantees over the period that they have been associated with the UAP. The few minor issues which have been identified in these assessments have been readily resolved by the Sub-Grantees within the time-frames imposed by the Development Associates.

As part of its responsibility to ensure that the services provided by the sub-grantees are properly and appropriately directed, UAP conducted a rapid assessment of the "Effectiveness Criteria" in 1998. A consultant visited a selection of five sub-grantees, and conducted 100 interviews of Sub-Grantee clients. The results of this analysis were provided in a report in July 1998, which was the subject of a specially convened one-day meeting with all Sub-Grantees in September 1998. Consequently, the effectiveness

UPLIFTING ADOLESCENTS PROJECT

criteria were revised in the light of the analysis and the feedback from the NGOs, and were re-issued to all Sub-Grantees in October 1998.

d. Output 3: Strengthening the Youth Division

Under this output, the Youth Division has received technical assistance for a needs assessment, through which training needs were identified and a plan for equipment and furniture procurement was developed. USAID is financing the training of Youth Division staff directly, through its participant training program, while DA is contractually responsible for the procurement and delivery of the furniture and equipment.

To date, thirteen computers, including one laptop, along with corresponding furniture, software and printers have been procured and delivered to the Division, in December 1997 and November 1998.

Eight staff members of the Youth Division, including the Director, have participated in basic computer proficiency training, and the cost of these courses, held at a commercial training school in Kingston, was met by DA from the funds allocated to the contract for supporting this output.

One senior staff member of the Division joined five NGO leaders on the second observational tour conducted in New York in May 1998. Arrangements and coordination were made by DA, but expenses for this representative were met through the USAID's Participant Training Contractor, the University of Tennessee. Some thirteen staff and Youth Service volunteers from the Division have also benefitted from the local training programs run by the UAP, in areas such as Theatrics and Script-writing, Adolescent Reproductive Health, Administrative Development for NGOs, and Literacy/Remedial Education.

The Division also requested and has been provided technical assistance by the project to develop a framework for recording and reporting counterpart expenditures on behalf of the Government of Jamaica. DA staff have designed a series of spreadsheets to which the data for each month would be entered. With the agreed attribution of various portions of these expenditures as counterpart to the UAP, the spreadsheets would facilitate the Division's reporting to USAID when required. DA's support to the Division, to ensure full understanding of the use of the spreadsheets, is continuing.

Finally, the Youth Division requested, in 1998, the assistance of the UAP in delivering responsibilities in social policy analysis, which had been recommended by the 1997 needs assessment. DA developed a scope of work for a staff person, obtained USAID approval for financing the position for a year, and prepared a Memorandum of Understanding which set out the agreements between the Ministry of Local Government, Youth and Community Development and USAID/Jamaica, in relation to implementing this activity. The position was advertised in December 1998, and interviews of short-listed candidates held in March 1999. The selected candidate is expected to take up duties in April 1999. The Youth Division will include support for continuing this position in its 2000-2001 budget proposals to the Ministry of Finance.

UPLIFTING ADOLESCENTS PROJECT

4. SHORT TERM PROJECT PLANS

The UAP's intermediate goals which are expected to be achieved in 1999, in its march towards meeting and exceeding the target indicators, are briefly outlined below, under each of the three project outputs:

a. Output # 1: Strengthening the NGOs

The immediate task under this output is to implement the revised Training Plan for 1999-2000. This plan proposes to deliver some 364 additional person weeks of training to NGO staff over the next two years. The training programs will comprise essentially the following:

- ◆ Workshops (of one to two days duration, in areas such as fund-raising and sustainability, and communications);
- ◆ Structured Training Courses at Specialized Training Agencies (in areas such as counseling, case management, computer technology and pedagogical skills);
- ◆ Local Observational Training Attachments to other specialized NGOs and Training Agencies;
- ◆ Material Sharing and Networking Fora, and
- ◆ On-site Training by Consultants and UAP staff.

In order to improve sustainability of the NGOs, UAP will, in addition to convening a workshop on the subject, strengthen links between the NGOs and international volunteer organizations such as the Florida Association of Voluntary Agencies for Caribbean Action (FAVA/CA). UAP is also planning the implementation of an Internet web-site through which the work of all the sub-grantees will be promoted. This avenue could be expected to give NGOs greater access to non-Jamaican financial and technical resources and support.

b. Output # 2: Delivering Services to Adolescents

UAP intends to extend all fourteen sub-grants targeting at-risk and special population adolescents into the final project year, 2000. To this end, discussions with USAID have resulted in an increase in the sub-grant fund, which will now permit extension of all grants and the orderly phase out of USAID assistance to these NGOs, while accomplishing the objectives of the project with these populations.

The termination dates for all sub-grants will be harmonized at July 31, 2000. Efforts have already been put in motion to achieve this during the period April to September, 1999. These efforts will include the submission of proposals by the Sub-Grantees for the 1999-2000 project year, and approval of extensions to all sub-grants by the UAP Award Committee and the USAID Contracting Office.

In view of the fact that the project targets of adolescents to be served have been exceeded under both the regular and special populations programs, the sub-grantees will be encouraged to consolidate their program delivery. UAP will urge that the recruits from 1998-99 be retained in all programs for as much of the final project year as is necessary. This is to ensure that the adolescents are able to benefit fully from the programs, and demonstrate the benefits they have received in their lives when the project is evaluated.

UPLIFTING ADOLESCENTS PROJECT

c. Output # 3: Strengthening the Youth Division

Assistance will continue to the Youth Division, generally in the areas of identifying and facilitating training of key staff members. This training will be both local and overseas. Assistance will also continue in utilizing the spreadsheet for recording and reporting counterpart expenditures.

Two quarterly meetings of the Joint Coordinating Committee (JCC), chaired by the Director of the Youth Division, will be facilitated by the UAP in the next six months. UAP will also seek to involve the members of the JCC increasingly in more participatory monitoring of project implementation by the sub-grantees. Selected NGO representatives will be invited to make brief presentations at the JCC meetings as of this year.

UPLIFTING ADOLESCENTS PROJECT

APPENDICES

- Appendix I: Revised UAP Effectiveness Criteria (October 1998)
- Appendix II: Training Program Data
- Appendix III: Summary Data on the Sub-Grants
- Appendix IV: List of Documents produced by the UAP

UPLIFTING ADOLESCENTS PROJECT

APPENDIX I

DETAILED EFFECTIVENESS CRITERIA

FOR

UAP-FINANCED PROPOSALS

PROGRAM CONTENT ELEMENTS

Revision No. 2
October 1998

UPLIFTING ADOLESCENTS PROJECT

PERSONAL AND FAMILY DEVELOPMENT

- 1. Identification and Reinforcement of Basic Success Behaviors.** The basic rules to which all participants must adhere should be clearly identified to program participants. These rules should include attendance requirements, grooming restrictions, and required behaviors. Participants should be involved in determining the rules. The success behaviors that each participant is expected to exhibit (i.e. participate in group activities, cooperate when working with others, avoid insulting and criticizing others, etc.) should also be discussed with participants. It is desirable that, whenever possible and convenient at the service delivery premises, the rules and success behaviors should be posted in conspicuous locations.
- 2. Coordinated Program of Activities to Develop Self-Esteem, Responsible Decision-Making and Leadership.** Staff members should look for areas of strength and improvement in participants and provide specific positive feedback on a regular basis. Achievements should be acknowledged both individually and during group sessions. Community members should be invited to give presentations on a regular basis in order to increase participants' exposure to positive role models. Participants should generally be assisted to more effectively assume responsibilities as adults by increasing self-knowledge, self-confidence, and decision making skills. Participants should receive information about the responsibilities of assuming a leadership role and the effectiveness of different leadership styles. Opportunity should be provided for participants to gain experience in various leadership roles with varying levels of responsibility. Role playing and audiovisual materials shall be utilized to help participants internalize the material and apply the information to every day situations.
- 3. Conflict Resolution Training.** Participants should be trained in methods to effectively resolve inter-personal conflicts and to express negative and positive emotions. This training should be participatory and should include strategies for assessing the situation, identifying possible options and the likely consequences, and choosing the option that will produce the desired outcome.
- 4. Careers Guidance and Counseling, Time Management and Setting Personal Goals.** Possible job options and the training and education required for each job should be explored with participants. Community members in various career areas should be invited to talk with participants. The importance of self-presentation (i.e. projecting your voice, maintaining good eye contact, using complete sentences, etc.) in social inter-actions, especially in job seeking and performance, should be reviewed with participants and staff should give participants regular feedback on their self-presentation skills. Role playing opportunities for introduction and exploration of all related concepts should also be provided for participants to practice self-presentation. The importance of setting short-term and long-term personal and vocational goals and the strategies necessary for achieving these should be explored. The importance of budgeting time and effective time management strategies should also be covered.
- 5. Organized peer and group counseling program.** A comprehensive peer counseling training program should be encouraged as far as possible to get youth involved with the objective of making the program more organized and improved. Peer counselors should be trained to provide basic information regarding the NGO's youth interventions in a supportive environment. Peer counselors should also assist with facilitating group sessions, focusing on topics of interest or concern to participants, and which should be conducted on a weekly basis. At least one staff member should be a trained facilitator in individual and family counseling, who has training and experience in assessing emotional disturbances. Individual counseling should be available as needed to participants who are in crisis or are struggling with issues that require a more in depth approach than group counseling sessions. NGOs should also arrange for off-site counseling for participants, when appropriate, or desirable.

