

MEMORANDUM

File Classification: PO-JA-L1005-RptF
IDBDocs #40834981
SCL/31/2017

Date: February 14, 2017

To: Therese Turner-Jones
Country Representative, CCB/CJA

From: Cynthia Hobbs
Team Leader, CID/CPN

Subject: JAMAICA. Youth Development Program (JA-L1005). Project Completion Report (PCR). Approval.

Emiliana Vegas
Division Chief, SCL/EDU

QRR Process The Project Completion Report was distributed to the QRR requesting comments on January 13, 2017 with a deadline to receive comments of January 24, 2017. Per request of the Division Chief, the QRR was held virtually.

Non-Resolved Issues No non-resolved issues exist.

Next Steps I have examined the attached documents and recommend the PCR referenced above to be approved.

Documents Included

- Project Completion Report (PCR)
- Annex I. Minutes from the Exit Workshop
- Annex II. Borrower's Evaluation
- Annex III. Progress Monitoring Report
- Annex IV. NYS programs and summary of participants
- Annex V. Summary of Impact Evaluation for the National Youth Service (NYS) Non-Residential modality of the Corps Program (University of West Indies, June 2014)
- Annex VI. Career Advancement Program (CAP) enrollment figures and main findings of the 2014 Impact Evaluation (University of West Indies, June 2014)
- Annex VII. YIC user data 2012-2015

Approved:

Therese Turner-Jones
Country Representative, CCB/CJA

Emiliana Vegas
Division Chief, SCL/EDU



Project Completion Report

PCR

Project Name: Youth Development Program

Country: Jamaica

Sector/Subsector: Education

Original Project Team: Jenelle Thompson (EDU/CPE), Sabine Aubourg, Aime Verdisco, Claudia Cox (SCL/EDU); Juan Carlos Perez-Segnini (LEG/SGO); and Jaime Vargas (SCL/EDU).

Project Number: JA-L1005

Loan Number (s), TC(s): 2039/OC-JA

QRR Date: January 13, 2017

Final Approval Date of PCR: February 14, 2017

PCR Team: Cynthia Hobbs (EDU/CPN); Rosa Puech and Andrene Henry (Consultants); Janet Quarrie (CCB/CJA); Naveen Jainauth-Umrao (FMP/CGY).

Table of Contents

I.	Basic Information	1
II.	The Project	2
	A. PROJECT CONTEXT	2
	B. PROJECT DESCRIPTION	3
	i. Development Objective(s)	3
	ii. Components	3
	C. QUALITY -AT- ENTRY REVIEW (IF APPLICABLE).....	4
III.	Results	5
	A. OUTCOMES	5
	B. EXTERNALITIES	9
	C. OUTPUTS.....	10
	D. PROJECT COSTS	17
IV.	Project Implementation.....	17
	A. ANALYSIS OF CRITICAL FACTORS	17
	B. BORROWER/EXECUTING AGENCY PERFORMANCE	21
	C. BANK PERFORMANCE	22
V.	Sustainability.....	22
	A. ANALYSIS OF CRITICAL FACTORS	22
	B. POTENCIAL RISKS	23
	C. INSTITUTIONAL CAPACITY	23
VI.	Monitoring and Evaluation	24
	A. INFORMATION ON RESULTS	24
	B. FUTURE MONITORING AND EX-POST EVALUATION	25
VII.	Lessons Learned.....	25

Annexes

Acronyms and Abbreviations

DBMS	Database Management System
GOJ	Government of Jamaica
GWEP	Graduate Work Experience Program
HEART/NTA	Human Employment and Resource Training
IDB	Inter American Development Bank
JFLL	Jamaican Foundation for Lifelong Learning
LMIS	Labour Market Information System
MICYS	Ministry of Information, Culture, Youth and Sports
MLSS	Ministry of Labour and Social Security
MOE	Ministry of Education
MOEYI	Ministry of Education, Youth and Information (post-March 2016)
MYC	Ministry of Youth and Culture
MOU	Memorandum of Understanding
NCYD	National Center for Youth Development
NYP	National Youth Policy
NYS	National Youth Service
PIOJ	Planning Institute of Jamaica
PIU	Project Implementation Unit
PMSC	Project Management Steering Committee
PS	Permanent Secretary
PSOJ	Private Sector Organization of Jamaica
STATIN	Statistical Institute of Jamaica
UWI	University of West Indies
YAPD	Youth and Adolescent Policy Division
YDP	Youth Development Program
YEO	Youth Empowerment Officer
YIC	Youth Information Center

I. Basic Information

BASIC DATA (AMOUNTS IN US\$)							
PROJECT NO: JA-L1005	TITLE: Youth Development Program (YDP)						
Borrower: Government of Jamaica	Date of Board Approval: 29 October 2008						
Executing Agency (EA): Ministry of Youth and Culture (MYC)	Date of Loan Contract Effectiveness: 5 December 2008						
Loan(s): 2039/OC-JA	Date of Eligibility for First Disbursement: 21 September 2009						
Sector: Education	Months in Execution						
	* from Approval: 86						
Lending Instrument: Investment Loan	* from Contract Effectiveness: 85						
	Disbursement Periods						
	Original Date of Final Disbursement: 5 June 2013						
	Current Date of Final Disbursement: 30 December 2015						
	Cumulative Extension (Months): 30						
	Special Extensions (Months):						
	Loan Amount(s)						
	* Original Amount: US\$11 million						
	* Current Amount: US\$9.79 million						
	* Pari Passu (if applicable): 100%						
Poverty Targeted Investment (PTI): No	Disbursements						
Social Equity (SEQ): No	* Amount to date: \$9,786,736 (89%)						
Environmental Classification: C	Total Project Cost (Original Estimate): US\$11 million						
	Redirectioning						
	Has this Project?						
	Received funds from another Project []						
	Sent funds to another Project []						
	N/A [X]						
	<table border="1"> <thead> <tr> <th>To/From Project Number</th> <th>From Sub-Loan Number</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	To/From Project Number	From Sub-Loan Number	Amount			
To/From Project Number	From Sub-Loan Number	Amount					
	* Current amount (adjusted for redirectioning):						
	On Alert Status						
	Is project currently designated "on alert" by PAIS: No						
	If yes then why is the project on alert (DO, IP Ratings and/or relevant PAIS indicators):						
	Comments on relevance of "on alert" status for this project (if applicable):						

Summary Performance Classifications				
DO	[] Highly Probable (HP)	[] Probable (P)	[X] Low Probability (LP)	[] Improbable (I)
IP	[] Highly Satisfactory (HS)	[X] Satisfactory (S)	[] Unsatisfactory (US)	[] Very Unsatisfactory (VU)
SU	[] Highly Probable (HP)	[X] Probable (P)	[] Low Probability (LP)	[] Improbable (I)

II. The Project

a. Project Context

At the time the Project was being prepared, 60% of the Jamaican population was below the age of 30 and 18% between the ages of 15-24. About 19% of the population lived below the poverty line and youth represented a quarter of the poor. At that time a National Youth Policy (NYP), approved in 2004, provided the framework for promoting positive youth development, a priority for Jamaica at the time. The policy highlighted the need for youth to build competencies and skills to enable them to become active and productive citizens. Unattached youth (nor in school nor working), estimated to be 140,000, were of great concern at the time of project preparation. Youth unemployment coincided with an unmet demand for skilled workers in some sectors, indicating a mismatch between the training offered and the labor market demands as well as shortcomings in the intermediation services. Around 77% of the Jamaican labor force did not have vocational, technical or professional qualifications. Employers also were demanding qualitative or "soft" skills (punctuality, self-initiative, teamwork, commitment and moral behavior). The Human Employment and Resource Training/National Training Agency (HEART/NTA) and the National Youth Service (NYS) were the most important agencies – both statutory agencies under the Ministry of Education (MOE) – providing vocational and technical opportunities. HEART/NTA was the facilitating and coordinating body for the Jamaican workforce, offering services to all working age Jamaicans. The NYS specifically targeted youth between the ages of 17-24 who were out of school or unemployed.

At the time of project preparation, the NYS was a national service that provided knowledge and skills to young people through its Corps Program, to support their transition into adulthood. The Corps Program was a one-month residential program focused on positive youth development, some skills development and a six-month internship/job placement consistent with the work-related focus of the respective corps. There were 13 areas of study in the Corps Programs. The majority of the NYS' placements (90%) were in the public sector. A 2004 study found that participation in the Corps Program had a positive impact on participants, in terms of reducing unemployment, compared to a control group. The study also pointed to the need for some adjustments to the programs, focusing on more mentoring and follow-up to ensure a successful transition from internship to study or work. Monitoring and evaluation was weak at the NYS with no formal follow-up to participants after completing the program. Demand for NYS services had quadrupled during the 2004-2008 period and there was a need to evaluate the program and explore new alternatives to meet the strong demand for its services. A second study, carried out before preparation of the Youth Development Programme (YDP), showed that the NYS needed to improve the occupational orientation provided in its courses and its work placements.

The study pointed to the need to make the curricula more competency-based and better articulated with HEART programs. About 50% of the unattached youth in Jamaica did not have the basic skills to participate in the programs offered by HEART/NTA or NYS.

The National Centre for Youth Development (NCYD) was the institution responsible for fostering collaboration and coordination of youth activities. This task was very challenging given the multi-sectoral characteristics of the youth portfolio and the weak links among institutions. M&E was weak resulting in poor information to implement policy, develop programs and follow up on youth services.

In this context, the Government requested the IDB's support to strengthen the country's effort to design and implement positive youth development policies and programs. This lending program was conceived in two phases, with triggers established to move from the first phase to the second. At the end of phase I, the program was to have an external evaluation to assess the readiness for phase II, measured by disbursement levels (at least 50%) and having reached defined milestones, included in the program document.

In 2012, the general elections brought a change in government that affected the YDP. The incoming Government placed the YDP and the NYS under the Ministry of Youth and Culture (MYC), leaving the Career Advancement Program (CAP) under the Ministry of Education (MOE). This occurred during a pivotal point in project implementation. The PCR discusses the impact of this change throughout the document.

b. Project Description

i. Development Objective

The main objective of the YDP was to facilitate the transition of unattached youth to adulthood and the world of work, through training, on-the-job experience, information dissemination and labor intermediation services.

ii. Components

The YDP had three components:

Component 1: Quality improvement and strengthening of the NYS Corps Program. This component would support: (i) Alignment with employer needs and demands; (ii) Upgrading and modernization of NYS facilities; (iii) Piloting of new initiatives; and (iv) Institutional strengthening.

Component 2: Youth Information Centers (YIC). This component was to support the establishment of YICs in five additional parishes. Each center was to include a cyber center, a resource center with information on education and training opportunities, career guidance, and entrepreneurial programs among other programs. The YICs would have a multipurpose room for 25 people. This component would finance technical

assistance to link the YICs to the existing Labor Market Information System and the Electronic Labor Exchange, managed by the Ministry of Labor. An evaluation of the YIC as a tool for facilitating the transition of unattached youth into training, education and work opportunities was to be carried out at the end of phase I.

Component 3: This component was to finance support for the NCYD efforts to monitor policy development and implementation and to strengthen coordination mechanisms among relevant ministries and agencies involved in youth initiatives. This component was to finance the activities geared to the revision of the National Youth Policy.

c. Quality -At- Entry Review (if applicable)

A Quality-at-Entry Review was not done for this project, and so there is no formal rating. The Project's development objective was relevant at the time of preparation and remained relevant throughout implementation. It was in line with the 2004 National Youth Policy and with the overall goals of the Vision 2030, Jamaica's main national development strategy, which included human capital as a key area of development in the years to come. The PDO continued to be relevant after the change in government in 2012. The new Government, which assumed power in February 2016, presented a sectoral document to Parliament on June 8, 2016, highlighting the priorities for education and youth services, which remain in line with the YDP objectives.

In relation to the program design, the components were relevant and included activities adequate to lay the path towards the achievement of the PDO. The change in government in 2012 brought changes to some key activities originally included under each component, due in part to the GOJ's decision to move the YDP and the NYS to the Ministry of Youth and Culture (MYC). At that time, some of the activities included in the program document were re-thought or dropped, per NYS and MYC decision (i.e. the corporate outreach strategy or the mentorship program). Nevertheless, there was no formal re-design of the Project's components before completion. The results framework lacked baseline and target definitions for a number of indicators. Some of the outcome indicators seemed ambitious, taking into account the evaluation capacity in NCYD and NYS at the time of preparation. The costing tables did not include resources for certain key activities, such as the revision of the NYP. The Project Implementation Unit (PIU) identified those activities early in project implementation and found ways to realize savings to finance them.

During implementation, the PIU worked closely with the IDB team. It sought to adapt the Project's activities to MYC requests and changes in priorities, such as the inclusion of construction of NYS regional locations, close to the YICs, not foreseen originally at the design stage. The PIU, together with the IDB, worked intensively to adapt the project activities to changing priorities within the NYS as well, in an effort to maintain implementation and achieve the PDO.

III. Results

a. Outcomes

By completion, the Government had attained several outcomes with Project support. It had carried out the key studies and outreach activities planned to achieve the revision of the National Youth Policy and present it to Parliament. It strengthened the YICs, which became a solid support for youth in Jamaica. The number of YICs increased and the services provided diversified. NYS was also strengthened in the field, with new offices located closer to the YICs for a more integrated information service and training approach. An M&E system for the YICs was designed, piloted and implemented, providing relevant information on users and services. Two key impact evaluations of youth programs (NYS non-residential and CAP) were completed and their findings shared, informing the government decisions on youth programs. These impact evaluations were showcased on the IDB's Development Effectiveness Overview website in November 2016 (<http://deo.iadb.org/2015/en/chapter3/evaluation-07-skills-and-opportunities-for-a-better-future/>).

The main pending outcomes are: (i) the approval of the NYP by Parliament and its implementation (Green paper was resubmitted in November 2016); and (ii) the definition of the institutional framework, within the revised NYP, to advance the youth agenda. While there was some progress in the strengthening of the sector management, there was limited progress due to the changes in the context affecting the project implementation. This was the case of the strengthening of NYS, NCYD and the MYC. The MYC was dissolved with the most recent change of government. GoJ has since informed that they are planning to merge the NYS, NCYD, HEART/NTA and Jamaican Foundation for Lifelong Learning (JFLL) into one agency to address youth needs. This would allow for greater efficiencies and more targeted support.

The YDP included a results framework, agreed with the Government, with outcome indicators for Components 1 and 3. No outcome indicator was included for Component 2 in the Program document. This results framework was not formally revised during implementation. The PCR team used the results framework and IDB monitoring documents' indicators and additional indicators for measuring the outcomes of the Project, to capture results achieved under the program. The indicators 2 and 3 were triggers to access phase II of the program; indicator 6 reflected the findings of the Impact Evaluation for the Career Advancement Program (CAP), which was directly supported by the Project; Indicator 8 was an intermediate outcome indicator in the Project Document and Indicator 9 was introduced during monitoring in the PMRs.

The PCR team based its analysis of the YDP on the data provided by the NYS on its programs, the M&E reports prepared by the YICs, the Impact Evaluations (IE) for the NYS non-residential Corps and CAP programs, the MOE reports of the CAP and interviews with individuals and focus groups in the field.

