

FOCUS on Young Adults

**End of Project Presentation
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**Keys to Scale-Up Adolescent
Programs**

Peru Case Study

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FOCUS Strategy for Improving Youth Initiatives in Peru



**Program and Training
Evaluation
Dissemination**

**Same Staff, Tools and
IEC material**



**Both
Public
Sector**



**Transfer skills
and tech
resources related
to YARH
evaluation**

**Transfer skills
and tech
resources related
to YARH program
and training**



**Both are
Preventive
Promotional
Programs**

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1997 - 6 sites

1998 - 8 sites

1999 - 21 sites

2000 - 41 sites

By year 2000

56 exclusive staff

508 schools or institutes

26,710 leaders

7,054 parents

5,996 teachers

600,000 contacts

1997 - 5 sites

1998 - 5 sites

1999 - 6 sites

2000 - 6 sites

By year 2000

**800 health professionals
trained in counseling
services**

**300 professionals trained in
service organizations**

**20 integrated health centers
established**

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Keys to Scale-Up Adolescent Programs

Politics

Management

Commitment

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Politics



Strong commitment from decision-makers

Own financial resources invested

TA understood and institutionalized (i.e. hiring MIS consultant provided by FOCUS/Pathfinder)

Authorities only committed for PR purposes - no serious efforts made

Program Budget is the lowest among MOH budget - but adolescent population is 22% of total Peru population

Huge turn over of staff: 4 directors in less than 4 years

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Politics



TA provided at central level flowed to regions: cascade training really worked

Permanent evaluation

Staff with exclusive dedication to program

Difficult to work smoothly with central level authorities - TA focused on regions

Fear/rejection of evaluations

Staff not permanent nor exclusive to program. Staff in charge of various programs

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Management



Long term strategic vision: future citizens

Strategy based on cost/benefit analysis

Staff chosen by merit/attitude

Human development vision - adolescents participate from design

Short term vision

No analysis

Assigned staff - no attitude evaluation

Top to bottom design - very little value given to adolescents

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Management



Effective management skills and programming

Extensive use of management information system for decision making; Tulane University assistance

Better targeting: focus on school based adolescents peer promotion

Evaluation culture program and staff performance

Improvisation

Decisions made on personal assumptions. Weak MIS

Dispersion, no targeting

Fear evaluation

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Management



Clear program and activities, focused in peer promoters, parents and teachers

Clear and defined methodology and strategy: understood by all program staff

Institution organized as private corporation

Activities are not focused/ disarticulated

No articulated set of strategies, no holistic approach, no defined methodology

Traditional public sector bureaucratic institution

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Commitment



Committed staff

Open to learn and receive TA and share knowledge

More impact achieved by conjugating own resources, TA, staff and synergies with other interventions

Strong and permanent knowledgeable leadership

Demoralized staff

Bureaucratic barriers to receive TA - too many decision layers

Less impact achieved, no commitment to create synergies in spite of external investment

Weak leaders. No nationwide knowledge