UPLIFTING ADOLESCENTS PROJECT

6. **Organized Program of Activities to Promote Community and Social Responsibility** Participants should have a variety of opportunities to positively impact their community by working with local organizations to provide community service or increase community awareness about various issues. Activities may include working with the elderly, tutoring younger children, or providing environmental awareness programs for community members.
7. **Parenting Skills and Adolescent-parent Workshops to Improve Family Relationships.** Parenting skills workshops should be held as often as possible, and tied to demand, need and resource availability. Workshops should include basic information about children's and adolescents' needs at different developmental stages, effective methods for handling behavior problems, and group sharing of common problems and effective solutions. Joint adolescent-parent workshops should also be held as often as needed and as resource availability allows, to promote open discussion and assist family members in understanding each other better and in negotiating mutually acceptable solutions.
8. **Regular Program of Recreational and Cultural activities, including for example, organized drama, music and dance.** Participants should have the opportunity to engage in a variety of sporting or recreational activities on a regular basis. An instructor who is responsible for providing training on a regular basis should be identified. Dance, music, and drama club performances should provide information on topics of interest to adolescents or provide participant with guidance on how to handle difficult situations.
9. **Substance Abuse Prevention Counseling and/or Referral.** A comprehensive presentation regarding substance abuse prevention should be provided to all participants. On-going education regarding the consequences of substance abuse and effective ways to respond if pressured by peers to use drugs or alcohol should also be provided. At least one staff member should be trained in substance abuse counseling or a substance abuse counselors from another organization should be available to participants on an as needed basis.

The following content criteria should be included in the Personal and Family Development component of NGO program proposals when other aspects of the proposal do not provide similar content.

10. **Reproductive Health Counseling and/or Referral.** Comprehensive presentations should be provided to participants regarding reproduction, sexual health, and contraception. Program content should also include effective ways to respond to peer pressure, and pressure from partners to have sexual relations before the adolescent is ready. Referrals should be made when necessary to more qualified or specialized agencies for participants whose needs exceed the program content.
11. **Established Mentoring Program** As appropriate, the mentoring program should ensure that each participant has regular contact with a caring adult who can offer support and guidance and model appropriate behavior. A standard training program, a minimum time commitment, and approved activities should be clearly outlined. Procedures for monitoring mentoring relationships should also be developed.

UPLIFTING ADOLESCENTS PROJECT

REPRODUCTIVE HEALTH

- a. **Comprehensive Family Life Education (FLE)** is provided to all program participants in a structured format . Over five (5) year project, NGOs will be expected to use the standard curriculum of the Ministry of Education, as a guide.
- b. **Sexually Transmitted Infection Counseling** is provided for both females and males. Clients are provided with both written and verbal information on the mode of transmission, treatment modalities, follow-up instructions and ways to prevent re-infection.
- c. **Direct Access to or Referrals for Clinical Services** including gynecological exams, pregnancy testing, and sexually transmitted diseases screening, treatment and follow-up is provided.
- d. **Comprehensive Family Planning Services** are available to program participants either on-site or through outreach . Services include reproductive health and sexuality counseling, gynecological exams, pregnancy testing and contraceptive education and methods are available.
- e. **Pre-and Post-natal Counseling** are available to pregnant and parenting adolescents. This includes counseling on nutrition, child growth and development, hygiene, immunization, and standard well-baby and safe motherhood care, and parenting skills.

Program Strategies: The following program strategies should, as far as practicable, be followed in implementing the Reproductive Health program:

- ▶ Individual Case Management is optional, and provided to program participants if the NGO has the capability, and when the need arises. Case management includes intake counseling and needs assessment on reproductive and sexual health, referrals to other types of services that are not provided on-site, and follow-up care. Individual files should be maintained for those participants, especially in cases referred for clinical treatment, pre- and post-natal counseling, and those accessing family planning services.
- ▶ Group and Peer Counseling/education activities are provided on an on-going and regular basis. Youth are involved in the design, implementation and evaluation of all reproductive and sexual health program interventions.
- ▶ Gender-appropriate program interventions target both young women and men. The FLE curriculum of the Ministry of Education, for example, uses gender-appropriate exercises and addresses issues such as gender roles, sexual pressures and violence.

UPLIFTING ADOLESCENTS PROJECT

LITERACY / REMEDIAL EDUCATION

- i. **On-site Testing** is available to all program participants to assess literacy and numeracy skills. It is also desirable, when facilities are available either on-site or through referrals to another organization close by, that testing is conducted to assess possible learning disabilities and vision problems.
- ii. **In-Depth Needs Assessment and Service Plan** is developed for each client based on test results. Individual files to show a history of the client are developed and maintained.
- iii. **Remedial and Literacy** lessons are available to all participants. These should use a structured format with clearly identified goals and activities and a curriculum that is sensitive to students' attention spans. Specialized instruction is provided by tutors or teachers in specific remedial subject areas.
- iv. **For In-School Youth**, structured homework programs are offered on a consistent and regular basis. Individually-tailored homework assistance and tutoring in remedial education are provided.
- v. **For Out-School Youth**, structured programs are provided on a consistent and regular basis to assist participants to re-enter the formal educational/technical system or to complete a non-formal technical skills or entrepreneurial course.
- vi. **Teaching Capability** and instructional materials should meet the standards of the formal education system., but should be appropriate to motivate out of school youth to learn, and where possible, to return to the formal school system. Teachers must demonstrate a solid understanding of the needs of out-of-school youth and have experience working with remediation activities that encourage individuals to re-enter the education system.
- vii. **Student Instructional Materials** are delivered in formats appropriate to reading comprehension levels. Materials are designed according to student interests, and should include career options, life and parenting skills, preventative health care and community issues among the topics discussed.

Program Strategies: The following program strategies should, as far as practicable, be followed in implementing the Literacy and Remedial Education Program:

- ▶ Student gains in numeracy and literacy should be rewarded in creative ways, which should not require large cash outlays.

UPLIFTING ADOLESCENTS PROJECT

VOCATIONAL/TECHNICAL TRAINING ELEMENTS

1. Programs should provide **two or more skill courses** or have access to courses to two or more through another organization that has the capability.
2. **Instructional Materials and Equipment** are applicable to the skill area, and are age and stage appropriate.
3. When deemed necessary, program should include **remedial instruction**. Instructional material should be representative of students' literacy/numeracy skills, age, life situation and the technical/vocational skills being learned.
4. Programs include **job preparation and placement**. Placement for participants should be to schools and institutions which have the skill programs built into their programs. Where practical, and within the capability of the NGO, follow-up of these participants should be structured into the program.

Program Strategies:

Approved Proposals should include the following strategies in implementing the vocational and technical training component.

- ▶ Programs are conducted in a safe, clean nurturing environment that is easily accessible to students.
- ▶ Programs offer flexible hours. Programs for out-of-school youth are built around student availability with a recognition of time constraints due to income generating and parenting activities that are unavoidable.
- ▶ Programs are age-appropriate and are designed with the recognition that students operate at varying learning levels with different skill- and literacy-levels. Classes and/or group work recognize these different levels.
- ▶ Programs account for the fact that students have different and specific learning needs based on the causes of school difficulties or dropout, the length of school absences and the level of education assimilated while in school.
- ▶ Instructors are trained or have considerable experience in the skill area being taught.
- ▶ Lessons are structured with clearly identified goals and defined activities.
- ▶ The NGO has links with the private sector when the private sector is willing to assist with providing skill resources.
- ▶ Students' instructional materials are delivered in formats appropriate to the level of literacy and reading comprehension in participants.