ACHIEVEMENT OF DEVELOPMENT OBJECTIVES (DO)				
Development Objective		Key Outcome Indicators		
1. To facilitate the transition of unattached youth to adulthood and the world of work, by providing training and on-the-job experience; promoting positive youth development and fostering greater access to information and youth services (labor intermediation services). Classification: LP				
Planned Outcomes		Outcomes Achieved		
<u>Improved sector management</u>		<u>Baseline</u>	<u>Intermediate</u>	<u>End of Project</u>
		2008	2011	2015
1. Articulation of youth policies and programs among ministries and agencies improved		n/a	n/a	A revised NYP document sent to Parliament, pending approval.
2. Revision and update of the National Youth Policy, including measurable indicators for M&E and a baseline established (trigger phase II)		n/a	n/a	The revised NYP includes the following annexes: M&E framework, Cost-Benefit Analysis, stakeholder analysis and a Strategic Plan.
3. Instruments for mainstreaming of youth policies and programs have been created and disseminated within government agencies and ministries (trigger phase II)		n/a	n/a	A multi-sectoral committee (including eight ministries and other agencies) established to work on the implementation of the NYP. Youth Mainstreaming manual elaborated. Sectoral document presented to Parliament: including re-institution of National Youth Parliament and revamping of the National Youth Council.
4. Systematic monitoring and evaluation of the national Youth Policy indicators (intermediate outcome)		Not achieved, pending NYP approval		
<u>Improved training and on-the-job experience</u>				
5. The NYS Corps Programs better aligned with employers' demands (percentage of participants in NYS programs are placed in private sector).		2008	2013	2014
		10%	20%	Summer Pr: 30.8% GWEP: 65.7%
6. Youth at risk acquire learning and working skills.		n/a	n/a	Impact Evaluation of CAP; increase in the CAP NCTVET certification rate; improvement in NVQ examinations results by 5%. (see annex 4 for detailed results)
7. Youth from lower socio-economic strata acquire skills and are absorbed into the labor market		There is no information on this indicator, as the NYS does not have the capabilities to systematically follow graduates.		
8. Youth are participating in supervision and mentoring programs during on the job training (trigger phase II)		This outcome was not applicable as the activities that would have impacted it were discontinued (Corporate Outreach Program)		
<u>Improved access for youth to information</u>				
9. Youth with access to information provided by YICs increased (Intermediate indicator)		6,000	2,106	3,373 new users (see Annex 5 for a table on user increase)
10. Unattached youth that are channeled via the YIC into training and job opportunities increased (percentage) (indicator in PMMRs)		20%	60%	4% Actual: 32% of users of YICs were unattached by end 2015. The percentages are not comparable as the implementation in the M&E system changed the definition of referrals.
Reformulation. N/A				
PMR Retrofitting. Indicate if and when the PMR was retrofitted and explain any changes resulting from this exercise. N/A				
Summary Development Objective(s) Classification (DO):				
<input type="checkbox"/> Highly Probable (HP) <input type="checkbox"/> Probable (P) <input checked="" type="checkbox"/> Low Probability (LP) <input type="checkbox"/> Improbable (I)				

The Project Development Outcome was achieved to a certain extent, measured by the outcomes and intermediate outcome indicators above. Some dimensions of the PDO were achieved while others fell short of the goals set for the first phase of the YDP.

Sector management improved to support youth - Rating: Satisfactory

The Project supported a set of studies that informed the NYP revision, including a comprehensive Youth Survey at the parish level, a Situation Analysis and an Electronic Database/Inventory of agencies working on youth issues. The consulting firm responsible for updating the NYP carried out a series of consultations, workshops and focus groups prior to the revision of the NYP to inform the preparation of the NYP as a Green Paper. The NYP included a Cost-Benefit Analysis, an M&E framework, a Strategic Plan, a Stakeholder Analysis, Legal and Policy Environment, a Capacity Assessment, a Resource Mobilization Strategy and a Communications Strategy. The draft policy was discussed with stakeholders in June 2015 in a series of regional consultations and a technical consultation. Their comments were incorporated in the Green Paper.

Despite all the work leading up to the NYP, it was never fully realized, and the program fell short on achieving the articulation among ministries and agencies dealing with youth policies and programs. The revised NYP included, among other content, the definition of the roles, responsibilities and obligations of the MYC, its Youth and Adolescent Policy Division and other relevant stakeholders. The MYC developed partnerships with some institutions working with youth programs, but the pending approval of the NYP prevented the MYC from fully executing its leading and coordinating role in the sector. After the January 2016 elections, the new administration dissolved the MYC and placed the youth policy and activities within the Ministry of Education, Youth and Information (MOEYI). The MOEYI coordinated further public consultations with responses from some 240 youth representatives. Parliament approval of the NYP is a top priority of the MOEYI's Division for Adolescent and Youth Policy. Once approved by Parliament, the revised NYP will be the framework for the MOEYI and all other agencies working on youth programs.

The revision of the NYP achieved the outcome of creating instruments for mainstreaming of youth policies and programs. But the pending approval of the NYP has prevented its dissemination within government agencies and ministries. A multi-sectoral committee (including eight ministries and other agencies) was established in early 2016 to work on the implementation of the NYP. It is expected that the new Government will work further on the institutional arrangements for youth matters, once the NYP is approved.

Part of the sector management improvement was to come from the strengthening and support provided by the Project to the NCYD, to strengthen its role to monitor policy development and implementation and enhance its role as the coordinating agency among ministries and agencies working on youth issues. In 2013, the incoming government decided to merge the NCYD and NYS, in the framework of its public sector modernization reform efforts. This decision led to the disappearance of the NCYD as such, and its staff was absorbed under the Youth and Adolescent Policy Division of the MYC. However, the merge was not fully defined or realized before project completion, and the GOJ's recent decision to dissolve the MYC and move youth issues back to the MOE diminishes the relevance of the merger. The new Government vision focuses on establishing a strong youth development arm focused on policy and operations.

Facilitating the transition to the world of work

The Program aimed to facilitate the transition of youth into the world of work by supporting training and on the job experience. The Program was to achieve this objective by supporting the institutional strengthening of the NYS, its programs and infrastructure, as well as piloting new youth programs. There was progress towards achieving this dimension of the PDO, though the program fell short in achieving this outcome in a satisfactory manner. Based on the proposed indicators, the Project contributed to the following outcomes:

(i) The NYS Corps Programs are better aligned with employers' demands (percentage of participants in NYS programs placed in private sector): By project completion, two of the main NYS programs – the Summer Program and the Graduate Work Experience Program (GWEP) – were placing 30.8% and 65.7% of their participants, respectively, in the private sector. The Summer Program is an annual NYS engagement of young people in three weeks of work experience during the months of July and August. The objective of this program is to expose participants to key employability skills and develop characteristics important for gaining and retaining employment. During the 2014/2015 session, the program engaged 5,205 participants (surpassing the 5,000 target). The GWEP provides valuable work experience to tertiary graduates up to 24 years of age. Participants are placed in a job for up to six (6) months during which NYS pays a stipend to assist with their expenses. The program aims to include Young Persons with Disabilities (25% of annual participants). During 2014/15, the program placed 309 young persons in public and private jobs. Though these programs were not financed with YDP resources, they are relevant to the achievement of the PDO. By project completion (early into the project's implementation, in 2010), NYS had eliminated its Corps programs, introduced new programs and alliances with institutions to provide training and job opportunities for youth. Annex 3 includes a description of these programs and enrollment figures. These programs are providing training in soft skills (in high demand by the private sector) through the Empowerment program and support to gain on-the-job experience. By YDP completion, the NYS still lacked an M&E system to follow up on the participants to assess their transition towards the world of work or study and to gather data systematically, to analyze the background and ongoing status of participants. During the PCR mission, the team observed that NYS regional offices and staff had participants' information and remained in touch through informal follow up.

(ii) Youth at risk acquire learning and working skills: The NYS has an array of programs aimed to provide youth with highly relevant skills to look for and keep employment, such as the Enrichment, Empowerment and Entrepreneurship 101 Programs, although they were not developed under the YDP. Annex 3 includes a description of NYS programs and the number of participants over the last four years.

This dimension of the PDO was achieved through the implementation of the Career Advancement Program (CAP), conceived in 2010 by the MOE. The CAP aimed to keep "at risk" 16-year olds in school for an additional two years, while equipping them with marketable skills. Conceived as an umbrella program, it incorporated inputs from the NYS and the Jamaican Foundation for Lifelong Learning (JFLL). CAP placed youth in one of two groups, depending on their literacy capabilities, to pursue TVET or general education to get them to TVET or to get higher qualifications. The Program started in 2010 as a pilot, and expanded during 2011 and 2012. The program was re-branded in 2013, as "Change of Attitude through Performance". Annex 4 includes details on CAP's achievements in terms of participants and certifications by year as well as a description of measures taken to strengthen it institutionally, improving monitoring and evaluation and focusing on improving the CAP outcomes to meet its objectives and participants and families' expectations. CAP succeeded, as a program, to reach a group of youth with low literacy and numeracy levels, who could not access other training programs offered by NYS or HEART. This outcome was captured by the impact evaluation (IE) carried out in 2014 by UWI, financed by the Project. The IE established the outcome effects of CAP on academic, social functioning and workplace skills development and the economic and social benefits to participants after participating in the program, highlighting the strengths and weakness of the program. The IE showed that CAP was successfully reaching its target population.

(iii) Access and knowledge by youth to information, training and job opportunities: By project completion, attached and unattached youth had gained greater access to information and youth services through 11 functioning YICs in parishes across Jamaica. The Project supported this outcome through the construction of new facilities for three YICs in Clarendon (May Pen), Hanover (Lucea) and St. Elizabeth (Spanish Town). Efforts were made to support the construction of a new facility for the YIC in Trelawney; construction will be completed by the Government in the near future.

The YICs were successful in fostering greater access to information on training and job opportunities for youth in their parishes. The MYC indicated that youth access to the YICs increased every year, reaching 3,373 additional new users in 2015. Actual users reached 25,817, and unattached youth reached 8,321 in 2015, representing 32% of the users. The PCR mission spoke to YIC users about what the use of the services meant for them. They saw the YICs as a safe place and a place to better themselves. YICs offer services in career development, the promotion of healthy lifestyles, youth entrepreneurship and personal empowerment. Construction of adjacent facilities for the YICs and NYS in the three new YICs (Clarendon, Hanover and St. Elizabeth) offer more integrated information and training services.

The YDP contributed to efforts to quantify youth access to information and services through the development of an M&E system for YICs. The M&E system was launched in all YICs in all parishes and then tested in four YICs. The Project financed the development of the M&E system and training and hiring of M&E assistants to enter data and generate reports on the use and impact of the YIC. The monthly reports include data on new users, repeat users, attached and unattached youth, the main services requested by youth and degree of users' satisfaction, among other information.

The Corporate Outreach Strategy, the marketing strategy, and the supervision and mentoring program were not carried out as foreseen by the YDP. As described below, the new NYS Board, which took office in February 2012, undertook a revision of NYS programs and decided to re-focus efforts on the personal development of participants, expanding that curriculum and placing less emphasis on other skills training areas. The NYS pursued its own initiatives to develop contacts with the private sector, in an effort to place young trainees with them for internships. Annex 3 provides a description of these efforts and successes. The NYS did not embrace the support the Project could have provided to strengthen the M&E and the MIS system.

Country Strategy. The Country Strategy for Jamaica, approved in 2012, covered the period 2013-2014. The Bank focused its support on the following priority areas: (i) Fiscal Sustainability, (ii) Social Protection & Safety, and (iii) Financial Sector and Business Climate. Within these priorities, investments supported citizen security and public sector efficiency. The 2016-2020 Country Strategy will support the government's development agenda and address constraints to economic growth by: (i) improving public sector management, (ii) boosting private sector led growth and competitiveness, and (iii) enhancing human capital protection and development. These priority areas contribute to the Government of Jamaica's Vision 2030.

b. Externalities

Environmental and Construction aspects: Care was taken during construction of the YICs and NYS facilities to ensure that all national and IDB environmental guidelines were followed. Several greening components were included, such as recycling of grey water for toilets, and all the new facilities include entrance ramps, chair lifts and accessible bathrooms. The new building facilities for NYS have had a perceived positive impact on teaching and learning. During the PCR mission, staff and youth participants pointed out the improved quality of the environment in which courses are taught. More spacious rooms, more comfortable furniture, and air conditioning has made it possible to extend training hours, and has contributed to better listening and learning by youth participants

(as reported by trainers and users). The proximity of the NYS and the YIC facilities also allow youth better access to information and training opportunities.

Social aspects: The YICs have played a wider role in the parishes where they are located. In addition to fulfilling their mission of providing access to information and job opportunities for attached and unattached youth, the YICs have become safe havens for youth, especially in communities with a large percentage of unattached youth. In focus group interviews, users stated that they came initially to use the services (printing and research on the computers, assistance with job applications and resume writing, and workshops), but many developed a longer term relationship with the center and with other youth they met there. Several eventually became volunteers or Youth Empowerment Officers (YEOs). YEOs, volunteers and youth expressed the view that the YICs have become magnets for positive community development. YEOs have engaged youth as volunteers and have encouraged them to seek training and embrace opportunities to better their lives, acting as a force to support community growth.

c. Outputs

IMPLEMENTATION PROGRESS (IP)	
Components (Outputs):	
Component 1: Strengthening of National Youth (NYS) Service Corps Program	
Total cost of Component 1: Planned: US\$5,848,770	
Actual: US\$4,682,880.57	
Counterpart: N/A	
IDB: US\$4,682,880.57	
IDB Disbursement: 80%	
Classification: U	
Key Output Indicators:	

Planned Outputs <i>Alignment with employers' needs</i>	Outputs Achieved		
	<u>Baseline</u>	<u>Intermediate</u>	<u>Planned End of Project</u>
1. <u>Database of corporate contacts created</u>	0	completed	completed
	<u>Actual:</u> Activity not completed as per NYS' decision		
2. <u>Corporate outreach strategy developed and implemented</u> Marketing strategy developed A quality enhancement plan prepared for NYS		<u>Actual:</u> First Draft Corporate Outreach Strategy completed. Final strategy not carried out. Labor market study carried out and results shared with stakeholders. Study tour to Canada for NYS management team, NYS Board and JFLL carried out.	
3. <u>Supervision and mentoring program designed</u>		<u>Actual:</u> Dropped, as part of the Corporate Outreach Strategy activity, although a framework for supervision and mentoring of NYS participants on-the-job and post-graduation is in operation	
4. <u>NYS curricula aligned with National Qualification Standards;</u>		<u>Actual:</u> Revision of the <u>Personal Development Manual</u> focused on key life skills. 160 hard copies and 100 CDs delivered to NYS and the MYC. Output not fully achieved.	
<i>Upgrading of NYS offices</i>			
5. NYS offices upgraded	0	6 offices and head office upgraded	12 offices and head office upgraded
	<u>Actual:</u> Upgrades (partitioning of the facilities' space) completed for Head Office and Westmoreland parish. Physical upgrades in other parishes (Portland, Hanover, St. Thomas, St. Elizabeth, Manchester) put on hold by NYS. <ul style="list-style-type: none"> Blinds installed in all NYS locations. Furniture upgraded for existing NYS facilities. New NYS facilities furnished (Lucea, Spanish Town and May Pen) Equipment provided to all NYS facilities (Photocopier, appliances, 24 desktops, 6 laptops computer and printers) Electrical upgrades carried out on all NYS sites as needed. HVAC units installed in St. Ann, St. Thomas and Hanover. 		
6. NYS facility acquired and upgraded	0	One facility under use	Facility upgraded
	<u>Actual:</u> Upgrade of the NYS camp facility dropped Construction of new administration and training facilities in Hanover, Clarendon and St. Elizabeth		
<i>Piloting of new initiatives for Youth</i>			
7. Pilot program for youth with low levels of literacy and numeracy designed and validated	Residential and non-resid. modalities completed and in place	Program designed	Program implemented Piloting of 4 modalities Residential (web and classroom) Non resid. (web and classroom)
	<u>Actual:</u> NYS residential modality discontinued Support provided to the Career Advancement Program (CAP): program design; piloting of the CAP program; CAP grants. Purchase and installation of server for JFLL to support Auto-skills Software (see details below)		
<i>Institutional Strengthening</i>			
8. Additional Corporate Service Officers hired	n/a	7	7
	<u>Actual:</u> 7 Regional Field Officers hired by the Project until March 2015.		
9. Key NYS staff receive training	n/a	5 staff receive training	5 additional staff receive training
	<u>Actual:</u> Training needs assessment (TNA) conducted April-August 2011 (activity not included in the project design); Draft training plan included in the TNA; Procurement training at the Management Institute for National Development (MIND); Training on sign language for RFOs.		
10. Data on all NYS participants collected and analyzed Establishment of an M&E unit in the MYC and Development of a M&E framework for the NYS programs	<u>Actual:</u> TORs drafted; activity never completed due to changing priorities of the NYS Board		
11. Impact evaluation of the NYS programs	<u>Actual:</u> Impact evaluations of the CAP and the NYS non-residential program completed and reports submitted in June 2014.		