APPENDIX II

TRAINING PROGRAM DATA

- ▶ Schedule of Training Events Implemented, 1996 & 1997
- ▶ Schedule of Training Events Implemented, 1998
- ▶ Schedule of Planned Training Events, 1999 & 2000

**UPLIFTING ADOLESCENTS PROJECT
TRAINING EVENTS: 1996 & 1997
SCHEDULE OF TRAINING EVENTS IMPLEMENTED**

Item	Description	Implementing Agency	Training Period	Jan 97	Feb 97	Mar 97	Apr 97	May 97	Jun 97	Jul 97	Aug 96/97	Sep 96/97	Oct 96/97	Nov 96/97	Dec 96/97	Person Weeks Delivered
96/1	UAP Orientation Workshop/Seminar	UAP	1 day								21					8.6
96/2	Proposal Development Workshop I	UAP	1 day												17	3.6
97/1	Administrative Management for NGOs - 6 modules	JIM	10 days	14-15	11, 18, 19	4, 5, 18	1									40.0
97/2	Motivating Youths through the Performing Arts	Independent Contractors	5 days				7-11									53.0
97/3	Proposal Development Workshop II	UAP	1 day				30									3.4
97/4	Training of Trainers in Literacy and Remedial Education	JAMAL & UAP	2 days						11-12							17.5
97/5	Identifying & Planning Skills Training for Trainers	HEART & UAP	1 day								20					3.0
97/6	Operations Research	UAP	1 day									9				2.2
97/7	Computer Proficiency Education	Independent Instructors										27	4, 6-11	1, 3-8	1-3	
													13-18	10-15		
													20-25	17-22		
													27-31	24-29		27.5
97/8	Administrative Management Part II (3 modules)															
	Personnel Management	JIM	3 days										14-16			
	Accounting Techniques	JIM	3 days											4-6		
	Case Management	JIM	4 days											18-20, 25		41.6
97/9	NGO Management of UAP Sub-Grants	UAP	1 day										10			4.8
97/10	Proposal Development Workshop III	UAP	1 day										15			1.4
97/11	Reproductive Health Round table	UAP	1 day												9	1.2
	TOTAL															207.8

Summary by Semester, 1996-71

July to December, 1996

12.2 person weeks of training delivered

January to June, 1997

113.9 person weeks of training delivered

July to December, 1997

81.7 person weeks of training delivered

UPLIFTING ADOLESCENTS PROJECT

TRAINING PLAN: January to December 1998

SCHEDULE OF TRAINING EVENTS & PERSON WEEKS OF TRAINING DELIVERED

Item	Description	Implementing Agency	Training Period	Jan-98	Feb-98	Mar-98	Apr-98	May-98	Jun-98	Jul-98	Aug-98	Sep-98	Oct-98	Nov-98	Dec-98	Number of Participants	Training Person/Wks
1	Recruitment Strategies (Trainers and Instructors)	UAP	1 day		11											49	9.8
2	Reproductive Health (Instructors)	Dr. Barbara Dicks	4 days			3-4 10-11										55	44.0
3	Personal and Family Development	Dr. Monica Brown	2 days				1-2									41	16.4
4	Literacy and Remedial Education (Instructors)	JAMAL and UAP	2 days					5-6								46	18.4
5	Motivating Youths through Drama Scriptwriting and Performing	Jean Small	2 days						2-3							41	16.4
6	Vocation & Technical Skills	HEART/NTA & UAP															
7	Performance Tracking System	UAP/Mr. Palmer	1 day						23							23	4.6
8	Tracer Studies	Dr. Diana Davis	1 day						24							19	3.8
9	Parent Trainers	UAP/NGOs	2 days									15-16				32	12.8
10	Tracer Study Interviewers	P. Hamilton	1 day									23	1			24	4.8
11	Effectiveness Criteria Progress Review	C. Chambers	1 day									29				25	5.0
12	Skills Trainers for At-Risk Populations	L. Stanley, HEART	2 days											3-4		19	7.6
13	Literacy/Numeracy	J. Chang, JAMAL	2 days												9-10	29	11.6
TOTAL TRAINING PERSON WEEKS																	155.2

UPLIFTING ADOLESCENTS PROJECT
TRAINING PLAN: JAN - DEC 1999/2000
SCHEDULE OF TRAINING EVENTS

Item	Description	Implementing Agency	Training Period	Jan-99	Feb-99	Mar-99	Apr-99	May-99	Jun-99	Jul-99	Aug-99	Sep-99	Oct-99	Nov-99	Dec-99
1	Communications Techniques Workshop	Independent Consultant	2 days		*										
2	Fund Raising & Sustainability Workshop	Indep. Con. & Donor Agencies	2 days				*								
3	Basic Elements of Guidance Counselling for At-Risk Adolescents Workshop	Indep. Con. & Special Agencies								*					
4	Reproductive Health Workshop - Part III Preparation & Use of Reinforcement Materials	Indep. Con. & Special Agencies	2 days											*	
5	Motivating Youth Through Drama Workshop:- Script Writing Part II	Independent Consultant	2 days		Feb. 2000										
6	Literacy/Numeracy Remedial Education Workshop: Part IV	UAP/JAMAL					Apr 2000								
7	Bursaries - Computer Proficiency Education - 3 Levels	Indep. Institutions Islandwide	13 months		*	*	*	*	*	*	*	*	*	*	to Mar. 2000
8	Upgrading Academic & Pedagogical Skills (Bursaries/Apprenticeship/Special Assignments)	Indep. Inst. & Special Agencies	9 months				*	*	*	*	*	*	*	*	to June 2000
9	Local Observational Training - Networking and Referral		16 months						*	*	*	*	*	*	to Oct. 2000
10	Educational Materials Sharing Forum Regional Round Table Forums	UAP/Special Agencies	4 days									*	*	*	to Oct. 2000
11	On Site Training In:- Finance/Data Collection & Management/ Monitoring & Evaluation	UAP/Independent Consultant	16 months						*	*	*	*	*	*	to Oct. 2000

APPENDIX III

SUMMARY DATA ON SUB-GRANTS

- ▶ Map of Jamaica with showing Project Sites
- ▶ Summary of Sub-Grants' Obligations, Disbursements, Targets and Accomplishments
- ▶ Sub-Grantee Summary Data Sheets

UPLIFTING ADOLESCENTS PROJECT

APPENDIX III a



MAP OF JAMAICA

showing
LOCATIONS OF UAP SUB-GRANT ACTIVITY

Code	PARISH	LOCATIONS	SUB-GRANTEES
A	Kingston & St. Andrew	Kingston, Portmore	JRC, KRC, YWCA, YMCA, SPF, MNI, YOU, ASHE, JAD
B	St. Thomas	Yallahs	JRC
C	Portland	Buff Bay, Port Antonio, Boston	WCJF
D	St. Mary	Exchange, Annotto Bay, Seafield, Carron Hall	JFPA, MNI
E	St. Ann	St. Ann's Bay	JFPA, WCJF
F	St. James	Montego Bay, Granville, etc	JRC, WCJF, YWCA, WSUC, SSTC
G	Westmoreland	Savanna la Mar	WCJF
H	Manchester	Mandeville	WCJF
I	Clarendon	May Pen	JRC, RFSO
J	St. Catherine	Central Village, Spanish Town, Watson, Grove	JRC, CF, YWCA

To complement the map.

UPLIFTING ADOLESCENTS PROJECT

GEOGRAPHIC DISTRIBUTION OF SUB-GRANTEE ACTIVITY

Parish/ NGO	JFPA	JRC	WCJF	KRC	YWCA	RFSO	KYMCA	WSUC	SPF	YOU	MNI	Ashe	JAD	SSTC
Kingston & St. Andrew		X		X	X		X		X	X	X	X	X	
St. Catherine		X			X		X	X						
St. Ann	X		X											
St. Mary	X										X			
St. James			X		X			X						X
Westmoreland			X											
Portland			X											
St. Thomas		X												
Manchester			X											
Clarendon		X				X								

LEGEND:

- | | | | |
|-------|--------------------------------------------|------|--------------------------------------------------------|
| JFPA | Jamaica Family Planning Association | WSUC | Western Society for the Upliftment of Children |
| JRC | Jamaica Red Cross | SPF | St. Patrick's Foundation |
| WCJF | Women's Center of Jamaica Foundation | YOU | Youth Opportunities Unlimited |
| KRC | Kingston Restoration Company | MNI | Mel Nathan Institute for Social Research & Development |
| YWCA | YWCA of Jamaica, National Council | Ashe | Ashe Caribbean Performing Arts Foundation |
| RFSO | Rural Family Support Orgainsation | JAD | Jamaica Association for the Deaf |
| KYMCA | Kingston Young Men's Christian Association | SSTC | Sam Sharpe Teachers' College |

UPLIFTING ADOLESCENTS PROJECT

APPENDIX III b

SUB-GRANTEE	Grant Amount Authorized	Cumulative Obligations 02/28/99	Cumulative Disbursement 02/28/99	Disbursement as a %age of Grant	Life of Project (in Years)	Elapsed LOP (2/28/99) (%age)	Recruit Target LOP	Recruited Feb 28 1999	Target reached %
BATCH I SUB-GRANTEES									
FAMPLAN Jamaica	\$2,839,814	\$2,839,814	\$2,380,111	83.81%	2.00	87.45%	725	755	104.1%
Red Cross	\$4,308,955	\$4,308,955	\$3,760,286	87.27%	2.00	87.45%	948	1313	138.5%
Women's Centre	\$8,435,000	\$8,435,000	\$6,696,513	79.39%	2.00	87.45%	1812	2183	120.5%
KRC	\$4,451,000	\$4,451,000	\$3,232,690	72.63%	2.00	87.45%	707	544	76.9%
YWCA	\$4,342,075	\$4,342,075	\$3,802,543	87.57%	2.00	87.45%	745	653	87.7%
Rural Family Support	\$6,035,000	\$6,035,000	\$4,598,767	76.20%	2.00	87.45%	810	858	105.9%
BATCH I TOTALS (Ja\$)	\$30,411,844	\$30,411,844	\$24,470,910	80.47%			5,747	6,306	109.7%
BATCH II SUB-GRANTEES									
Kingston YMCA	\$4,083,000	\$4,083,000	\$2,272,988	55.67%	2.00	72.91%	546	459	84.1%
WSUC	\$5,741,544	\$5,741,544	\$4,524,741	78.81%	2.00	72.91%	780	903	115.8%
St. Patrick's Foundation	\$6,926,000	\$6,926,000	\$3,459,365	49.95%	2.00	72.91%	1133	1474	130.1%
YOU	\$4,384,422	\$4,384,422	\$3,013,389	68.73%	2.00	72.91%	911	976	107.1%
Mel Nathan Institute	\$6,198,237	\$6,198,237	\$3,548,771	57.25%	2.00	72.91%	1070	987	92.2%
Ashe	\$5,630,000	\$5,630,000	\$4,671,230	82.97%	2.00	72.91%	1143	1065	93.2%
BATCH II TOTALS (Ja\$)	\$32,963,203	\$32,963,203	\$21,490,484	65.20%			5,583	5,864	105.0%
BATCH III SUB-GRANTEES									
Jamaica Assoc. for the Deaf	\$2,374,000	\$2,374,000	\$1,522,151	64.12%	1.00	66.61%	200	194	97.0%
Sam Sharpe Teachers' College	\$2,700,000	\$2,700,000	\$1,094,440	40.53%	1.00	74.86%	300	546	182.0%
BATCH III TOTALS (Ja\$)	\$5,074,000	\$5,074,000	\$2,616,591	51.57%			500	740	148.0%
Operations Research Sub-Grants									
Ashe: Counting Our Assets	\$1,800,000	\$1,800,000	\$1,079,100	59.95%	2.00	47.87%	NA	NA	NA
LAR&D Enterprises	\$1,800,068	\$1,800,068	\$1,080,000	60.00%	1.50	44.25%	NA	NA	NA
WCJF	\$1,776,000	\$1,776,000	\$411,400	23.16%	1.67	34.78%	NA	NA	NA
Hope Enterprises Ltd.	\$1,818,119	\$1,818,119	\$520,000	28.60%	1.54	29.57%	NA	NA	NA
Kingston YMCA									
Mustard Seed Communities									
OR Grants TOTALS (Ja\$)	\$7,194,187	\$7,194,187	\$3,090,500	42.96%					
ALL GRANTS TOTALS-Ja\$	\$75,643,234	\$75,643,234	\$51,668,485	68.31%			11,830	12,910	109.1%
ALL GRANTS TOTALS-US	\$2,121,830	\$2,121,830	\$1,449,326	68.31%					

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee: **Jamaica Family Planning Association**

Brief History of Organization

Jamaica Family Planning Association (FAMPLAN), established in 1957, has for over forty years been the NGO in Jamaica providing a high standard of family planning services, at first island-wide and since 1967 in the parishes of St. Ann, Trelawny, St. Mary and Kingston. FAMPLAN is the Jamaican affiliate of the International Planned Parenthood Federation, the leading family planning organization in the world. One of FAMPLAN's purposes is "to educate the Jamaican public in methods of voluntary family planning and child spacing compatible with the particular religious and moral beliefs of different individuals".

Project Title: **Young Adolescents Empowerment Project**

Sub-Grant Amount: Ja\$2,839,814 **Amount Disbursed to 2/28/99:** Ja\$2,380,111

Period of Sub-Grant: June 1, 1997 to May 31, 1999

Locations of Activity: 4 deprived communities and one primary school in St. Ann's Bay (St. Ann), and two all age schools and two communities in St. Mary.

Sub-Grantee Contacts: 1. Peggy Scott, Chief Executive Officer 2. Flo George, Program Coordinator

UAP Project Officer: Sam Dowding

Project Goal or Purpose:

to improve the quality of life for young male and female adolescents in the parishes of St. Ann and St. Mary by providing them with the education and services which will enable them to become healthy and productive members of their communities.

Status Update:

This project has registered and delivered services to 755 adolescents, up to February 1999. Most of these receive weekly classes in personal development and reproductive health at three schools in St. Ann, and St. Mary. 57 out of school adolescents have been assisted to return to a formal school setting (including skills training), and continue to receive after school hours support in personal and family development, while 32 more out of schoolers receive weekly counseling and educational sessions in reproductive health and personal development. Seventeen (17) currently receive remedial literacy/numeracy classes at the FamPlan Youth Resource Center. The out-of-school adolescents have been identified from 4 squatter communities in St. Ann.

Project interventions cover all four UAP components, although all clients do not participate in all areas. Activities have included parenting workshops, adolescent -parent sessions, literacy and remedial education classes. The core of the program is however, the Personal & Family Development and Reproductive Health program which has been delivered to both in-school and out of school adolescents, and has included peer counseling training.

FamPlan has been diligent in securing complementary resources to assure the success of the project. Communities are being assisted by the Rural Agriculture Development Authority to start up agriculture projects, and donations of school clothes and books have been received. FamPlan is also assisting with the establishment of backyard garden clubs, and a women's club in the squatter communities.

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee

Jamaica Red Cross

Brief History of Organization

Established in 1948 as a branch of the British Red Cross, and in 1964 as the National Organization, the JRC has as its mission "to prevent and alleviate human suffering, protect life and health, and ensure respect for the human being". It has branches in each parish of Jamaica, and primarily operates programs in Disaster and Emergency Management, First Aid, HIV/AIDS prevention, Health promotion, Youth Training and Development and Meals on Wheels. It has reached over 15,000 youth over the 1993-1996 period with its HIV/STD and other Youth Education/Counseling programs.

Project Title

Adolescents and Family Outreach

Sub-Grant Amount

Ja\$4,308,955

Amount Disbursed to 2/28/99:

Ja\$3,760,286

Period of Sub-Grant

June 1, 1997 to May 31, 1999

Locations of Activity

Central Village (St. Catherine); Kingston, Maypen (Clarendon), Montego Bay (St. James - 1997-98 only), and St. Thomas

Sub-Grantee Contacts

1. Yvonne Clarke, Director-General

2. Lois Hue, National Youth Director

UAP Project Officer

Sam Dowding

Project Goal or Purpose

to improve the sexual behavior pattern of youth by empowering them through the provision of literacy, numeracy, and marketable skills, and enabling them to become more responsible and productive citizens.

Status Update:

The program is currently delivered at four Red Cross centers to 275 out-of-school adolescents, and to another 1,038 in-school youth. The in-school youth are benefitting from a modular reproductive health program, and Personal and Family Development activities. The out of school program covers all four UAP components, and is delivered between three and five days per week. The program has succeeded in changing the lives of many of the beneficiaries, and in one case, a fifteen year old nightclub dancer has been motivated to significantly reduce these activities, and to pursue other skills and improved literacy. Bee-keeping has been added this year as one of the skills training and income-earning options. A homework assistance program has also been added in St. Catherine to support those in-school adolescents who need this assistance. Community work days, and "Open Days" are also a regular quarterly feature to increase the project's links with the communities and parents.