Briefly explain differences between planned and actual outputs

This component experienced substantial changes during implementation. The NYS' main program was the Corps program, with a residential and non-residential modality. The residential modality was dropped shortly after project implementation started and the non-residential modality disappeared after 2012. Key activities and outputs were not carried out, as the NYS experienced changes in vision and strategy and opted to carry out activities without YDP support. The MOE's CAP was successfully financed, implemented and evaluated by the YDP as an innovative program to support youth.

NYS curricula aligned with National Qualification Standards: The Project did not achieve the goal of redesigning the NYS and JFLL curricula, aligning it with national, regional and international standards. Outputs under this activity fell short of the targets initially set for the Project. The main output of this activity was the elaboration of the Personal Development Manual, which was completed in December 2014. The NYS received 160 hard copies and 100 CDs. The MYC received 10 copies and the IDB received two copies. Four sets of mediated learning resources were developed for web use and one for use on android smart phones. They were organized in modules (Personal Development and Employability Skills) on the following: how to make a budget; BMI calculator; Menu planner; a healthy lifestyle; Am I ready for sex?; telephone etiquette and communication; conversation topics and time management. Several factors prevented or reduced this activity's implementation: (i) the discontinuation of the NYS residential corps program meant the NYS stopped providing skills training as it had before; (ii) the change in NYS strategy focused more on personal development than skills, and recaptured the aspect of volunteerism. This change in strategy was informed by consultations held with youth, who provided feedback on NYS programs; (iii) the disengagement of the original consultant firm was followed by delays in redefining the focus of the consultancy; (iv) the time elapsed between the initiation of this activity in 2009 and the start in July 2013 of the new consultants brought other elements that disrupted this activity: JFLL asked the PIU to terminate the activity related to developing an Adult Basic Education Curriculum since it was not synchronized with their program on high school equivalence; and skills areas to be developed for NYS were redundant and already developed by HEART. As the activity extended over time, HEART evolved in curricular changes, diminishing the timeliness and relevance of further work related to JFLL.

A quality enhancement plan prepared for NYS: This plan was to be prepared based on the evaluation of the findings related to the quality of the work placements and their link to the training area of the participants, the transition of graduates into further training, education and employment and the development of corporate contacts and relationships. This output was not achieved, as it would have been the product of the Corporate Outreach consultancy, which was not completed under the Project. The NYS chose to work directly with the private sector, indicating it did not have interest in pursuing the goals under this activity as defined at that moment.

NYS facilities upgrading and new construction. The Project did not carry out an upgrade of the NYS campsite facility because the NYS residential training modality was discontinued. Instead, funds were partly reallocated to the construction of three new NYS administrative and training facilities in St. Elizabeth (Spanish Town), Hanover (Lucea) and Clarendon (May Pen). The Hanover facility was a renovation of an existing building. These facilities were built adjacent to YICs and were conceived to provide better coordinated services to youth. The Permanent Secretary in the MYC proposed this plan in November 2009 and the Project Steering Committee (PSC), the MYC, the MOE and the IDB endorsed it. An additional facility in Falmouth (Trelawny) was planned, together with a YIC, but these could not be supported by the Project due to the lengthy process required to overcome environmental challenges in the construction. It is expected that these will be carried out by the Government in the future.

Piloting of new initiatives for youth with low levels of literacy: The NYS decided to discontinue the residential modality of its corps program in 2010. Following this decision, the Project supported the Career Advancement Programme (CAP), a program proposed by the MOE. The YDP allocated funds (previously allocated to the curriculum activities) to support the following activities: (i) design of the CAP, producing a document approved by the MOE; (ii) printing of personal development manuals for the NYS to use as a key element of their training. This activity was part of the curriculum revision exercise. The manual was also used during the CAP training; (iii) Financial training for CAP schools: the Project financed basic financial management training related to project funds for 10 schools, which regularly received CAP funds to pay teachers' remuneration for delivering CAP; (iv) hiring of a literacy and numeracy coordinator from January 2011 to January 2013. JFLL later funded this position; (v) capacity building and program monitoring for the literacy and numeracy component: This included financing an assistant numeracy and literacy coordinator and an IT facilitator, per JFLL's request. Both started work in June 2011. These positions were critical to support the delivery of CAP, since the CAP schools were spread across the island; (vi) Remuneration for CAP instructors in 10 schools until June 2013; (vii) payment of examination fees for students in 10 schools: only one request was covered, since all other fees requests were covered by the MOE.

The Corporate Outreach Strategy was not completed though an initial draft was presented. The changes in focus and strategy in NYS were the main reason for dropping this activity, which was no longer a priority for the NYS Board once it revised NYS activities, despite the IDB's recommendation that the strategy be developed more broadly to meet the needs of other programs (eg. CAP, JFLL, HEART, CSJP). While some activities in component I were not carried out, the MYC succeeded in reaching more youth than initially envisaged, through the use of online tools. The MYC estimated that the NYS reached some 25,000 youth during the life of the Project.

Restructuring.

This component was not formally restructured. Some activities, as mentioned above, were dropped in light of NYS decisions. The construction of NYS facilities, not foreseen in the project document, was approved by IDB though the Project was not formally restructured. This activity is explained in Component 2.

IDB Disbursement: 77%

Classification: HS

13

Briefly explain differences between planned and actual outputs.

This component surpassed the Project goals. The original design focused mainly on infrastructure, accompanied by some technical assistance. The YDP provided substantial technical assistance to support the functioning of the YICs through the design of a pilot, the development of the M&E system and training workshops and the development of a tool kit for YEOs and professionals working with youth.

YIC construction and equipment: There were four existing and functioning YICs and four more were near completion at the time of the Project's approval. A key change was the joint decision by the MOE and the MYC to build NYS training facilities alongside the YICs, where feasible. This required IDB approval and reallocation of project resources across activities. The construction schedule was delayed compared to the original plan. The first two YIC/NYS facilities to start construction were May Pen and Spanish Town. Both sites were the biggest development areas in their parishes. Consultations with stakeholders were held in November 2011, and a stakeholder committee was formed and accompanied the entire process in each parish, establishing community participation and ownership. After the first bidding process was cancelled, Cabinet approval of the bids took place in November 2011. Construction started in January 2012. There were repeated delays during the construction of these YICs, and the completion deadlines were extended until September (May Pen) and December 2013 (Spanish Town). The May Pen YIC was officially opened in May 2014, after the end of the defect liability period. The Spanish Town YIC experienced an increase of 27% over the original contract sum, requiring Cabinet approval (given in Dec 2014), which further delayed construction. The YIC was completed and inaugurated in June 2015. The YIC in Hanover was a full construction project and was completed on time. The NYS was a renovation of an existing building. Construction started in April 2014, and the facility was inaugurated in June 2015. All new YICs were furnished, and equipped; and existing YICs were equipped and IT upgraded by project completion, based on results of an audit of IT and equipment needs.

The construction of the YIC in St. Andrew was dropped due to: (i) difficulty finding a suitable location and (ii) shortfalls in funding within the Project. The YIC in Trelawny obtained building approval and was to be carried out by the MYC when funds became available. The Parish Council approved the construction of the YIC in 2015.

Supervision and quality control activities. The Project financed the design, development and launching of an NCYD/YIC website, which went live in November 2011. A web content officer was hired to maintain it, first under the NCYD directly and then under the MYC (after the NCYD and NYS were to merge). The Program document provided technical assistance to link the YICs to the existing Labor Market Information System (LMIS) and the Electronic Labor Exchange managed by the Ministry of Labor and Social Security (MLSS). During implementation, meetings were held with the MLSS to operationalize that coordination. Enhancement to the LMIS to allow for tracking of YIC users was agreed upon and the upgrade to the system was financed by the Project. The MLSS and the MYC (NCYD) signed a MOU. By project completion, youth using the YICs could access this information through the YIC website. The project financed a web user manual and a user manual for the LMIS as well.

The Project financed the design of a Framework for Strategic Action and a YIC Operational model. This activity was not included in the original project, but it was agreed that attention should be paid to how the YICs were being used. Initially, this new activity consisted of the collection of data and the design of a YIC model that was to serve as a pilot. The IDB invited an international youth expert to Jamaica to look at the YIC model. He provided training to all the Youth Empowerment Officers (YEOs) in programming and strategies for working with youth at risk, and developed a tool kit for the YEOs and other professionals working with youth at risk. He also helped the YEOs think about ways to measure the effects of their work. This led to the inclusion of inputs and deliverables of the M&E design, namely Targets and Performance indicators. The new YIC operational model was not fully piloted before completion of the Project, affected by the decision to merge the NCYD and the NYS, and the creation of the Youth and Adolescent Policy Division at the MYC.

M&E System for the YICs: Though not initially foreseen, the Project financed the design, development and piloting of an M&E system for the YICs. In 2012 an internal evaluation committee was formed to help define all the requirements, placing great efforts on designing a sustainable system. The draft M&E framework and data collection instrument were prepared by a local consultant and shared with stakeholders to get feedback and incorporate their views. In mid-2013, the launching of the system was put on hold due to the merger of NYS and NCYD. The development of the system was re-launched by the end of 2013. The testing of the system lasted six months; four YICs were designated test sites but all the YEOs and other staff/volunteers were trained in the importance of M&E and its uses, and the system was implemented in all YICs. The Project financed an M&E manager and nine M&E assistants (one per active YIC), until March 2015. These positions were discontinued after that date, due to shortage of funds at the MYC. By project completion, the YICs were all using the M&E tools and generating reports, though there is ongoing work on the frequency and the type of report produced, as the system is still being rolled-out.

Restructuring.

N/A

Components (Outputs):			
Component 3: Sector Management Total cost of Component 1: Planned: US\$1,235,754 Actual: US\$1,089,894.05 Counterpart: N/A IDB: US\$1,089,894.05 IDB Disbursement: 88%			
Classification: S			
Key Output Indicators:			
<u>Planned Outputs</u>	<u>Outputs Achieved</u>		
	<u>Baseline</u>	<u>Intermediate</u>	<u>End of Project</u>
1. Youth survey carried out	n/a	Application of survey	Analysis and dissemination
	<u>Actual:</u> Youth survey carried out in 2012 and findings used to prepare the revision of the NYP		
2. Youth Policy updated	n/a	Stakeholder workshops	Draft policy finalized and disseminated and focus groups carried out
	<u>Actual:</u> NYP green paper prepared and sent to Parliament, pending approval. Stakeholder consultations and focus groups carried out; and findings incorporated into the revised policy.		
3. NCYD skills upgraded	2 staff	15	30
	<u>Actual:</u> <ul style="list-style-type: none"> • Training on programming and leadership for YEOs • Tool kit shared with YEOs, NCYD staff and key stakeholders • Training on M&E to MYC staff and YEOs provided • Training Needs Assessment carried out 		
4. Electronic inventory of Youth Service Providers established	n/a		Completed
	<u>Actual:</u> Electronic Inventory completed and in use on the web for one year		
5. Workshops held with representatives from other ministries and government agencies involved with youth issues to improve coordination and collaboration	n/a	3	9
	<u>Actual:</u> Meetings held with other ministries as planned		
6. Manual and guidelines for youth mainstreaming across government agencies distributed	n/a		Completed
	<u>Actual:</u> Manual prepared with the MYC. Dissemination has not taken place, pending the approval of the NYP.		

Briefly explain differences between planned and actual outputs

This component succeeded in completing all of the background work in terms of studies and consultations for the preparation of the revised National Youth Policy. A key achievement of this component was supporting a discussion process with all relevant stakeholders (including PIOJ, IDB, MOE, MYC) to agree on the content of the revision of the 2004 NYP. After this discussion process, it was agreed that the consultancy would focus the revision of the NYP on the development of policy instruments to support the youth sector. This was a significant achievement, as it contributed to identifying the lack of those instruments as a main reason for ineffective implementation of the 2004 NYP.

This component financed a high quality and comprehensive set of studies as well as consultations with stakeholders, which informed the revision of the previous NYP document. Two main products were the Youth Survey and Youth Situational Analysis, both carried out in 2011. The National Youth Survey, carried out in 2011 and final report submitted by December 2011, was the main vehicle to collect data to justify the National Youth Policy. The Situational Analysis was a comprehensive review of existing research about youth. These studies informed the final consultancy carried out by UWI, which focused on the revision of the NYP (now pending approval) and the development of instruments to support its implementation and guide the work of the youth sector.

The consultants completed the revised NYP document, which included a set of annexes to support its implementation and operationalization. These included: (i) a M&E framework; (ii) a Cost-Benefit analysis; (iii) a Resource Mobilization Strategy and Plan; (iii) a Communications Plan; (iv) a Budget to Implement the Revised National Youth Policy; (v) Legal and Policy Environment; (vi) a Capacity Assessment; (vii) a Stakeholder Analysis and (viii) a Strategic Plan.

The draft revised NYP, with all of the supporting documents, was presented to the Minister of MYC as a Green Paper for its presentation to Parliament. The revised NYP was not approved by Parliament before project completion. This shortcoming had an impact on the coordination of youth activities and policy across actors working on youth issues and on the feasibility of mainstreaming youth activities. The MOEYI, the ministry responsible for youth affairs after the January 2016 elections, is prioritizing completion of the Green Paper, following stakeholders consultations, to get the policy approved.

An Electronic Database and Inventory of youth service providers and Gap Analysis: An Electronic Programmatic Inventory (EPI) and Gap analysis were completed in January 2013. These activities were combined under a single consultancy because they were interrelated and the information could be cross-referenced easily. This included training of NCYD staff in the use and management of the EPI; the system was handed over to the NCYD in January 2013. The EPI could be accessed through the NCYD/YIC website (<http://www.youthjamaica.com/content/youth-programmatic-inventory>). The EPI was created and in use on the web for a year, but its use was discontinued due to lack of payment to the hosting service. This product and the information it provided is no longer available.