Four teen-parents are registered and excelling at the St. Thomas program. JRC also hopes to start a mentoring program, starting in St. Catherine. A food donation drive is underway in the communities so that the adolescents can be provided a snack each day. Jamalco has assisted in Clarendon, and Nutrition Products has done the same in Kingston, among other smaller contributions.

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee: **Women's Centre of Jamaica Foundation**

Brief History of Organization:

Started in 1978 as the Program for Adolescent Mothers in Kingston, the organization has grown considerably to a national one with centers in 7 parishes, and an additional 14 outreach stations nation-wide. In 1991, the WCJF was incorporated as a private company. It has as its mission "to promote a new approach to the problems associated with teenage pregnancy, especially in the area of interrupted education; and to improve the levels of employment and productivity among adolescents and delaying unwanted pregnancies". Major support continues to be provided annually from the Ministry of Labour. Several evaluations have validated the effectiveness of the internationally heralded "Women's Centre" model for rehabilitating pregnant teens. The WCJF implements several programs targeted at adolescents, including Walk-in Counseling and referral; Counseling and referral for young baby fathers and parents of the teen mother; Skills Training for young men and women; Day Nursery facilities at two centers for babies of poor working mothers; and coaching towards CXC exams for eligible teen mothers

Project Title: **Youth Activity Program**

Sub-Grant Amount: Ja\$8,435,000 **Amount Disbursed to 2/28/99:** Ja\$6,696,513

Period of Sub-Grant: June 1, 1997 to May 31, 1999

Locations of Activity: Port Antonio and Buff Bay (Portland), Mandeville (Manchester), St. Ann's Bay (St. Ann), Montego Bay (St. James), and Savanna-la-Mar (Westmoreland).

Sub-Grantee Contacts: 1. Mrs. Pamela Mc Neil, National Director 2. Mrs. Jacqueline Anderson-Robinson, YAP Coordinator

UAP Project Officer: Sam Dowding

Project Goal or Purpose:

to promote positive life habits and to negate destructive societal behavior in youth, by increasing self-esteem, knowledge of sexuality issues, work-related skills, and acceptable interpersonal skills.

Status Update:

This project has the largest target of 1,812, and has registered to date 2183 adolescents for a 120% accomplishment. Both in- and out-of-school adolescents are recruited and served at the five centers and several schools, with a program which includes all four components of the UAP. Recruitment for the in-school adolescents has been somewhat better than for those out of school. Of the adolescents registered to date, 417 have been out of school. 56 of these have been returned to school, but continue to participate after school. 'Peer Pressure', 'Human Sexuality' 'Self-Esteem' and 'Making Love too Soon' are some of the topics addressed recently in the RH program.

The JAMAL literacy workbooks are the primary material in Literacy and Remedial Education, and material developed as part of a 1998 UAP workshop on LRE have also been put to good use. Vocational Training activities include needlework craft, and woodwork (toys, letter holders, and spice racks). Conflict resolution, drama sports and music form the core of the Personal and Family Development program.

The Foundation has also had to attract support from other sources to assist with bus fares, and lunches or snacks for the adolescents. Continuous home visits and parenting workshops are another feature. Fifteen out-of school youth were assisted to return to the formal school system.

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee: **Kingston Restoration Company**

Brief History of the Organization:

KRC was established in 1990 primarily to assist in projects for the repairing or restoration of dilapidated, derelict or damaged buildings in Kingston, and to provide infrastructure amenities, parks and recreation areas to improve the overall appearance of the capital city. As part of this mission, KRC established a "Neighborhood Initiatives Program" which targeted social conditions in the inner-city communities in Kingston. The Youth Educational Support Systems (YESS) project, homework and scholarship programs have resulted from this initiative. KRC has also been instrumental in creating jobs in the manufacturing sector.

Project Title: **Uplifting Adolescents in Inner Kingston and Jonestown**

Sub-Grant Amount: Ja\$2,590,000 **Amount Disbursed to 2/28/99:** Ja\$3,232,690

Period of Sub-Grant: June 1, 1997 to May 31, 1999

Locations of Activity: Higholborn Street and Jonestown, (Kingston)

Sub-Grantee Contacts: 1. Morin Seymour, Chief Executive Officer 2. Viola Banton, Deputy Chief Executive Officer

UAP Project Officer: Frank Valva

Project Goal or Purpose:

to develop a group of new leaders with the skills necessary for spear-heading the regeneration of their communities and the development of a new downtown.

Status Update:

The after-hours homework program exceeded expectations, with over 150 YESS students enrolled and participating regularly. These students have also been sponsored partially or fully with school fees through the project. Enrollment of out of school adolescents increased to 56 students in the Necessary Educational Training (NET) program. Much improvement has been seen in these participants' literacy levels since the program started in September 1998. 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.

Computer labs have been developed and are in use by students at both locations. In-school YESS students being assisted under the UAP have reported term averages of C+ and above over the LOP. Dispute resolution techniques were the major activity implemented outside of the homework assistance, dance and culture, and access to computer-assisted learning.

There are no skills activities included in the program. A qualified music teacher is on staff, and an environmental club has been established. The 1998 summer camp stimulated more extensive activities in reproductive health and personal development.

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee: **YWCA of Jamaica**

Brief History of the Organization:

Founded in Jamaica in 1923, the YWCA is an affiliate of the World YWCA. Its mission is "to promote the well being of women and girls and unite them in a worldwide fellowship which seeks fullness of life through physical, mental, social, spiritual development and through service to others and the nation". The YWCA has branches in Kingston, Montego Bay, Spanish Town, Christiana (Manchester) and Darliston (Westmoreland), in addition to Y-Teens clubs in over 24 schools. The YWCA operates programs such as the Early School-leavers' Institutes, a Basic School, After-School Care and Literacy and Continuing Education evening classes.

Project Title: "Y" Adolescent Development

Sub-Grant Amount: Ja\$4,342,075 **Amount Disbursed to 2/28/99:** Ja\$3,802,543

Period of Sub-Grant: June 1, 1997 to May 31, 1999

Locations of Activity: Kingston, Spanish Town & Watson Grove (St. Catherine) and Montego Bay (St. James)

Sub-Grantee Contacts: 1. Minna Mc Leod, General Secretary 2. Violet Jones, Spanish Town YWCA
3. Ariadne Collier, Kingston YWCA

UAP Project Officer: Sandra Cooper

Project Goal or Purpose:

to improve the social and job skills of at-risk adolescents in Kingston, Spanish Town and Montego Bay on a sustainable basis so that they may become more responsible and productive citizens.

Status Update:

Activities under all four UAP components are delivered to the adolescents. Drama has been introduced as an activity, and the Kingston group produced and presented a play on "Drug Abuse", while the Montego Bay group presented the Christmas play "The Little Match Girl". Parenting skills workshops have also been a useful activity, and many parents have already reported the positive impacts they have seen in their children.

The program surpassed its target in the first year, but has not been as successful in year 2. To date, 653 students have been registered and served over the two years, of which 158 are Year 2 registrants. Significant improvement has been seen in literacy levels of the students, and this has been very notable at the Spanish town/Watson Grove programs. This improvement has been considerable in view of the fact that most had tested below Grade 2 at the beginning of the program. Saturday seminars have been held in Kingston and Spanish Town. Subjects treated included money management, conflict management, and parenting. A weekend seminar, with the theme "Peace, Love and Unity", was recently held in Clarendon for 40 adolescents and UAP staff. Nine Kingston students, and 20 from Spanish Town are being prepared for re-entry to the school system in September, 1999. Reproductive health sessions in the last quarter included topics such as STDs, "Forces that affect the emotions", and Physical Development.

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee: **Kingston YMCA**

Brief History of the Organization:

The YMCA in Jamaica was founded in 1920, with separate branches all over Jamaica. The Kingston YMCA has a mission "to promote the welfare of young people through spiritual, social, intellectual and physical activities, geared to development of spirit, mind and body." Kingston YMCA is the largest and oldest of the YMCA branches in Jamaica, and has been in existence since 1940. It has a similarly long history in community and youth development, with several notable projects such as the "Star" boys, Street Corner Boys, and Car Wash programs in the 70s. Main features of these programs to assist those special populations have been basic education, mental, physical and spiritual development, and skills training.

Project Title: **Kingston Youth Development Programme**

Sub-Grant Amount: Ja\$4,083,000 **Amount Disbursed to 2/28/99:** Ja\$2,272,988

Period of Sub-Grant: September 15, 1997 to September 14, 1999

Locations of Activity: Hope Road and Rosedale Avenue, Kingston

Sub-Grantee Contacts: 1. Sarah Newland Martin, General Secretary 2. Anthony Brodber, Coordinator

UAP Project Officer: Sandra Cooper

Project Goal or Purpose:

to promote the achievement, by special population adolescents, of their potential to contribute positively to the social and economic development of Jamaica.

Status Update:

The program registered and served 291 adolescents at two centers in the first year, for an accomplishment of 145% of the targeted 200 students, and achieved an average daily attendance of about 68%. In the second year, the number on roll increased to 459, and some of the year 1 registrants continue to benefit from the program in the second year. Average daily attendance has also increased to about 80%.

Training is provided in all four components of the UAP. Tailoring and welding are the principal skills being taught to the boys, with food & nutrition and catering also prominent. Careers Days have been held successfully at both centers. UWI Social Work students have assisted with conducting the drug awareness course, and resource persons in reproductive health and personal development have been provided by the Women's Centre, Mico CARE, and George and Branday (a commercial company). Remedial education is carried out by the staff of the YMCA. Sports competitions have been used to build character and promote camaraderie. Friendly football matches have been arranged between the two centers, and with other organizations.

Students at Hope Road have occupied new classrooms as of January 1999. 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 1999. Since January 1999, two parenting sessions have been 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.

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee: **Western Society for the Upliftment of Children**

Brief History of the Organization:

The Western Society for the Upliftment of Children and its co-Grantee in this project, Children First, are new NGOs established in April 1997 upon the reformation of the Save the Children (UK) program in Jamaica. Both organizations formerly operated as branches of SCF(UK) in Montego Bay and Spanish Town respectively. The two programs have in recent years successfully implemented projects targeted at high-risk children, financed by the World Food Program, under the Skills 2000 Poverty Alleviation program. The programs have enjoyed significant success in returning at risk adolescents to school and motivating them to remain there.

Project Title: **High Risk Children - Education Project**

Sub-Grant Amount: Ja\$5,741,544 **Amount Disbursed to 2/28/99:** Ja\$4,524,741

Period of Sub-Grant: September 15, 1997 to September 14, 1999

Locations of Activity: Montego Bay: 4 schools, and at the WSUC Office.
Spanish Town: 2 schools, and at the Children First HQ in Monk Street.

Sub-Grantee Contacts: 1. Glenda Drummond, Coordinator, WSUC 2. Lurline Green-Daly, WSUC
3. Claudette Richardson-Pious, Coordinator, CF 4. Donovan Murphy, CF

UAP Project Officer: Frank Valva

Project Goal or Purpose:

to enable street/working children and at-risk adolescents to have access to and benefit from a comprehensive programme that will assist them to realize their potential as more responsible and productive citizens of Jamaica.

Status Update:

This program is implemented by two NGOs: Children First in Spanish Town and WSUC in Montego Bay. Both Special Population adolescents and the regular at-risk population receive a program in three UAP components: & Remedial Education, Vocational Training, and Personal & Family Development. Through the in-school program, 400 adolescents in 6 schools received "life skills" training in Year 1. Special population adolescents received remedial education, personal development training (including drama, games, sports, counseling), and pre-vocational training in areas such as sewing and embroidery, leather-craft, and recycling of plastic bottles.

The year 1 target of 500 was exceeded, with 580 adolescents having been registered. By February 28, 1999, the total registered had been increased to 903, representing approximately 116% of the two year target. Thirty two of the older (15-19) special population adolescents have been assisted to gain entry to other educational programs (e.g. National Youth Service and GARMEX/HEART). WSUC has seen a 30% reduction in the incidence of fights 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 during the Dec. 1998-Feb 1999 quarter.

WSUC/CF also receive assistance from the World Food Program, and through this, are able to assist with uniforms, books, lunches and transportation for some students. Fund-raising events such as bingo parties, raffles, jumble sales, and the sponsoring of a play, also have assisted the two NGOs to realize additional resources for supporting their clients.

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee: **St. Patrick's Foundation**

Brief History of the Organization:

St. Patrick's Foundation is a non-profit organization serving the Western Kingston inner city communities of Olympic Gardens, Tower Hill, Seaview Gardens and Riverton City. The Foundation was established in 1983, and currently boasts 5 resource centers and a home for the abandoned elderly. Its mission includes "to alleviate human suffering and to better the quality of life with emphasis on the human person". In 1995, it placed students in over 650 jobs, and had a direct benefit on the lives of at least 2,000 inner city residents. The foundation was honored in 1995 for outstanding National Service.

Project Title: **Educational & Training Programme Enhancement and Development**

Sub-Grant Amount: Ja\$6,927,000 **Amount Disbursed to 2/28/99:** Ja\$3,459,365

Period of Sub-Grant: September 15, 1997 to September 14, 1999

Locations of Activity: Olympic Gardens, Riverton City, Seaview Gardens, and Calaloo Mews (all in Kingston)

Sub-Grantee Contacts: 1. Fabian Brown, Chief Executive Officer 2. Juliet Johnson, St. Margaret's Human Resource Centre

UAP Project Officer: Frank Valva

Project Goal or Purpose:

to empower at-risk adolescents through educational and skills training programs, with tools that will allow them to transcend the constraints of their socio-economic environments in order to become more productive and responsible citizens.

Status Update:

The program is delivering two innovative sub-components: the audio-visual training laboratory (AVTL) and the special education program to address learning disabilities (SEPALD). For the latter, adolescents diagnosed with learning disabilities will be specially served with a computer-assisted intervention. The AVTL has been established with UAP assistance for computer procurement, and is currently in operation for the regular population at-risk adolescents.

Parent-Adolescent workshops have been held, and TVT activities are on-going with training in garment construction and wood-work. A Career Exposition was recently held over four days to expose the participants and parents to the variety of pursuits available for youth.

SPF has initiated a breakfast program for children who have been identified as under-nourished. Peer counseling training has also been introduced recently. 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". 69 new participants 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.

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee:

Youth Opportunities Unlimited

Brief History of the Organization:

Established in 1991, YOU is a non-profit organization promoting mentoring as its primary means of opening the world of opportunity to at-risk youth. YOU aims to assist high school students to achieve their potential in school by providing career guidance, emotional support, positive role models and counseling, and to ensure that through the mentoring relationship every adolescent is provided with the emotional support in order to build self-confidence and self esteem. YOU enjoys significant private sector support, and also earns about 60% of its operating revenue from its Christmas card program

Project Title:

Advancing the Opportunities of In-School Youth

Sub-Grant Amount:

Ja\$4,384,422

Amount Disbursed to 2/28/99:

Ja\$3,013,389

Period of Sub-Grant:

September 15, 1997 to September 14, 1999

Locations of Activity:

Twelve schools in Kingston and Portmore: e.g. St. Hugh's, Merl Grove, Kingston Secondary, Kingston College, Excelsior and Clan Carthy.

Sub-Grantee Contacts:

1. Betty Ann Blaine, Executive Director 2. Marsha Mc Intosh, Homework Program Director

UAP Project Officer:

Sam Dowding

Project Goal or Purpose:

to motivate at-risk adolescents who participate in the project to complete their post-primary education, and to embark on a path to becoming responsible and productive citizens.

Status Update:

The program had achieved 203% of its year 1 target, and to date for the combined two year program, has reached 976 of a targeted 911 adolescents (107%). The program focuses on homework assistance, personal development, (including mentoring, parenting skills, and parent-adolescent workshops) and reproductive health. Once yearly, through its "Careers Week" program, adolescents are placed with various agencies to learn of the work place and environment.

The homework program is implemented at two centers: St. Hugh's and Merl Grove High Schools, to respond to demand. The mentoring program now has over 300 adolescents matched. YOU also provides a mentoring consultancy to other organizations desiring to start such programs.

A Homework Assessment Survey done recently has demonstrated that over 70% the participants have shown improvement in their academic performance, as well as attitude towards school. Reports from teachers also attest to improvement in self-esteem in those adolescents participating in YOU programs. The reproductive health component of this program was put on hold, awaiting the National Family Planning Board's input, but with the training of a YOU staff member at the Fertility Management unit of the UWI, the in-house capability to plan and deliver this program has now been developed. 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 peer counseling program implemented at Excelsior High School has progressed and 30 of the initial 68 recruits graduated in March. Parenting workshops have included presentations on "Abuse within the Family".