The YDP financed technical assistance to train YEOs on programming for unattached youth, monitoring and evaluation and leadership, as described in Component 2. A program tool kit for unattached youth was developed under the YDP and shared with YEOs, NCYD and key youth stakeholders. This technical assistance was not initially planned in the YDP but was deemed necessary to ensure that quality services accompanied the physical improvements and construction of the YICs. A Training Needs Assessment was carried out to provide guidance on the training required for NCYD staff. Training of NCYD staff, based on the above mentioned assessment, was not carried out due to the institutional uncertainties of the merger of NCYD and NYS.

Restructuring.

N/A

Summary Implementation Progress Classification:

[] Highly Satisfactory (HS) [☒] Satisfactory (S) [] Unsatisfactory (U) [] Very Unsatisfactory (VU)

a. Project Costs

Components	Total Project Cost - Planned (US\$)	Total Project Cost Revised (US\$)	Total Project Cost Revised After Cancellation (US\$)	Total Project Cost - Actual (US\$)	% Difference
1. Strengthening of the NYS Corps Program	5,848,770	5,585,743.28	4,682,880.57	4,682,880.57	
2. Youth Information Centers	2,095,776.0	2,095,776.00	1,785,374.83	1,623,373.15	
3. Sector Management	1,235,754	1,178,140.40	1,178,104.40	1,089,894.05	
4. Administration, audit and evaluation	1,819,700	2,140,376.32	2,140,376.32	2,077,252.96	
Contingencies (exchange rate loss)				313,335.39	
Total Project cost	11,000,000	11,000,000	9,786,736.12	9,786,736.12	

The original loan was US\$11 million. The loan covered 100% of eligible expenses and the government covered a small amount for utilities and maintenance of a project vehicle. The Ministry of Finance requested the cancellation of US\$1,213,263.88 from the loan in January 2016. A total of US\$902,862.71 was cancelled from Component 1 and US\$310,401.17 from Component 2. The costs for Component 1 were lower than planned because several activities were not fully carried out: (i) the Corporate Outreach Strategy consultancy was not completed; (ii) the alignment of the NYS curricula with HEART/NTA standards was scaled back, financing only a Personal Development Manual and some learning resources; (iii) the MIS for the NYS was downscaled, completing only the Accounting System; (iv) the activities related to upgrading the NYS campsite for the Corps Program were not carried out, as that training modality ended.

Regarding Component 2, the Project financed the construction of three YICs, while the original plan was five. Though not included in the project document, the Project financed NYS training facilities in Hanover (Lucea), St. Catherine (Spanish Town) and Clarendon (May Pen).

The evolution of the exchange rate adversely affected the available amount of project resources, as the exchange rate brought losses amounting to US\$313,335.39 by the closing of the loan.

IV. Project Implementation

a. Analysis of Critical Factors

Delay in starting implementation: There was a delay of eight months in starting the project's implementation, due to the time required to meet the effectiveness conditions. Implementation started after the PIU staff was fully hired, in August 2009. The elaboration of the Operational Manual took longer than expected, requiring hiring of three different consultants to complete the work. Given the time elapsed between the project's preparation and actual beginning of implementation, the PIU had to introduce changes and request reallocation of funds due to: (i) increases in actual costs of activities; (ii) under-costing of originally planned activities; (iii) omission of some activities in the original cost tables; and (iv) newly agreed activities that required financing.

Strong project management: Project implementation was managed by the Project Implementation Unit (PIU), which was well staffed and led by a capable Project Manager who was able to address a number of challenges and obstacles during implementation. This was the case of the management of construction of the NYS and YIC facilities, and of the consultancies, whereby TORs and contracts had to be revised numerous times in an effort to align the tasks to the changing priorities of the MYC and NYS. There was continuity of the majority of PIU staff members (project coordinator, administrator,

fiduciary staff, technical coordinators of each component). The Project Manager, working with the MYC, identified key activities that needed to be included and had not been costed, merged activities to increase efficiency and effectiveness, and demonstrated flexibility to work with the MYC and NYS to meet their requests and needs. Action plans and procurement plans were adapted throughout the Project.

Project steering committee's role: The YDP benefited from the guidance of a Project Steering Committee, created in 2009. The MOE and the MYC co-chaired it until 2012, when the Project and the NYS were moved under the MYC. During the first six months, the PSC met monthly; afterwards, it met quarterly. The PSC met only once during the last year and a half of the project's implementation, due to lack of quorum. The PIU kept the PS of the MYC informed regularly during that time.

Budgetary constraints limiting project implementation: Jamaica experienced severe fiscal constraints during the life of the Project, which translated into limited resources allocated to the Project, despite their availability under the loan. The MOF did not allocate the amounts requested annually by the PIU to carry out the action plans. Nevertheless, the MOF provided counterpart funds in FY2011-2012 to cover the operational expenses of the PIU, given the fact that the provisions in the Project were underestimated.

Institutional changes affecting implementation: The Project was initially executed by the MOE, which led implementation during 2010 and 2011. In January 2012, the newly elected administration placed the Project under the MYC. The PIU was maintained and remained in its offices in the MOE. The IDB encouraged a MOU between the MYC and the MOE to clearly define the role of the PIU in its relationship with each ministry, given the shift in activities to the MYC but physical proximity to the MOE. The change of ministry affected project implementation, in part due to the weaker institutional capacity of the MYC as a younger ministry. An institutional assessment of the MYC was carried out by the IDB at the time of this transition, identifying key areas to be strengthened and steps required to achieve the project objective and goals. However, little was done by GOJ to strengthen the MYC following the assessment, and numerous changes in leadership of the MYC, at the PS level and in the NCYD and NYS, had an impact on the pace of implementation and required sustained dialogue with the IDB and the PIU to ensure ownership of the PDO and activities. Once the MYC assumed responsibility for the YDP, consultations were carried out with some 3,000 youth to hear their views and suggestions on the programs the NYS should offer. This feedback informed the subsequent changes in NYS strategy and programs.

Decision to merge the NCYD and the NYS: In 2013, the Minister announced the decision to merge both agencies, due to shortage of budgetary resources and in the context of the public sector modernization efforts undertaken by the new government in 2012. No institutional assessment accompanied this Cabinet decision at the time. The NCYD

disappeared, and its staff was placed in the MYC's new Adolescent and Youth Policy Division in order to reallocate these human resources. However the official merger of the NCYD and the NYS was never completed or operationalized.

Changes in the NYS leadership: The 2011 elections and change in government brought a change in NYS Board Chair. Appointed in February 2012, this change in leadership affected project implementation. The Board requested a pause in ongoing activities related to the NYS in order to conduct a strategic review of NYS operations. This brought to a halt the consultancies for the Corporate Outreach Strategy, the marketing strategy, the supervision and mentoring program and the Curriculum Revision. The Board opted to change the focus of its activities towards Personal Development of youth, increasing volunteerism and reducing the emphasis on other skills training. At that point, the Corporate Outreach and Curriculum Revision consultancies were revised to align their objectives with the Board's priorities, re-starting in September 2012. Shortly thereafter, the NYS expressed a lack of interest in continuing the Corporate Outreach consultancy. The NYS opted to use individual consultants and reached out directly to the private sector to achieve its goals. With this change in strategy, the MYC aimed to focus the YICs on working with un-attached youth and NYS on employment opportunities, signing a Memorandum of Understanding with the Private Sector Organization of Jamaica (PSOJ).

Challenges during the implementation of CAP: The design of the CAP was of good quality, but the program faced challenges during its implementation. CAP was to cover students 16-18 years old, for remedial and TVET education, to ensure they met the minimum requirements to access other programs (HEART/NTA and NYS). The CAP was designed in 2010 and its pilot started in January 2011 in a small number of schools; the implementation challenges that would be faced once the program was scaled up were not apparent at that time. In its original design, schools were to receive a sum of money (J\$58,000) per student to cover costs of teachers' salaries and materials. The program was imparted at schools, and schools were to select the students. In June 2011, the program was extended to a wider number of schools. By June 2012, the program was suffering from low enrollment, high drop out and a low level of certification. At that time, the UWI research team began to apply the evaluation instruments and capture information for the baseline. During this stage, various program challenges became apparent, and they were confirmed in the MOE internal evaluation of the program. One problem was that schools were mixing the two groups of students (remedial and TVET), generating frustration and not effectively improving student achievement results.

In light of the MOE evaluation findings, the MOE opted to separate the remedial part of the program and place it with JFLL, and the TVET aspect was placed with technical institutions. Implementing this decision took a long time and the schools were not placing enough emphasis on student performance.

During 2013, there were problems with certification of students and HEART. As a result, a technical working group was put together, including HEART, school principals and other technical institutions; they all worked to rebrand the program: Changing Attitude through Performance became the mantra. The rebranding led to improvements in the program's organization: (i) CAP placed students on a defined pathway; (ii) remedial students could work with JFLL on language skills and then access TVET; (iii) TVET students were educated in technical institutions (17 at closing) which prepared them to access tertiary institutions; (iv) CAP moved from HEART to the MOE, where a department was created for the program and incorporated quality assessment into the program, showing better results in terms of TVET certification; (v) monitoring and accompanying tools have translated into better follow up of all the related indicators.

The CAP program's budget was reduced and the number of students dropped from 15,000 to an average of 6,000 in the last two years. An impact evaluation showed that the program was well targeted and had a positive effect.

Challenges in the construction of the YIC and NYS facilities: Several challenges arose during the construction phase: (i) the addition of the NYS field offices which were not originally planned; (ii) higher than anticipated costs which required allocation of counterpart funds to pay for the additional costs and taxes; (iii) a constraint in getting timely support services for construction and MIS from the MOE in the initial stage of project construction; and (iv) long delays in the construction of the Spanish Town and May Pen facilities. Despite these challenges, the construction of NYS facilities in proximity of the YICs allowed for synergies between both. The construction of NYS facilities was key to provide the NYS with its own buildings, allowing the GOJ to desist paying rent.

Community participation to accompany construction of YICs: Consultations with stakeholders were held during the construction of the YICs and later on to promote the YICs in Clarendon and St. Catherine as community resources. Two stakeholder-working groups were created to formalize the consultation process. The one in Clarendon continued its activities beyond the project completion. The one in St. Catherine stopped its activities in light of the construction delays; it is expected to resume meetings shortly. Consultations were helpful to identify community concerns and to ensure that the location of the future centers was adequate for the communities they aimed to serve.

Procurement challenges: There were delays during implementation due to the procurement process itself. There was limited response to several procurement processes, and these had to be carried out again or the deadlines extended (for instance the electronic youth inventory; the first bidding process for construction of the first two YICs). Delays came from procurement approvals by IDB or MYC or NYS taking longer than expected.

b. Borrower/Executing Agency Performance

MOE: The MOE was responsible for project implementation for the first two years and its performance was satisfactory, despite initial implementation delays. During this early phase of implementation, the MOE provided the guidance and support to the PIU to start the implementation of activities under the three components. After the Project was moved to the MYC, the MOE continued to perform in a satisfactory manner with the implementation of the CAP program. The MOE worked to re-brand the CAP, acting on the internal evaluation findings as well as on the external impact evaluation by UWI.

MYC: The MYC was responsible for project implementation after 2012 and its performance was uneven. The main weakness seemed to be the apparent lack of strong ownership by the MYC leadership in relation to the Project. During the last stage of implementation, the MYC leadership (PS) made efforts to move the NYP from the Green to White Paper and showed commitment in supporting the project activities. But overall there was little or no progress in key institutional strengthening of the NYS, lack of approval of the NYP, constant changes of key positions (three PSs, seven NYS directors and three NCYD directors over four years), and the announced merging of the NCYD and the NYS without a clear plan which left project activities hanging without appropriate support and oversight. On the positive side, the MYC made efforts to consult with youth to incorporate their views on the NYS programs. It reached out to a large number of youth through the use of technology in an effort to achieve the PDO, despite the lack of implementation of some of the YDP's key activities. Finally, it worked to retain key human resources within the youth sector after announcing the merger of the NCYD and NYS.

NYS: The NYS initially worked closely with the PIU to implement the project activities. Its performance was unsatisfactory, based on the perceived lack of interest to engage with the PIU and the IDB in discussing and re-formulating the Project, and to take advantage of an approved loan operation to support the strategic priorities of the new NYS leadership that took office in February 2012. NYS missed the opportunity to use the YDP to support critical areas of its institutional strengthening such as the M&E system, the MIS and training of key staff, all of which were to be supported under the Project.

PIU: The performance of the PIU was satisfactory throughout the life of the Project. The PIU manager and her team played a critical role during implementation, enabling the transition of the Project from the MOE to the MYC. The PIU displayed great efforts to move implementation forward, working with the leadership in the MYC and NYS to modify terms of reference of ongoing consultancies to incorporate new strategic directions and interests, after the change in government. The PIU provided cohesiveness to the implementation process and ensured that programmed activities were carried out before completion.

Borrower/Executing Agency			
<input type="checkbox"/> Highly Satisfactory (HS)	<input checked="" type="checkbox"/> Satisfactory (S)	<input type="checkbox"/> Unsatisfactory (U)	<input type="checkbox"/> Very Unsatisfactory (VU)

c. Bank Performance

The Bank carried out regular supervision missions and maintained a close relationship with the MOE and the MYC, as its counterparts during the life of the Project. The Bank showed flexibility during the change of government in 2012. It sought to support the government decision to place the MYC at the forefront of youth issues. The Bank financed an institutional assessment of the MYC, identifying strengths and weaknesses to assist the ministry in targeting institutional growth areas, and was flexible in aligning YDP activities with the government's changing priorities and needs.

The Bank provided strong support to the YICs, offering constructive feedback on the pilot proposal and the M&E framework; and participating in workshops and providing international technical assistance (TA) to the YEOs to strengthen their capacity in programming, monitoring and supervision, especially when working with youth at risk. A result of the TA was a toolkit on youth development that was shared with the PIU and NCYD for distribution to all YEOs.

The Bank offered support to the new NYS Board when, in 2012/2013, it undertook a revision of its activities and decided to change the focus of its programs. Despite the dialogue, the Bank did not succeed in building a positive relationship with the NYS Board or in encouraging the NYS to take advantage of the existing project resources.

Several changes in Task Managers affected implementation, bringing some delays to the execution of project activities. This effect was compounded by the multiple changes in the agencies and ministries in charge of the Project.

Bank Performance			
<input type="checkbox"/> Highly Satisfactory (HS)	<input checked="" type="checkbox"/> Satisfactory (S)	<input type="checkbox"/> Unsatisfactory (U)	<input type="checkbox"/> Very Unsatisfactory (VU)

V. Sustainability

a. Analysis of Critical Factors

There are several factors contributing to the sustainability of the project achievements:

- The MOEYI sectoral document presented to Parliament in June 2016 includes the main outcomes and outputs supported by the YDP, demonstrating the new administration's commitment to follow through on support to the youth sector.
- The YICs are known and sought after in their communities, having demonstrated successful support to youth in the communities they serve.
- The background work to prepare the revised NYP was thorough, and well carried out and well disseminated. It has served to deepen the knowledge of Jamaican youth's reality and to carry out consultations with civil society and agencies and

organizations working with youth. The revised NYP is a comprehensive document; once it is approved by Parliament and starts implementation, it will assist the GOJ to better lead, analyze and act upon youth issues.