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee: **Mel Nathan Institute for Development and Social Research**

Brief History of the Organization:

MNI is a human and community development agency of the United Church in Jamaica and the Cayman Islands. Established in 1978, it has an 18 year history of assisting young people in depressed inner city communities. The mission of the organization includes "to promote the advancement of deprived communities in both urban and rural areas, to provide educational opportunities, including basic, preparatory and vocational facilities, and to facilitate human development, as an integral part of community development." MNI operates several programs, some of which are commercial, including catering, auto repair, woodworking, and garment manufacturing. The social programs include the Hannah Town community development program, a Preparatory School, and a Community College.

Project Title: **Partnership for Mature Personhood**

Sub-Grant Amount: Ja\$6,198,237 **Amount Disbursed to 2/28/99:** Ja\$3,548,771

Period of Sub-Grant: September 15, 1997 to September 14, 1999

Locations of Activity: Hannah Town, North Street and Pretoria Road (all in Kingston) and Seafield/Carron Hall in St. Mary.

Sub-Grantee Contacts: 1. Jane Dodman, Assoc. Exec. Chairman 2. Ms. Michelle Bennett, Hannah Town

UAP Project Officer: Sandra Cooper

Project Goal or Purpose:

to equip adolescents for mature personhood through a holistic program targeting inner-city and rural at-risk youth.

Status Update:

The program is active at the six sites in Kingston, and implementation at the two St. Mary sites is in progress. Three UAP technical areas are implemented: remedial education, personal development and vocational training.

Remedial education is the main focus at all sites. Parenting workshops have been planned for all sites, now that groups have been activated everywhere. The sports program is also very active at the Kingston sites, and a friendly football competition has been developed between the communities. Kingston-based adolescents benefitted from the expertise of a mural painting consultant in summer 1998, and were able to demonstrate the skills they learnt, by painting the wall adjoining the Mel Nathan Prep School.

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 987 of 1,070 adolescents registered to date, the program has accomplished 92% of its target.

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee: Ashe Caribbean Performing Arts Foundation

Brief History of the Organization:

Ashe is a non-profit performing arts company and school which was started in 1992, with 80 members. Ashe's mission is "to foster development of youth in Jamaica and the Caribbean region through the Performing Arts by developing disciplined, creative individuals in achieving excellence thereby preserving the rich cultural heritage of the region in nation-building". It has won 7 international acting awards, and 4 Jamaica Music awards for excellence in the performing arts. Currently, Ashe has over three hundred members on roll, in two groups: the Ashe Ensemble (a professional company) with 35 members, and the Ashe Academy with over 275 members. Ashe serves mainly inner-city youth in Kingston.

Project Title: SOLID YOUTHS - Through the Performing Arts

Sub-Grant Amount: Ja\$5,630,000 Amount Disbursed to 2/28/99: Ja\$4,671,230

Period of Sub-Grant: September 15, 1997 to September 14, 1999

Locations of Activity: Ashe Academy (Nannyville) and Hanover Street, Kingston

Sub-Grantee Contacts: 1. Joseph Robinson, Director

UAP Project Officer: Frank Valva

Project Goal or Purpose:

to create, through the use of the performing arts, confident, disciplined Jamaican adolescents who have the capacity to contribute positively to the society and economy.

Status Update:

Ashe uses creativity and the performing arts to weave a program which delivers all four UAP components. The Ashe Academy provides literacy and remedial education classes each day to selected adolescents, while through their involvement in various aspects of the performing arts at Ashe, the adolescents are able to learn and express themselves: in theater skills, and in performances which utilize personal development and reproductive health themes.

Parent - adolescent workshops have been successful in bridging the generation gap, and improving mutual understanding and communication between parents and teens. Improvement in adolescents' self-esteem and self-confidence are readily evident in most of those participating in the performing arts. The two Ashe groups have both completed their end of year concerts, which included research on the topics, lectures, and learning of the scripts. Educational and entertaining pieces (songs, skits, dances, poems) were performed.

Extensive research was undertaken, and an Ashe manual for teachers and parents on the subjects of sexuality and reproductive health has been produced. 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. Conflict resolution workshops have been held with all Ashe Directors, staff and members attending.

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee: **Jamaica Association for the Deaf**

Brief History of the Organization:

The Jamaica Association for the Deaf was founded in 1938, and is the oldest voluntary agency of its kind in the Caribbean. It currently operates three rural and five urban schools to provide early stimulation, vocational and academic education to the deaf. Clinical services such as hearing assessment, educational placement of deaf children in schools, dispensing of hearing aids are also provided, in addition to in-service training for teachers in the JAD schools, and social services such as adult deaf clubs and interpreting services in courts of law.

Project Title: **Youth Theatre Workshops**

Sub-Grant Amount: Ja\$2,374,000 **Amount Disbursed to 2/28/99:** Ja\$1,522,151

Period of Sub-Grant: July 1, 1998 to June 30, 1999

Locations of Activity: Kingston

Sub-Grantee Contacts: 1. Iris Soutar, Executive Officer 2. Shirley Reid 3. Lyla Brown

UAP Project Officer: Sandra Cooper

Project Goal or Purpose:

The creation, development, execution evaluation and sustainment of a permanent Youth Theatre Workshop for Deaf Youth in Jamaica

Status Update:

JAD is utilizing an innovative mechanism - theater arts- to incorporate literacy, personal development, reproductive health and vocational training for 200 deaf adolescents. Using a cyclical approach, each adolescent, in five groups, will be exposed to the various aspects of running a theater production. Participants will be exposed to writing scripts on various themes including personal development and reproductive health, and in the actual performances, set design and production, backstage, and front office operations etc.

Registration has increased to 194 (97% of the targeted 200), 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 received training in drama and dance, literacy and numeracy, stage management, lighting etc. to date. 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.

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee: **Sam Sharpe Teachers' College**

Brief History of the Organization:

The Sam Sharpe Teacher's College is one of only two major tertiary educational institutions in Western Jamaica. Started in 1975, it prepares teachers for work in the primary and secondary schools. SSTC will be associated with the Montego Bay Community Home for Girls, which was founded in 1978, in the implementation of this project.

Project Title: **Sam Sharpe Centre for Child and Adolescent Development**

Sub-Grant Amount: Ja\$2,700,000 **Amount Disbursed to 2/28/99:** Ja\$1,094,440

Period of Sub-Grant: June 1, 1998 to May 31, 1999

Locations of Activity: Granville, St. James and adjoining communities

Sub-Grantee Contacts: 1. Cecile Walden, Principal 2. Veda Barrett, Deputy Principal

UAP Project Officer: Sam Dowding

Project Goal or Purpose:

to enable at-risk adolescents with special needs to become literate and skilled, and thus employable, positive individuals and leaders within their families and communities

Status Update:

SSTC is targeting special population adolescents in four deprived communities in St. James: Granville, Pittfour, Tucker and Irwin, with a comprehensive program in all 4 UAP components. Through this program, the establishment of the Sam Sharpe Centre for Child and Adolescent Development will result, providing for western Jamaica a facility to test and diagnose learning disabilities. 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. It is remarkable that many of these students had very low literacy levels less than one year ago, and did not read music. 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.

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.

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee: Ashe Caribbean Performing Arts Foundation

Brief History of the Organization:

Ashe is a non-profit performing arts company and school which was started in 1992, with 80 members. Ashe's mission is "to foster development of youth in Jamaica and the Caribbean region through the Performing Arts by developing disciplined, creative individuals in achieving excellence thereby preserving the rich cultural heritage of the region in nation-building". It has won 7 international acting awards, and 4 Jamaica Music awards for excellence in the performing arts. Currently, Ashe has over three hundred members on roll, in two groups: the Ashe Ensemble (a professional company) with 35 members, and the Ashe Academy with over 275 members. Ashe serves mainly inner-city youth in Kingston.

Project Title: Counting our Assets

Sub-Grant Amount: Ja\$1,800,000 **Amount Disbursed to 2/28/99:** Ja\$1,079,100

Period of Sub-Grant: March 15, 1998 to March 14, 2000

Locations of Activity: Ashe activity centers in Kingston

Sub-Grantee Contacts: 1. Joseph Robinson, Director 2. Janet Brown, Consultant

UAP Project Officer: Frank Valva

Project Goal or Purpose:

to assess the impact of a performing arts program on the social and cognitive competencies of adolescents.

Status Update:

The draft questionnaire was developed, and was pre-tested. Since then, discussions with several consultants have caused a re-thinking of the instrument, and the approach for the research. The result of the re-thinking may impact on cost of the study, and supplementary sources of funding are being considered. The re-thinking will also have a beneficial impact on the validity of the research results, and the generalizability to the Jamaican population. Final decisions on the way forward are expected to be made in late June.