- The NYS and the YICs are collaborating in providing guidance, support, volunteering and training opportunities to youth, fostered by their physical proximity in some parishes. As the NYS is better known, this proximity will benefit the YICs in terms of increasing the number of users. The MOEYI has expressed support for the work the YICs have been carrying out. YICs will focus on youth development (including health, education, social inclusion and entrepreneurship) while NYS (and HEART) will focus on employment skills. YICs will continue to have an entrepreneurship desk to provide guidance and mentorship to youth in this area
- The impact evaluation of the CAP showed that the program is reaching its target population. The MOE has used the findings from the impact evaluation and its internal evaluation to rebrand the program and to introduce changes to improve completion rate, avoid drop outs and explain the program better to students and families. The CAP remains a key program for supporting youth for the new Government, as indicated in the sector strategy presented to Parliament in June 2016.
- The incorporation of youth issues into the MOEYI will contribute to enhance coordination, implementation and streaming of youth activities, favored by the strong institutional capacity of the MOEYI.
- The MOEYI intends to work towards greater integration of existing youth support programs (CAP, HEART, JFLL, NYS, etc.).

b. Potential Risks

- Resources to fund CAP have been waning. The MOE will need to lobby the support of the MOF.
- If an M&E system is not established early on as part of the NYP, the GOJ will not know the impact of their programs;
- If the NYP is not approved soon or it is sent to be revised once again by Parliament, the youth sector will not benefit from its guidance and direction.

c. Institutional Capacity

With the arrival of the new government in early 2016, the MYC was closed in March 2016, and the MOE, renamed the Ministry of Education, Youth and Information (MOEYI), absorbed the youth activities of the MYC. The MOEYI has strong institutional capacity within the Jamaican public sector. It is likely that bringing youth issues under the umbrella of the MOEYI will contribute to strengthen the focus of youth matters,

favor coordination with other ministries and agencies, sustain what has been achieved in the YICs and finalize the youth policy. An initial step in this direction is the presentation of the sector priorities in the sectoral document to Parliament, which includes CAP and a chapter on youth services, touching upon the National Youth Policy, YICs, the role of the Youth Advisory Council and the NYS.

Sustainability Classification SU:

☐ Highly Probable (HP) ☒ Probable (P) ☐ Low Probability (LP) ☐ Improbable (I)

VI. Monitoring and Evaluation

a. Information on Results

The program document included a results framework, with outcome, intermediate outcome and output indicators. Many of the outcome indicators were vague, lacking baselines and end-of-project values. The outcome indicators that were defined were ambitious, given the M&E capacity at the NYS, NCYD and later on, the MYC. The program document placed emphasis on improving monitoring and evaluation at the NYS and NCYD and it included several activities focused on building this capacity. Later in the project implementation, with the shift in ministry, the establishment of an M&E unit within the MYC was added and recommendations were made following an institutional assessment of the ministry (carried out by IDB in April 2012).

The M&E system for the YICs, piloted in 2014 and rolled out in early 2015, was functioning by project completion. YICs were using the standard monthly report created with YDP support, though not all YICs had the capacity to prepare these reports monthly. Some YICs were preparing reports that did not follow the format of the standard YIC report, which was revised after the piloting phase. The YIC M&E system provides information on the number of actual users, new and repeat users, the number of unattached users, the type of services users seek, the activities carried out by the YIC which are not standard, and the degree of user' satisfaction. Though every YIC is not using the system seamlessly, there has been a tremendous effort to include data and information into the system and send it regularly to the MYC (now to the MOE).

In the case of the NYS, an M&E system was not functioning by project completion. This is the main reason why outcome indicator 7 could not be updated for the PCR. Regional offices gather information on participants in their programs, but there is not a system that enables NYS to analyze the information on the type of companies where youth are doing internships, or to follow up on participants systematically once they graduate, for instance. While the Project included the establishment of an M&E unit within NYS, this activity was not carried out due to the choices made by NYS leadership during implementation, based on evolving priorities during the life of the Project.

Overall, there was good monitoring of the progress of project activities, and the results framework was not modified during implementation. Monitoring progress towards the

achievement of development outcomes was a challenge due to lack of some data sources as described above. Key activities that would have provided the instruments to gather the information on the project outcomes were implemented very late in the Project (YIC M&E system) or not carried out (NYS M&E system).

The Project financed two impact evaluations, which were very helpful in showing the accomplishments of some of the Project's activities and in providing critical recommendations to improve these programs (CAP and NYS corps program).

b. Future Monitoring and Ex-Post Evaluation

A formal ex-post evaluation of the Project was not carried out, in light of the GOJ decision not to pursue Phase II. The MYC prepared a final Project Implementation Report to capture the history of the Project. It is expected that the YICs will continue to gather information on users and prepare reports regularly, as YICs become more familiar with the reporting requirements. There is a need to provide human resource support to the YICs to enable them to incorporate the information on time, and highlight the importance of data and information for the youth sector.

VII. Lessons Learned

Strong ownership of a project is critical for successful achievement of outcomes. In the MYC, the top leaders (the Minister, the PS, and the NYS Board) did not display the same level of ownership the Project experienced under the MOE. This was partly due to the numerous changes in leadership in the MYC. This undermined project implementation and prevented timely use of the project resources to support the institutional strengthening of the MYC, the NYS and NCYD.

Institutional strengthening is important to ensure the achievement and sustainability of the PDO. Activities to strengthen an institution (the MYC, MOE, NYS, etc.) are important to ensure achievement and sustainability of outcomes. These activities include the training of staff to strengthen human resources, and the development of MIS and M&E systems. In the case of the YDP, institutional strengthening was only partially achieved. Continued efforts towards institutional strengthening of the YICs will ensure further progress on quality and sustainability of their activities. Key to institutional strengthening is ensuring that youth specialists remain in the youth support system. Analysis of options to implement a motivating and competitive remuneration system for youth workers should be a priority area for the Government, in the framework of the revised NYP.

Maintaining a close dialogue between an incoming government and the Bank is key to support the country's development priorities. In the case of this project, the change in government in 2012 brought significant and foreseeable changes, as is expected after elections. While the Government and the Bank engaged in dialogue, and

the Bank made efforts to adjust the project activities to the priorities of the incoming government, these efforts were not always as fruitful as desired.

M&E systems are crucial to support policy decisions. Gathering information on youth programs and activities should be a priority for the ministry responsible for youth affairs. Building the capacity to collect and process data is key to inform policy decisions and to ensure an effective use of public resources. In the case of the YICs, the development and roll out of an M&E system is showing the importance of having information to assess the impact of the work the YICs are carrying out. In the case of the NYS, though there is information on the number of participants, the lack of an M&E system prevents the NYS from working with the information it gathers from its regional offices, curtailing further analysis of its activities and outcomes.

A strategy should be defined for all agencies working on youth training, to connect trainees with internship/employment opportunities. The YDP included the support for a Corporate Outreach Strategy. While it focused mostly on the NYS, it could have been used more broadly by CAP, JFLL, HEART, CSJP and so forth. This strategy was not completed under the YDP. However, there is a case to be made for developing the strategy in the future, as it could be a useful tool to align and coordinate the work of the different institutions seeking to support Jamaican youth in moving from training/school to work. The impact evaluation of the NYS non-residential program and the Gap Analysis under the revision of the NYP recommended establishing broader and stronger links to the private sector.

Use of local consultants is advisable. Fostering the use of local consultants can contribute to fruitful work on the consultancies and technical assistance supported by the projects. It is often true that local consultants possess a solid knowledge of the country's context and actors, which may contribute to effective and efficient results. In the case of the YDP, local consultants were hired for several consultancies, contributing to the M&E system for the YICs and completion of outputs for the revised NYS and impact evaluations, for instance.

Infrastructure activities should include a degree of flexibility. Due to the nature of construction activities, it is common practice to build flexibility in time and resources around these project activities. Including contingencies allows the Borrower to have a degree of flexibility regarding changes in construction costs. It is important to carry out an accurate estimate of construction costs during preparation and to assess bids during the procurement process to ensure that the resources are budgeted adequately.

Annexes:

1. [Minutes from the Exit Workshop](#)
2. [Borrower Evaluation](#)
3. [Progress Monitoring Report](#)
4. [NYS programs and summary of participants](#)
5. [Summary of Impact Evaluation for the National Youth Service \(NYS\) Non-Residential modality of the Corps Program \(University of West Indies. June 2014\)](#)
6. [Career Advancement Program \(CAP\): enrollment figures and main findings of the 2014 Impact Evaluation \(University of West Indies. June 2014\)](#)
7. [YIC user data 2012-2015](#)

Annex I - Minutes of the Youth Development Programme (YDP) Workshop to review the Project Completion Report (PCR)

A workshop was held on June 22, 2016 to present the draft Project Completion Report for the YDP. After welcoming remarks, the PCR team presented the main outcomes and outputs of the Project and lessons learned.

Participants provided feedback and comments which contributed to clarification of the PCR content, and asked to include additional information to accurately reflect the YDP implementation. Comments were as follows:

- Funds from the curriculum activities were reassigned to the Career Advancement Programme (CAP) (not from the National Youth Service/NYS residential program, when this was discontinued).
- While it is accurate to state that there were delays in implementation when the YDP was shifted to the Ministry of Youth and Culture (MYC), more context should be added to the PCR. At the time of transition from the Ministry of Education (MOE) to the MYC, consultations were carried out with approximately 3,000 youth to hear about their views on the NYS programs at the time and their suggestions on what NYS should offer. The decisions to shift strategy were based on the feedback from the youth.
- The merger of the National Centre for Youth Development (NCYD) and the NYS was done due to shortage of resources. The MYC had to aggressively pursue the policy of reallocation of human resources. Human resources were not lost with the decision to merge, but rather they were reallocated within the MYC.
- While some of the activities in Component I were not carried out, the MYC succeeded in reaching out to many more youth than initially envisaged with the use of online tools (NYS touched more than 25,000 youth).
- The construction of NYS facilities in proximity to the Youth Information Centres (YICs) allowed for synergies between both. The construction of NYS facilities was key to provide NYS with high quality buildings owned by the GOJ (avoiding paying rent as was the case before).
- The National Youth Commission was built into the Revised National Youth Policy (NYP); it is not a new idea. It was included to build in checks and balances and make oversight of the youth sector more dynamic. The new Government's decision to continue to support it augers well for continuity and sustainability.
- Parliament is to pass the revised NYP by November 2016.
- Participants asked questions regarding the way forward for YICs. During the workshop, the [new] Ministry of Education, Youth and Information (MOEYI) explained that YICs will focus on youth development (education, health, social inclusion, entrepreneurship) while

NYS (and HEART) would focus on employment skills. YICs will continue to have an entrepreneurship desk to provide guidance and mentorship to youth in this area.

- The decision to stop the Corporate Outreach Strategy was based on the fact that the consultants were not providing the deliverables that the MYC wanted. The NYS opted to use individual consultants and reach out directly to the private sector to achieve its goals.
- The Impact Evaluation of the NYS non-residential program and the gap analysis recommended establishing broader and stronger links to the private sector. The PCR should highlight this and include in the lessons learned.
- The MOEYI intends to work towards greater integration of existing youth support programs (CAP, HEART, JFLL, NYS, etc.).
- When the NYS strategy changed focus, the idea was that the YICs would focus on youth at risk and the NYS would focus more on employment opportunities through a Memorandum of Understanding with the Private Sector Organisation of Jamaica (PSOJ).
- MYC human resources received training on monitoring and evaluation (M&E), programming and the YIC service model, which should be highlighted in the PCR.
- There was discussion around the feasibility of reactivating the Electronic Inventory of Youth Programs as it is considered a highly relevant tool to guide youth support.
- Delays should be portrayed more as a fact than a weakness.

The workshop discussion focused on the lessons learned that had been included in the PCR, and participants suggested additional lessons for consideration in the final PCR document:

- Planning of projects should consider changes in costs of construction. Greater flexibility should be built in. The IDB explained that flexibility is built into contingencies and the government decides how to use these.
- Project costing should be more accurate to avoid problems during implementation. In the case of the YDP, there was a perception that estimated costs for construction were low and that other activities had not been costed during preparation (such as website activity that did not include host, user fees, etc.).
- The use of local consultants should be fostered as they are likely to have a sound knowledge of the country's realities.

During concluding remarks, participants thanked the IDB and highlighted the positive outcomes and achievements of the YDP, despite the challenges faced and overcome during implementation. Some key remarks were:

- Despite challenges, the NYS benefited from the YDP support. The Impact Evaluation provided recommendations that the NYS is seeking to implement. The NYS is using the

Personal Development Manual in its training, and values it as a high quality tool for youth skills building.

- The Youth and Adolescent Policy Division has benefited greatly from capacity building through training. Efforts should be placed in the future on sustaining these achievements and building a strong team to work on youth and adolescent support.
- The YICs experienced a remarkable improvement in the quality of the services they provide, with the YDP support. Efforts need to be placed on supporting the Youth Empowerment Officers (YEOs) and staff working in the YICs, to ensure the sustainability of the outcomes for youth. Staff that work in the YICs have a great deal of know-how on how to work with attached and un-attached youth. They are the institutional memory of work with youth, and efforts should be made to encourage them to stay within the youth support system. Participants recommended the development of a scale that determines how youth development workers are paid, to ensure remuneration that better reflects the work they are doing and how their work impacts society.
- Overall, participants placed great emphasis on sustainability of activities and achievements supported by the YDP, which are in line with the national youth development priorities.
- A suggestion was made to prepare a summary of main achievements under the YDP to make available to the public to ensure wide dissemination of the program's results.