UPLIFTING ADOLESCENTS PROJECT

Sub-Contractor: L. A. R. & D. Enterprises Ltd.

Brief History of Organization: L. A. R. & D. Enterprises is a local for-profit consulting firm, which is involved primarily in social research and educational consultancies. Its principals have many years' experience in the educational sector, and in social development and youth work in Jamaica.

Project Title: Literacy and remedial Education of Street Children in Montego Bay

Sub-Grant Amount: Ja\$1,800,000 Amount Disbursed to 2/28/99: Ja\$1,080,000

Period of Sub-Grant: July 1, 1998 to December 31, 1999

Locations of Activity: Montego Bay and Spanish Town

Sub-Grantee Contacts: 1. Dobson Rankine, Director 2. Claudette Pious (Spanish Town)
3. Glenda Drummond, (Montego Bay)

UAP Project Officer: Frank Valva

Project Goal or Purpose:

To bring literacy to Street Children of Montego Bay, and in the process, encourage cognitive development and improved capacity for appropriate social integration. The project is testing the hypothesis that "students learn better when teaching strategies activate background knowledge and experiences in efforts to introduce new knowledge".

Status Update:

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.

UPLIFTING ADOLESCENTS PROJECT

Sub-Grantee:

Women's Centre of Jamaica Foundation

Brief History of Organization:

Started in 1978 as the Program for Adolescent Mothers in Kingston, the organization has grown considerably to a national one with centers in 7 parishes, and an additional 14 outreach stations nation-wide. In 1991, the WCJF was incorporated as a private company. It has as its mission "to promote a new approach to the problems associated with teenage pregnancy, especially in the area of interrupted education; and to improve the levels of employment and productivity among adolescents and delaying unwanted pregnancies". Major support continues to be provided annually from the Ministry of Labour. Several evaluations have validated the effectiveness of the internationally heralded "Women's Centre" model for rehabilitating pregnant teens. The WCJF implements several programs targeted at adolescents, including Walk-in Counseling and referral; Counseling and referral for young baby fathers and parents of the teen mother; Skills Training for young men and women; Day Nursery facilities at two centers for babies of poor working mothers; and coaching towards CXC exams for eligible teen mothers

Project Title:

Knowledge and Education for Youth

Sub-Grant Amount:

Ja\$1,776,000

Amount Disbursed to 2/28/99:

Ja\$411,400

Period of Sub-Grant:

August 1, 1998 to March 31, 2000

Locations of Activity:

Montego Bay and Savanna-la-mar

Sub-Grantee Contacts:

1. Sherill Morris, Deputy Director

2. Geof Brown, Consultant/Research Director

UAP Project Officer:

Sam Dowding

Project Goal or Purpose:

The project has as its hypothesis that "by providing learning and activities which raise self-esteem, provide adequate education opportunities, instill appropriate values and offer skills development, the target participants, aged 10-14 years old, are less likely to become pregnant at the modal age for the current clientele".

Status Update:

The program got off to a start in January 1999 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. The project has received donations of cooking utensils to assist with food preparation for the out-of-school adolescents. The out-of-school adolescents (street children mainly) present many behavioral problems, including frequent fighting, requiring conflict resolution and counseling.

UPLIFTING ADOLESCENTS PROJECT

Sub-Contractor: **Hope Enterprises Ltd.**

Brief History of Organization: Hope Enterprises Ltd. is a Jamaican organization established in 1985. Since then it has gained the reputation as one of the island's leading service providers in the areas of research and evaluation. The organization has worked extensively with international organizations: UNICEF, USAID, UNFPA, UNDP, and in collaboration with other companies providing similar services, notably John Snow Inc., and Family Health International, both of the U.S. Significant experience has accrued over the years in both quantitative and qualitative research in the family planning and HIV/AIDS areas.

Project Title: **Increasing the ability and willingness of adolescents to attend and stay in school.**

Sub-Grant Amount: Ja\$1,818,119 **Amount Disbursed to 2/28/99:** Ja\$ 520,000

Period of Sub-Grant: September 1, 1998 to March 31, 2000

Locations of Activity: St. Ann's Bay

Sub-Grantee Contacts: 1. Maxine Wedderburn, Director 2. Pauline Pennant (JFPA)

UAP Project Officer: Sam Dowding

Project Goal or Purpose:

The research is intended to yield information on factors that affect adolescent participation in school and which need to be addressed in a programmatic way so as not to hinder project progress and success. The hypothesis is that if personal, familial and environmental factors can be diminished or removed, the possibilities of returning out-of-school youth to school and reducing the school drop-out rate can be increased.

Status Update:

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.

UPLIFTING ADOLESCENTS PROJECT

APPENDIX IV

LIST OF MAJOR DOCUMENTS PRODUCED BY THE UAP

1. Report on UAP Orientation Seminar for NGOs, August 1996
2. UAP Quarterly Report: July to September 1996
3. Report on NGO Institutional Assessments: Diagnostic Report, October 1996
4. Report on NGO Selection Procedures, October 1996
5. Uplifting Adolescents Project Work Plan, October 1996
6. Training Plans - General Life of Project & Year One (1996-97), October 1996
7. Guidelines for Proposal Development (First Issue), December 1996
8. UAP Quarterly Report: October to December 1996
9. UAP Quarterly Report: January to March 1997
10. Institutional Assessment of the Youth Development Services Division, Ministry of Education, Youth & Culture, April 1997
11. Guidelines for Proposal Development (Second Issue), April 1997
12. Management of UAP Sub-Grants - UAP Project Officers' Manual, May 1997
13. NGO Management Manual for UAP Sub-Grants, May 1997
14. UAP Quarterly Report: April to June 1997
15. Final Report, UAP/JIM Administrative Management Training for Non-Governmental Organizations, April 1997
16. Report on UAP Workshop "Motivating Youth through the Performing Arts", May 1997
17. Report on Training of Trainers Workshop : Literacy & Remedial Education for At-Risk Adolescents, UAP/JAMAL , June 1997
18. UAP Quarterly Report: July to September 1997

UPLIFTING ADOLESCENTS PROJECT

19. Guidelines for Proposal Development (Third Issue), October 1997
20. Final Report, UAP/JIM Administrative Management Training for Non-Governmental Organizations, November 1997
21. Accounting Policies & Procedures Manual for Non-Governmental Organizations, UAP/JIM, November 1997
22. HRD - Personnel Management Manual for Non-Governmental Organizations, UAP/JIM, November 1997
23. Case Management & Procedures Manual for Non-Governmental Organizations, UAP/JIM, November 1997
24. UAP Quarterly Report: October to December 1997
25. Roundtable on Adolescent Reproductive Health for the Uplifting Adolescents Project, Consultant's Report, January 1998.
26. Report on the Recruitment Strategies Workshop, UAP, February 1998
27. Workshop Report "Reproductive Health for Adolescents Aged 10-14", UAP, April 1998
28. Workshop Report, "Personal & Family Development for Non-Governmental Organizations", UAP, April 1998
29. UAP Quarterly Report: January to March 1998
30. Workshop Report "Developing Teaching Aids for Literacy & Remedial Education" for Non-Governmental Organizations, UAP, May 1998
31. Workshop Report "Motivating Youth through Drama - Use of Theatrics in Teaching" for Non-Governmental Organizations, UAP, June 1998
32. Project Orientation Booklet, June 1998 Issue, UAP
33. Workshop Report "Tracer Studies for UAP NGOs", UAP, June 1998
34. UAP Quarterly Report: April to June 1998
35. Workshop Report "Parent Trainers", UAP, September 1998
36. Workshop Report "Effectiveness Criteria - Progress Review for Future Action", UAP, September 1998

UPLIFTING ADOLESCENTS PROJECT

37. Workshop Report "Tracer Study Training for NGO Interviewers", UAP, September/October 1998
38. UAP Quarterly Report: July to September 1998
39. Workshop Report "Training Skill Trainers for At-Risk Youth", UAP, November 1998
40. Workshop report "Literacy & Remedial Education - Part III - Numeracy", UAP, December 1998
41. NGO Management Manual for UAP Sub-Grants, Second Edition, December 1998
42. UAP Quarterly Report, October to December 1998
43. Workshop Report "Tracer Study Results & Performance Tracking System", UAP, March 1999
44. Orientation Booklet, Issue # 2, UAP, April 1999
45. UAP Quarterly Report, January to March 1999