**Youth Development Programme (YDP)
Project Completion Report (PCR) Workshop**

Liguanea Club, Kingston

22 June 2016

9:30 am – 12:00 pm

Agenda

- | | | |
|------|---|--|
| I. | Welcome and Opening Remarks | Cynthia Hobbs
(Lead Education Specialist) |
| II. | Presentation of PCR (part 1)
Project Results (Outcomes and Outputs) | Rosa Puech (Principal Author) |
| III. | Discussion/Comments/Feedback | All participants |
| | Coffee Break (15mins) | |
| IV. | Presentation of PCR (part 2)
Lessons learned | Rosa Puech |
| V. | Borrower's Evaluation: Sustainability of achievements, Bank and Borrower performance and Borrower's Recommendations | |
| VI. | Invitation for Closing Remarks | Cynthia Hobbs |

List of attendants

Name	Position	Institution
Carline Irvine		MOF
Tracie-Ann West	Senior Project Economist	PIOJ
Lisa Hanna	Member of Parliament	Spokesperson on Youth
Miguel Williams	Former Director	NCYD
Grace Munroe	Deputy Executive Director	JFLL
Claire Spence	Education Adviser	USAID
Novia Condell	Youth Development Specialist	UNICEF
Carolyn Thomas	Senior Research Fellow	UWI Open Campus
Jimmy Tindigarukayo	Senior Research Fellow	SALISES, UWI
Lloyd Waller		Centre for Governance, UWI Mona
Errol Miller		Formerly of MLSS
Shernette Effs	Former Project Financial Officer	
Alethia Barker	Former Technical Consultant	
Vivienne Williams-Thompson	Former Technical Consultant	
Geraldine Simmonds	Former Project Administrative Assistant	
Uki Atkinson	Research Analyst	National Council on Drug Abuse
Sharifa Powell	Lead Researcher	Knowledge Network for International Investment & Trade, Formerly of UWI Consulting
Carol Watson-Williams	Consultant	UWI Consulting
Alicia Glasgow	Executive Director	Youth Upliftment Through Employment (YUTE)
Barrington Bryce	NEO Project Coordinator	Youth Upliftment Through Employment (YUTE)
Daniel Cockrane		Youth Upliftment Through Employment (YUTE)
Michele Small Bartley	Senior Director	Youth and Adolescents Policy Division (YAPD) MOEYI
Takisha Barnes	Director	Programme Implementation, YAPD - MOEYI
Donnette Batchan-Walker	Sr. Youth Empowerment Officer	YAPD - MOEYI
Rani Sarju	Manager - M&E	YAPD - MOEYI
Kerissa Nelson-Gordon	Clarendon YEO	YAPD - MOEYI
Chevelle Campbell	Clarendon YEO	YAPD- MOEYI
Simone Green	YEO - St. Catherine	YAPD- MOEYI
Gihon Mitchell	YEO - St. Catherine	YAPD- MOEYI
Denis Lawrence	Executive Director	National Youth Services- MOEYI
Charlene Mattocks-Bent	YEO	YAPD- MOEYI
Kathrina Bennett		NYS, GWEP- MOEYI
Oshane Nelson		NYS, Summer Programme- MOEYI
Reynado Jackson		NYS, CORP- MOEYI
Sashanie Lyn		NYS, Summer Programme- MOEYI
Jovan Johnson		NYS, GWEP- MOEYI
Cynthia Hobbs	Lead Education Specialist	IDB
Rosa Puech	Consultant	IDB
Vanessa Bonner	Consultant	IDB
Rene Herrera	Sr. Procurement Specialist	IDB
Naveen Jainauth-Umrao	Financial Management Specialist	IDB
Janet Quarrie	Sr. Operations Analyst	IDB

Annex II - Borrower's Evaluation

Inter-American Development Bank Project Completion Report (PCR) Borrower's Evaluation

Project name: Youth Development Programme	
Executing Agency: Ministry of Education/ Ministry of Youth and Culture	
Borrower: The Government of Jamaica	
Date of Project Approval: October 29, 2008	Date of Contract Effectiveness: December 5, 2008
Date of Borrower Evaluation: June 2016	Date of Workshop: June 22, 2016

Borrower Project Performance Ratings

Probability on Achieving its Development Objective(s):

☐ Highly Probable (HP) ☒ Probable (P) ☐ Low Probability (LP) ☐ Improbable (I)

Project Implementation:

☐ Highly Satisfactory (HS) ☒ Satisfactory (S) ☐ Unsatisfactory (US) ☐ Very Unsatisfactory (VU)

Sustainability of Project Results:

☐ Highly Probable (HP) ☒ Probable(P) ☐ Low Probability (LP) ☐ Improbable (I)

Comments

Development Objectives: **Target # 13:** 5 new YICs constructed, equipped and operational.

[No triggers in the Results Framework are related to activities in this Component¹]

1. Activity: Construction of YICs/NYS (Joint activity between Components 1 and 2)

The focus of this component was the establishment of Five (5) Youth Information Centres in the parishes of St. Catherine, Clarendon, St. Andrew, Hanover and Trelawney. Five (5) YICs were already in existence and three (3) were nearing completion at the start of the Project. It was anticipated that construction of the five new centres would have begun by January 2010.

The prototype design for the YICs adopted from those constructed under other projects (funded by the Korean Government and UNICEF) was used in the design of the new centres. The YICs were built using models for full construction, renovation and retrofitting of shipping containers. Spanish Town (St. Catherine) and May Pen (Clarendon) represent the largest and second largest Development Areas (DA) in the respective parishes. These first two should

¹ This refers to the original project design, which was in two phases with triggers to move from Phase I to Phase II.

have been constructed in Years 1-2 of the Project. The next two in the parishes of St. Andrew (Papine) and Trelawny (Falmouth) were slated for construction in Year 2, and the final site in Hanover (Lucea), in Year 3.

Site acquisition for the first two facilities was already in progress at the start of the Project. A decision was taken by the two Ministries (MOE and MYC) that NYS training facilities would be constructed alongside the YICs wherever feasible. Although the directive was accepted in principle, the No Objection of the IDB for the change of scope was required and budget provisions identified.

The following consultants were engaged to provide supervision of the construction of the first two YIC/NYS facilities (St. Catherine and Clarendon).

- **Project Manager (National Works Agency)** – Spanish Town and May Pen
- **Architectural Firm (Plexus Ltd.)** - May Pen.
- **Specialist Architect (Cornerstone Design Ltd.)** - Spanish Town. Technical support (QS, Structural Engineer, Civil Engineer, Electro-Mechanical Engineer and Land Surveyor) to the Architect provided by the National Works Agency (NWA).

All three contracts were amended to include services related to the construction of the NYS facility. Design work was completed and both NYS and National Centre for Youth Development (NCYD) signed off on the schematic design for the two joint YIC/NYS complexes in May Pen and Spanish Town. The Invitation to Bid was advertised and bids requested for January 4, 2011. Letters of Possession were prepared for Clarendon and St. Catherine by the National Land Agency, and Grants of Possession for the sites received by the MYC from the National Land Agency/Commissioner of Lands.

The bidding process for the construction of the first two (2) facilities (May Pen and Spanish Town) was cancelled based on the recommendation of the Evaluation Committee and the MYC's Procurement Committee. New bids (5 for each site) were received on May 4, 2011. Evaluation of the bids and the subsequent approval process culminated in Cabinet approving the award of contracts for both sites on November 7, 2011. Contracts were signed for the construction of the Spanish Town and May Pen facilities in January 2012.

Project Implementation:

Project implementation progressed well throughout the life of the Project. Implementation of the Project effectively commenced when the Project Manager and Technical Coordinators were contracted (July – August 2009). As a result of this initial delay, implementation fell behind schedule by eight (8) months. In June 2013 an eighteen (18) month extension was granted, moving the end date to June 2015 at which time there was a further extension to December 2015.

The pace of implementation picked up towards the end of 2010 (FY 10-11) as many of the activities which were previously on hold or delayed were activated/reactivated. This was supported by allocations from the MOFP which improved progressively over the life of the Project. There were marked delays with the completion of the Spanish Town Facility as a result of special refurbishment conditions related to the Heritage designation of the building as well as on the construction part with a problematic contractor and delays in the installation of windows by the sub-contractor.

Sustainability of Project Results: Youth Information Centres are an established brand in the eleven parishes where they are found, lending to the positive youth development needs of the community youth population. Among the positive factors contributing to sustainability are: (i) The establishment of the centres are guided by the National Youth Policy 2004 (currently being revised). It created a good reputation among the political class as well as among civil society; (ii) given this good reputation for objectivity and professional implementation, YICs have received financial resources from the national budget and other Multi-national Development Partners; (iii) the implementation of the Youth Database system to address the M&E aspects of the program, to focus on targeting, risk assessment and case management among other elements, to improve the impact of the program and its assessment of outcomes.

Bank Performance

Please rate the Bank's overall performance during project preparation and execution. Factors to be considered include the extent to which the Bank facilitated a participatory project design, proposed adequate technical solutions to the problems identified, and responded to the needs of the Borrower (timeliness, selection of instrument type) as well as technical assistance (including informal and formal training) to Executing Agency, timeliness of Bank response and the Bank's flexibility to respond to emergency situations during project implementation.

[] Highly Satisfactory (HS) [[X](#)] Satisfactory(S) [] Unsatisfactory (US) [] Very Unsatisfactory (VU)

Comments:

Project design: The Bank and the Borrower worked together to design, monitor and continuously assess the project progress throughout the project implementation period. The Development Objective was in line with the country priorities to facilitate the transition of unattached youth to adulthood and the world of work through training, on-the-job experience, information dissemination and labour intermediation services. Unattached youth are defined as those youth that are not employed, not enrolled in school and not engaged in any other form of training. Activities will be financed in three mutually supporting strategic areas:

- i) Enhancement of youth training and life skills offered by the National Youth Service;
- ii) Promotion of youth information centres, building upon on-going efforts in this area;
and
- iii) Institutional strengthening, including technical assistance to the National Centre for Youth Development to support governance and articulation between various sectors.

Project implementation: The Bank provided support to the Youth Development team. The changes in task managers were smooth and there was good dialogue and understanding between the Borrower and the Bank. The Bank was responsive to the Borrower's needs and requests made during implementation. The Bank could have been more flexible in allowing for inflation on the construction aspects of the Project.

Borrower Performance

Please rate your own overall performance during project preparation and execution.

[] Highly Satisfactory (HS) [X] Satisfactory(S) [] Unsatisfactory (US) [] Very Unsatisfactory (VU)

Comments:

Project Preparation: The Borrower worked with the Bank with the Youth Division to prepare for project implementation and offered their expertise as required.

Project Implementation: Overall, the Borrower was committed to the development objective and to the achievement of the targets set in the results framework. Unfortunately only three YICs were built; however, flexibility by the Bank allowed for the implementation of the YIC website and Link to the Labour Market website (LMIS). Several capacity building sessions were effected to improve programme design and delivery at the YIC, and the work on the YIC Database will propel the engagement of youth in a more targeted scientific manner leading to more effective holistic development of the youth.

Additional Suggestions to Improve Bank's Performance

N/A



Operation Number: **JA-L1005**
 Year- PMR Cycle: **Segundo período enero-diciembre 2010**
 Last Update: **4/14/2011**
 PMR Validation Stage: **Validada por el Representante de País**

Chief of Operations validation date:
 Division Chief validation date:
 Country Representative validation date:

1/13/2017 3:35:26 PM - 1
 Inter-American Development Bank - IDB
 Office of Strategic Planning and Development Effectiveness
 Current Validated Classification ☐

Operation Profile

Basic Data

Operation name:	Programa de Desarrollo Juvenil - Fase I	Loan Number:	2039/OC-JA
Executing Agency (EA):	MINISTRY OF EDUCATION AND CULTURE		
Team Leader:	Biehl,Maria Loreto	Sector/Subsector:	ED-TEC
Operation Type:	Loan Operation	Overall Stage:	Cerrado (todas las operaciones están cerradas)
Lending Instrument:		Country:	JAMAICA
Borrower:	JAMAICA	Convergence related Operation(s):	
		PMR not required	YES

Operation Objective:

To facilitate the transition of unattached youth to adulthood and the world of work through training, on-the-job experience, information dissemination and labor intermediation services. Activities will be financed in three mutually supporting strategic areas: (i) enhancement of youth training and life skills offered by the National Youth Service (NYS); (ii) promotion of youth information centers building upon ongoing efforts in this area; and (iii) institutional strengthening to NYS and the National Center for Youth Development (NCYD), including technical assistance, to support governance and articulation between various sectors.

Events Data

Supervision	
Signature	05-Dec-08
Ratification	
Legal effectiveness	05-Dec-08
Total Eligibility	15-Sep-09
Partial Eligibility	15-Sep-09
First Disbursement	21-Sep-09
Original Disbursement Expiration	05-Jun-13
Current Disbursement Expiration	30-Dec-15
Preparation	
On pipeline	
Start date	
ERM	
PP Approved	
POD Approved	
DLP Approved by OPC	
Negotiation	
Operation Approved	

Development Effectiveness Matrix

	Main Operation JA-L1005
Economic Analysis	
Undefined	Yes
Cost benefit analysis	
Cost effectiveness analysis	
General economic analysis (Economic rate of return)	
Evaluation	
Undefined	Yes
Random assignment	
Non-experimental method	
Ex-post cost benefit analysis	
Ex-post cost effectiveness analysis	
Before/after or With/without comparison	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Total Cost and Source

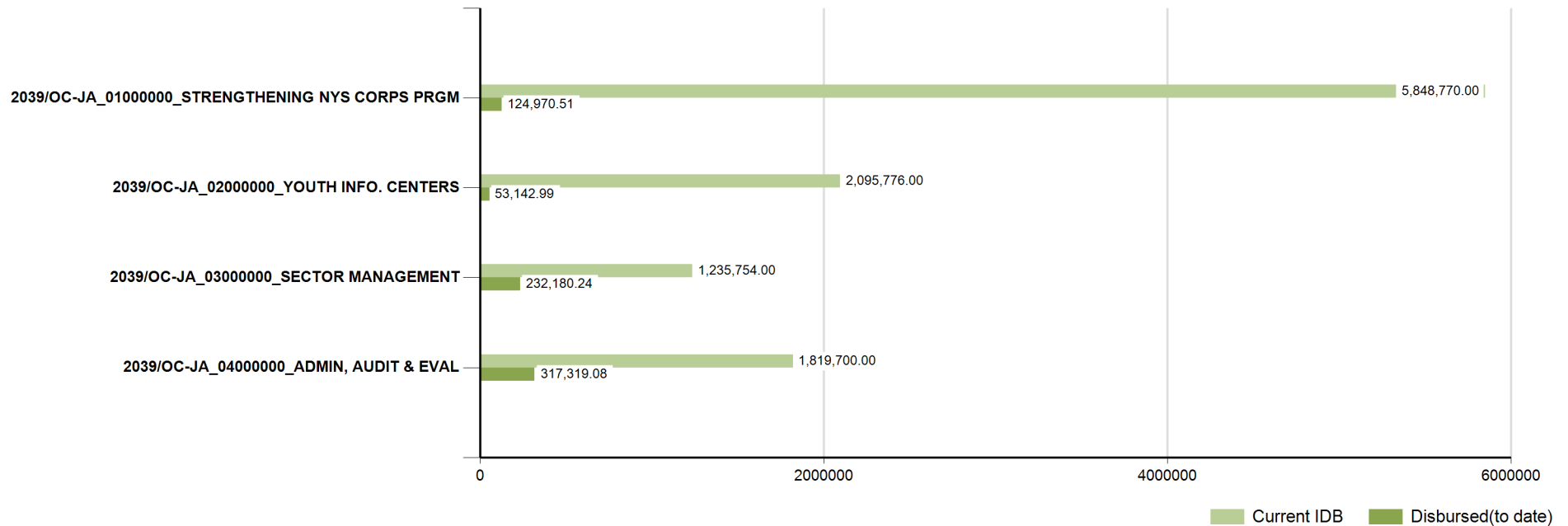
	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
JA-L1005	\$11,000,000.00	\$11,000,000.00	\$0.00	\$0.00	\$11,000,000.00

Available Funds (US\$)





	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
JA-L1005	\$11,000,000.00	\$1,647,917.42	14.98%	\$9,352,082.58





Environmental and Social Safeguards

Operación Principal	
Impacts Category:	C
Risk:	
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Expense Categories by Loan Contract (cumulative values)**Result Matrix****Impacts**

Impact:	1 Unattached youths (not studying or working between 17-24) who successfully complete the MOE/NYS programs increase.								
Observation:									
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2012	EOP

 RF - Contribution
  RF - Alignment
  RF - Strategic Alignment
  RF - Strategic Alignment during Execution

 SI - Sector Indicator
  CI - Country Indicator
  PG - Pro-Gender
  PE - Pro-Ethnicity

Outcome:	1 Articulation among Youth programs improved											
Observation:												
Outcome:	2 National Yourh Service and Career Advancement Program offerings are aligned with employer demands.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
2.1 benefited youth placed in internships in the private sector increase		%	10.00	2008	NYS data base		P					
							P(a)				20.00	20.00
							A					
Outcome:	3 delete											
Observation:												
Outcome:	5 Youths are participating in supervision and mentoring programs during on the job training.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
5.1 placement firms that have mentoring programs in place increase		%	0.00	2008			P					
							P(a)			10.00	20.00	20.00
							A					
Outcome:	7 Youth with access to information provided by Youth Information Centers (YICs) increased.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
7.1 # of Youth with access to YICS		youth	6,000.00	2008		The target is to provide access to 1,500 youth per year in each new center. Increased acces for 7,500 youth. The results matrix indicates 15000 youth per year by mistake.	P					
							P(a)			3,000.00	3,500.00	13,500.00
							A					
Outcome:	8 Unattached youth that are channelled via the YIC's into training or job opportunities increased.											
Observation:												

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP
8.1 youth referred to other services increased		%	40.00	2008	National Center for Youth Development (NCYD) information system.	expected percentage increase was modified in accordance with new timelines.	P				
							P(a)	40.00	45.00	60.00	60.00
							A				

RF - Contribution

RF - Alignment

RF - Strategic Alignment

RF - Strategic Alignment during Execution

SI - Sector Indicator

CI - Country Indicator

PG - Pro-Gender

PE - Pro-Ethnicity

Outputs Physical Progress

1 Quality improvement and strengthening of Youth Development Programs

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	EOP	Means of verification
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).		strategies	P							
			P(a)	0.00	0.00	2.00	1.00	3.00		
			A							
Milestone										
Firm to conduct consultancy selected.		#	P							
			P(a)		1.00			1.00		
			A		1.00			1.00		
1.2 upgrading for National Youth Service offices completed		offices	P							
			P(a)			5.00	5.00	3.00	13.00	
			A							
Milestone										
Advance in office upgrading		%	P							
			P(a)			60.00	80.00	100.00	100.00	
			A		33.00				33.00	
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.		Students	P							
			P(a)		1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	
			A		1,500.00				1,500.00	
Dissaggregation Categories										
(a) girls			P							
			P(a)							
			A							
			P							
			P(a)							
			A							
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)		Systems	P							
			P(a)		1.00	1.00	1.00	1.00	1.00	
			A		1.00				1.00	
1.5 field officers appointed to National Youth Service.		field officers	P							
			P(a)		7.00	7.00	7.00	7.00	7.00	
			A		7.00				7.00	

2 Youth Information Centers (YIC)

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	EOP	Means of verification
2.1 YICs equipped and operational (construction and equipment)		YICS	P							
			P(a)			2.00	2.00	1.00	5.00	
			A		0.00				0.00	
2.2 Web site to link YICs with labour market information systems developed.		web site	P							
			P(a)			1.00			1.00	
			A		0.00				0.00	

3 Sector Management

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	EOP	Means of verification
3.1 Results for the National Youth Survey available.		Report	P							
			P(a)			1.00			1.00	
			A		0.00				0.00	
3.2 National Youth Policy updated		Policy	P							
			P(a)				1.00		1.00	
			A		0.00				0.00	
3.3 Electronic inventory of youth service providers available to improve articulation		Inventory	P							
			P(a)			1.00			1.00	
			A		0.00				0.00	
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination		training sessions	P							
			P(a)		3.00	3.00	2.00	2.00	10.00	
			A		3.00				3.00	

4 Administration, audit and evaluation

 RF - Contribution	 RF - Alignment	 RF - Strategic Alignment	 RF - Strategic Alignment during Execution
 SI - Sector Indicator	 CI - Country Indicator	 PG - Pro-Gender	 PE - Pro-Ethnicity

Outputs Financial Progress

							Component Revised Cost
1 Quality improvement and strengthening of Youth Development Programs							\$5,848,770.00
Outputs		2009	2010	2011	2012	2013	Cost
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).	P						
	P(a)	\$20,000.00	\$330,000.00	\$200,000.00	\$450,000.00	\$200,000.00	\$900,000.00
	A	\$2,340.00	\$4,852.00				\$7,192.00
1.2 upgrading for National Youth Service offices completed	P						
	P(a)	\$30,000.00	\$300,000.00	\$300,000.00	\$1,108,000.00	\$520,000.00	\$2,008,000.00
	A	\$11,840.00	\$68,551.00				\$80,391.00
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.	P						
	P(a)		\$400,000.00	\$420,000.00	\$550,000.00	\$502,000.00	\$1,507,470.00
	A		\$230,000.00				\$230,000.00
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)	P						
	P(a)	\$30,000.00	\$370,000.00	\$20,000.00	\$20,000.00		\$433,300.00
	A		\$51,756.00				\$51,756.00

1.5 field officers appointed to National Youth Service.	P						
	P(a)		\$250,000.00	\$250,000.00	\$350,000.00	\$348,000.00	\$1,000,000.00
	A		\$51,756.00				\$51,756.00
							Component Revised Cost
2 Youth Information Centers (YIC)							\$2,095,776.00

Outputs		2009	2010	2011	2012	2013	Cost
2.1 YICs equipped and operational (construction and equipment)	P						
	P(a)	\$20,000.00	\$300,000.00	\$550,000.00	\$850,000.00	\$432,447.00	\$1,832,563.00
	A		\$33,142.00				\$33,142.00
2.2 Web site to link YICs with labour market information systems developed.	P						
	P(a)	\$25,000.00	\$52,000.00	\$52,000.00	\$100,000.00	\$59,213.00	\$263,213.00
	A	\$24,910.00	\$20,000.00				\$44,910.00
							Component Revised Cost
3 Sector Management							\$1,235,754.00

Outputs		2009	2010	2011	2012	2013	Cost
3.1 Results for the National Youth Survey available.	P						
	P(a)	\$55,000.00	\$430,000.00	\$245,000.00			\$600,000.00
	A	\$52,380.00	\$192,000.00				\$244,380.00
3.2 National Youth Policy updated	P						
	P(a)			\$70,000.00	\$200,000.00		\$270,010.00
	A						
3.3 Electronic inventory of youth service providers available to improve articulation	P						
	P(a)	\$30,000.00	\$20,000.00	\$53,118.00			\$103,118.00
	A		\$24,336.00				\$24,336.00
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination	P						
	P(a)		\$52,000.00	\$50,000.00	\$60,626.00	\$100,000.00	\$262,626.00
	A		\$63,781.00				\$63,781.00
							Component Revised Cost
4 Administration, audit and evaluation							

Other Cost		2009	2010	2011	2012	2013	Cost
Consultants for technical Support NYS in place	P						
	P(a)	\$40,000.00	\$100,000.00	\$150,000.00	\$150,000.00	\$43,460.00	\$423,460.00
	A	\$30,490.00	\$76,000.00				\$106,490.00
Consultants for technical Support NCYD in place	P						
	P(a)	\$75,000.00	\$110,000.00	\$130,000.00	\$130,000.00	\$89,900.00	\$439,900.00
	A	\$73,070.00	\$87,901.00				\$160,971.00
Consultants for technical Support MOE in place	P						
	P(a)	\$100,000.00	\$250,000.00	\$260,000.00	\$300,000.00	\$246,340.00	\$956,340.00
	A	\$107,100.00	\$153,316.00				\$260,416.00
Total Cost		2009	2010	2011	2012	2013	Total Cost
	P						
	P(a)	\$425,000.00	\$2,964,000.00	\$2,750,118.00	\$4,268,626.00	\$2,541,360.00	\$11,000,000.00
	A	\$302,130.00	\$1,057,391.00				\$1,359,521.00

Monitoring Indicators

Stage 1: From Approval to Eligibility stage

Indicator (I)	Project Indicator Value	Benchmark Indicator Value			
		Satisfactory	Alert	Problem	Traffic light
Days elapsed from approval to Legal Effectiveness		0≤ I ≤ days	< I ≤ days	> days	SATISFACTORY
Days elapsed Legal Effectiveness to Eligibility		0≤ I ≤ days	< I ≤ days	> days	SATISFACTORY
% of General conditions prior achieved	#Error	N/A	N/A	N/A	For tracking purpose only
% of Special conditions prior achieved	0	N/A	N/A	N/A	For tracking purpose only

Days elapsed from Approval to Legal Effectiveness

No information related to this operation.

Days from board approval

Days

% of General Conditions Achieved Prior

There are no general clauses for this operation

Days elapsed from Legal Effectiveness to Eligibility

No information related to this operation.

Days from board approval

Days

% of Special Conditions Achieved Prior

There are no special clauses for this operation

Stage 2: After Eligibility

Indicator (I)	Project Indicator Value	Benchmark Indicator Value				Traffic light
		Satisfactory	Alert	Problem	Outlier	
Accumulated disbursements to country's historic disbursements		$1 \geq I > 0$	$0 \geq I \geq 0$	$0 > I \geq 0$	N/A	
Cost Performance Index-CPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Cost Performance Index (annual)-CPI(a)		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	PROBLEM
Schedule Performance Index-SPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Schedule Performance Index (annual) - SPI(a)		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	PROBLEM
Expected additional execution duration (months)		N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the plan at operation start up		N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the re-planned end of project (EOP)		N/A	N/A	N/A	N/A	For tracking purpose only
Environmental and social safeguard performance rating	0	N/A	N/A	N/A	N/A	For tracking purpose only

Validation Process Status

No information related to this operation.

Changes to the Matrix

No information related to this operation.

Findings and recommendations

Findings and Recomendations : Delays in achievement of annual plans for Outputs and Outcomes

No information related to this operation.

Findings and Recomendations : Other Delays

No information related to this operation.

Findings and Recomendations : Overall Project Management

Stage	Dimension	Category	Findings	Recommendations	Last update
UNDEFINED		UNDEFINED	Project Management: The Youth Ministry was recently created, and there is still uncertainty about their leadership in the Sector; this generates lack of clarity regarding institutional roles and responsibilities.	Project Management: An analysis of the Sector, not only the executing agency, could have been helpful.	4/7/2014
UNDEFINED		UNDEFINED	Project Management: The Youth Sector has a clear institutional framework and goals and responsibilities are defined.	Project Management: The program has been identifying overlaps with other initiatives in order to promote coordination and even co-funding.	4/7/2014

Disbursements

YEAR		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS
2010	P			\$0.00	\$500,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$850,000.00	\$0.00	\$1,350,000.00
	D			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2011	P	\$0.00	\$1,100,000.00	\$0.00		\$1,000,000.00		\$0.00		\$853,000.00	\$0.00	\$1,308,000.00		\$4,261,000.00
	D	\$0.00	\$0.00	\$0.00		\$0.00		\$0.00		\$0.00	\$0.00	\$0.00		\$0.00
2012	P	\$0.00		\$0.00		\$0.00	\$2,333,000.00	\$0.00			\$1,200,000.00			\$3,533,000.00
	D	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00			\$0.00			\$0.00
2013	P			\$1,600,000.00										\$1,600,000.00
	D			\$0.00										\$0.00
2016	P	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	D	\$9,786,736.12	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,786,736.12
2017	P	\$0.00												\$0.00
	D	\$0.00												\$0.00

Risks

No information related to this operation.



Operation Number: **JA-L1005**
 Year- PMR Cycle: **Primer período enero-junio 2011**
 Last Update: **9/23/2011**
 PMR Validation Stage: **Validada por el Representante de País**

Chief of Operations validation date:
 Division Chief validation date:
 Country Representative validation date:

1/13/2017 3:35:26 PM - 10
 Inter-American Development Bank - IDB
 Office of Strategic Planning and Development Effectiveness
 Current Validated Classification ☐

Operation Profile

Basic Data

Operation name:	Programa de Desarrollo Juvenil - Fase I	Loan Number:	2039/OC-JA
Executing Agency (EA):	MINISTRY OF EDUCATION AND CULTURE		
Team Leader:	Biehl,Maria Loreto	Sector/Subsector:	ED-TEC
Operation Type:	Loan Operation	Overall Stage:	Cerrado (todas las operaciones están cerradas)
Lending Instrument:		Country:	JAMAICA
Borrower:	JAMAICA	Convergence related Operation(s):	
		PMR not required	YES

Operation Objective:

To facilitate the transition of unattached youth to adulthood and the world of work through training, on-the-job experience, information dissemination and labor intermediation services. Activities will be financed in three mutually supporting strategic areas: (i) enhancement of youth training and life skills offered by the National Youth Service (NYS); (ii) promotion of youth information centers building upon ongoing efforts in this area; and (iii) institutional strengthening to NYS and the National Center for Youth Development (NCYD), including technical assistance, to support governance and articulation between various sectors.

Events Data

Supervision	
Signature	05-Dec-08
Ratification	
Legal effectiveness	05-Dec-08
Total Eligibility	15-Sep-09
Partial Eligibility	15-Sep-09
First Disbursement	21-Sep-09
Original Disbursement Expiration	05-Jun-13
Current Disbursement Expiration	30-Dec-15
Preparation	
On pipeline	
Start date	
ERM	
PP Approved	
POD Approved	
DLP Approved by OPC	
Negotiation	
Operation Approved	

Development Effectiveness Matrix

	Main Operation JA-L1005
Economic Analysis	
Undefined	Yes
Cost benefit analysis	
Cost effectiveness analysis	
General economic analysis (Economic rate of return)	
Evaluation	
Undefined	Yes
Random assignment	
Non-experimental method	
Ex-post cost benefit analysis	
Ex-post cost effectiveness analysis	
Before/after or With/without comparison	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Total Cost and Source

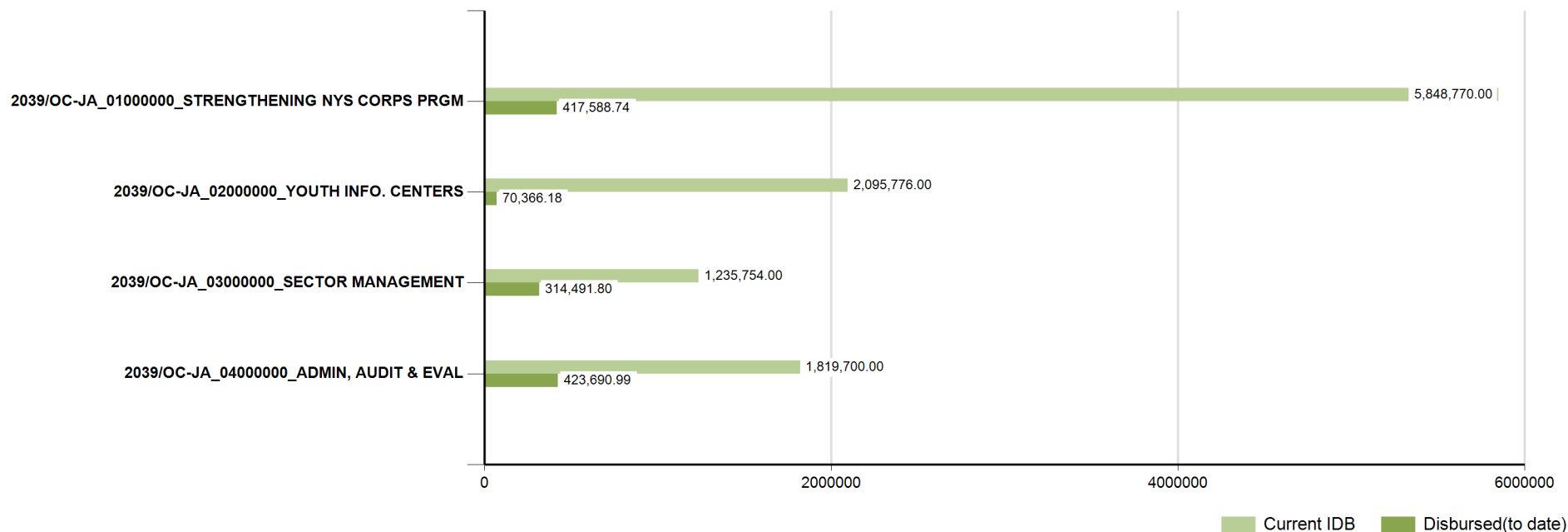
	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
JA-L1005	\$11,000,000.00	\$11,000,000.00	\$0.00	\$0.00	\$11,000,000.00

Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
JA-L1005	\$11,000,000.00	\$2,146,442.31	19.51%	\$8,853,557.69

Environmental and Social Safeguards

Operación Principal	
Impacts Category:	C
Risk:	
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Expense Categories by Loan Contract (cumulative values)**Result Matrix****Impacts**

Impact:	1 Unattached youths (not studying or working between 17-24) who successfully complete the MOE/NYS programs.								
Observation:									
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2012	EOP

 RF - Strategic Alignment during Execution

 PE - Pro-Ethnicity

Outcome:	1 Articulation among Youth programs improved
Observation:	
Outcome:	2 National Yourh Service and Career Advancement Program offerings are aligned with employer demands.
Observation:	

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP
2.1 benefited youth placed in internships in the private sector		%	10.00	2008	NYS data base		P				
							P(a)			20.00	20.00
							A				

Observation:	
Outcome:	5 Youths are participating in supervision and mentoring programs during on the job training.
Observation:	

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP
5.1 placement firms that have mentoring programs in place		%	0.00	2008			P				
							P(a)		10.00	20.00	20.00
							A				

Observation:	
--------------	--

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP
7.1 # of Youth with access to Youth Information Centers		youth	6,000.00	2008		The target is to provide access to 1.500 youth per year in each new center. Increased acces for 7.500 youth. The results matrix indicates 15000 youth per year by mistake.	P				
							P(a)		3,000.00	3,500.00	13,500.00
							A				

Observation:	
--------------	--

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP
8.1 youth referred to other services		%	40.00	2008	National Center for Youth Development (NCYD) information system.	expected percentage increase was modified in accordance with new timelines.	P				
							P(a)	40.00	45.00	60.00	60.00
							A				

 RF - Contribution

 RF - Alignment

 RF - Strategic Alignment

 RF - Strategic Alignment during Execution

 SI - Sector Indicator

 CI - Country Indicator

 PG - Pro-Gender

 PE - Pro-Ethnicity

Outputs Physical Progress

1 Quality improvement and strengthening of Youth Development Programs

Outputs	Flags*	Unit of Measure	2009	2010	2011	2012	2013	EOP	Means of verification
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).		strategies	P						
			P(a)	0.00	0.00	2.00	1.00	3.00	
			A						
Milestone									
Firm to conduct consultancy selected.		#	P						
			P(a)		1.00			1.00	
			A		1.00			1.00	
1.2 upgrading for National Youth Service offices completed		offices	P						
			P(a)		5.00	5.00	3.00	13.00	
			A						
Milestone									
Advance in office upgrading		%	P						
			P(a)		60.00	80.00	100.00	100.00	
			A		33.00			33.00	
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.		Students	P						
			P(a)		1,500.00	1,500.00	1,500.00	1,500.00	
			A		1,500.00			1,500.00	
Dissaggregation Categories									
(a) girls			P						
			P(a)						
			A						
(b) boys			P						
			P(a)						
			A						
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)		Systems	P						
			P(a)		1.00	1.00	1.00	1.00	
			A		1.00			1.00	
1.5 field officers appointed to National Youth Service.		field officers	P						
			P(a)		7.00	7.00	7.00	7.00	
			A		7.00			7.00	

2 Youth Information Centers (YIC)

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	EOP	Means of verification
2.1 YICs equipped and operational (construction and equipment)		YICS	P							
			P(a)			2.00	2.00	1.00	5.00	
			A		0.00				0.00	
2.2 Web site to link YICs with labour market information systems developed.		web site	P							
			P(a)			1.00			1.00	
			A		0.00				0.00	

3 Sector Management

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	EOP	Means of verification
3.1 Results for the National Youth Survey available.		Report	P							
			P(a)			1.00			1.00	
			A		0.00				0.00	
3.2 National Youth Policy updated		Policy	P							
			P(a)				1.00		1.00	
			A		0.00				0.00	
3.3 Electronic inventory of youth service providers available to improve articulation		Inventory	P							
			P(a)			1.00			1.00	
			A		0.00				0.00	
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination		training sessions	P							
			P(a)		3.00	3.00	2.00	2.00	10.00	
			A		3.00				3.00	

4 Administration, audit and evaluation

 RF - Contribution	 RF - Alignment	 RF - Strategic Alignment	 RF - Strategic Alignment during Execution
 SI - Sector Indicator	 CI - Country Indicator	 PG - Pro-Gender	 PE - Pro-Ethnicity

Outputs Financial Progress

							Component Revised Cost
1 Quality improvement and strengthening of Youth Development Programs							\$5,848,770.00
Outputs		2009	2010	2011	2012	2013	Cost
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).	P						
	P(a)	\$20,000.00	\$330,000.00	\$200,000.00	\$450,000.00	\$200,000.00	\$900,000.00
	A	\$2,340.00	\$4,852.00				\$7,192.00
1.2 upgrading for National Youth Service offices completed	P						
	P(a)	\$30,000.00	\$300,000.00	\$300,000.00	\$1,108,000.00	\$520,000.00	\$2,008,000.00
	A	\$11,840.00	\$68,551.00	\$51,000.00			\$131,391.00
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.	P						
	P(a)		\$400,000.00	\$420,000.00	\$550,000.00	\$502,000.00	\$1,507,470.00
	A		\$230,000.00	\$453,860.00			\$683,860.00
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)	P						
	P(a)	\$30,000.00	\$370,000.00	\$20,000.00	\$20,000.00		\$433,300.00
	A		\$51,756.00				\$51,756.00

1.5 field officers appointed to National Youth Service.	P						
	P(a)		\$250,000.00	\$250,000.00	\$350,000.00	\$348,000.00	\$1,000,000.00
	A		\$51,756.00				\$51,756.00
							Component Revised Cost
2 Youth Information Centers (YIC)							\$2,095,776.00

Outputs		2009	2010	2011	2012	2013	Cost
2.1 YICs equipped and operational (construction and equipment)	P						
	P(a)	\$20,000.00	\$300,000.00	\$550,000.00	\$850,000.00	\$432,447.00	\$1,832,563.00
	A		\$33,142.00	\$36,774.00			\$69,916.00
2.2 Web site to link YICs with labour market information systems developed.	P						
	P(a)	\$25,000.00	\$52,000.00	\$52,000.00	\$100,000.00	\$59,213.00	\$263,213.00
	A	\$24,910.00	\$20,000.00				\$44,910.00
							Component Revised Cost
3 Sector Management							\$1,235,754.00

Outputs		2009	2010	2011	2012	2013	Cost
3.1 Results for the National Youth Survey available.	P						
	P(a)	\$55,000.00	\$430,000.00	\$245,000.00			\$600,000.00
	A	\$52,380.00	\$192,000.00	\$242,000.00			\$486,380.00
3.2 National Youth Policy updated	P						
	P(a)			\$70,000.00	\$200,000.00		\$270,010.00
	A						
3.3 Electronic inventory of youth service providers available to improve articulation	P						
	P(a)	\$30,000.00	\$20,000.00	\$53,118.00			\$103,118.00
	A		\$24,336.00				\$24,336.00
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination	P						
	P(a)		\$52,000.00	\$50,000.00	\$60,626.00	\$100,000.00	\$262,626.00
	A		\$63,781.00				\$63,781.00
							Component Revised Cost
4 Administration, audit and evaluation							

Other Cost		2009	2010	2011	2012	2013	Cost
Consultants for technical Support NYS in place	P						
	P(a)	\$40,000.00	\$100,000.00	\$150,000.00	\$150,000.00	\$43,460.00	\$423,460.00
	A	\$30,490.00	\$76,000.00	\$31,000.00			\$137,490.00
Consultants for technical Support NCYD in place	P						
	P(a)	\$75,000.00	\$110,000.00	\$130,000.00	\$130,000.00	\$89,900.00	\$439,900.00
	A	\$73,070.00	\$87,901.00	\$57,000.00			\$217,971.00
Consultants for technical Support MOE in place	P						
	P(a)	\$100,000.00	\$250,000.00	\$260,000.00	\$300,000.00	\$246,340.00	\$956,340.00
	A	\$107,100.00	\$153,316.00	\$125,000.00			\$385,416.00
Total Cost		2009	2010	2011	2012	2013	Total Cost
	P						
	P(a)	\$425,000.00	\$2,964,000.00	\$2,750,118.00	\$4,268,626.00	\$2,541,360.00	\$11,000,000.00
	A	\$302,130.00	\$1,057,391.00	\$996,634.00			\$2,356,155.00

Monitoring Indicators

Stage 1: From Approval to Eligibility stage

Indicator (I)	Project Indicator Value	Benchmark Indicator Value			
		Satisfactory	Alert	Problem	Traffic light
Days elapsed from approval to Legal Effectiveness		0≤ I ≤ days	< I ≤ days	> days	SATISFACTORY
Days elapsed Legal Effectiveness to Eligibility		0≤ I ≤ days	< I ≤ days	> days	SATISFACTORY
% of General conditions prior achieved	#Error	N/A	N/A	N/A	For tracking purpose only
% of Special conditions prior achieved	0	N/A	N/A	N/A	For tracking purpose only

Days elapsed from Approval to Legal Effectiveness

No information related to this operation.

Days from board approval

Days

% of General Conditions Achieved Prior

There are no general clauses for this operation

Days elapsed from Legal Effectiveness to Eligibility

No information related to this operation.

Days from board approval

Days

% of Special Conditions Achieved Prior

There are no special clauses for this operation

Stage 2: After Eligibility

Indicator (I)	Project Indicator Value	Benchmark Indicator Value				Traffic light
		Satisfactory	Alert	Problem	Outlier	
Accumulated disbursements to country's historic disbursements		$1 \geq I > 0$	$0 \geq I \geq 0$	$0 > I \geq 0$	N/A	
Cost Performance Index-CPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Cost Performance Index (annual)-CPI(a)		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	PROBLEM
Schedule Performance Index-SPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Schedule Performance Index (annual) - SPI(a)		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	PROBLEM
Expected additional execution duration (months)		N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the plan at operation start up		N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the re-planned end of project (EOP)		N/A	N/A	N/A	N/A	For tracking purpose only
Environmental and social safeguard performance rating	0	N/A	N/A	N/A	N/A	For tracking purpose only

Validation Process Status

No information related to this operation.

Changes to the Matrix

No information related to this operation.

Findings and recommendations

Findings and Recomendations : Delays in achievement of annual plans for Outputs and Outcomes

No information related to this operation.

Findings and Recomendations : Other Delays

No information related to this operation.

Findings and Recomendations : Overall Project Management

Stage	Dimension	Category	Findings	Recommendations	Last update
UNDEFINED		UNDEFINED	Project Management: The Youth Ministry was recently created, and there is still uncertainty about their leadership in the Sector; this generates lack of clarity regarding institutional roles and responsibilities.	Project Management: An analysis of the Sector, not only the executing agency, could have been helpful.	4/7/2014
UNDEFINED		UNDEFINED	Project Management: The Youth Sector has a clear institutional framework and goals and responsibilities are defined.	Project Management: The program has been identifying overlaps with other initiatives in order to promote coordination and even co-funding.	4/7/2014

Disbursements

YEAR		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS
2011	P	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500,000.00		\$0.00	\$1,100,000.00	\$0.00		\$1,600,000.00
	D	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00		\$0.00
2012	P	\$1,100,000.00	\$0.00	\$1,100,000.00		\$0.00	\$0.00	\$500,000.00		\$1,100,000.00	\$0.00	\$0.00		\$3,800,000.00
	D	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00		\$0.00
2013	P		\$1,102,000.00	\$0.00	\$1,252,000.00		\$1,100,000.00							\$3,454,000.00
	D		\$0.00	\$0.00	\$0.00		\$0.00							\$0.00
2016	P	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	D	\$9,786,736.12	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,786,736.12
2017	P	\$0.00												\$0.00
	D	\$0.00												\$0.00

Risks

Identifier	Operation Number	Description	Type	Status	Probability	Impact	Risk Level	Description Mitigation Measure
1	JA-L1005	Fiscal constrains at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	Medium	Medium	Medio	
2	JA-L1005	Delays in gathering and reporting information persist.	Monitoring and Accountability	Activo	Medium	Medium	Medio	
3	JA-L1005	Changes in the institutional arrangments for the management of the Youth portfolio in the country.	Gestión Pública y Gobernanza	Activo	Medium	Low	Bajo	
4	JA-L1005	Complex and slow procurement delay execution.	Desarrollo	Activo	Medium	Medium	Medio	



Operation Number: **JA-L1005**
 Year- PMR Cycle: **Segundo período enero-diciembre 2011**
 Last Update: **4/23/2012**
 PMR Validation Stage: **Validada por el Representante de País**

Chief of Operations validation date:
 Division Chief validation date:
 Country Representative validation date:

1/13/2017 3:35:26 PM - 19
 Inter-American Development Bank - IDB
 Office of Strategic Planning and Development Effectiveness
 Current Validated Classification

Operation Profile

Basic Data

Operation name:	Programa de Desarrollo Juvenil - Fase I	Loan Number:	2039/OC-JA
Executing Agency (EA):	MINISTRY OF EDUCATION AND CULTURE		
Team Leader:	Biehl,Maria Loreto	Sector/Subsector:	ED-TEC
Operation Type:	Loan Operation	Overall Stage:	Cerrado (todas las operaciones están cerradas)
Lending Instrument:	Investment Loan	Country:	JAMAICA
Borrower:	JAMAICA	Convergence related Operation(s):	
		PMR not required	YES

Operation Objective:

To facilitate the transition of unattached youth to adulthood and the world of work through training, on-the-job experience, information dissemination and labor intermediation services. Activities will be financed in three mutually supporting strategic areas: (i) enhancement of youth training and life skills offered by the National Youth Service (NYS); (ii) promotion of youth information centers building upon ongoing efforts in this area; and (iii) institutional strengthening to NYS and the National Center for Youth Development (NCYD), including technical assistance, to support governance and articulation between various sectors.

Events Data

Supervision	
Signature	05-Dec-08
Ratification	
Legal effectiveness	05-Dec-08
Total Eligibility	15-Sep-09
Partial Eligibility	15-Sep-09
First Disbursement	21-Sep-09
Original Disbursement Expiration	05-Jun-13
Current Disbursement Expiration	30-Dec-15
Preparation	
On pipeline	
Start date	
ERM	
PP Approved	
POD Approved	
DLP Approved by OPC	
Negotiation	
Operation Approved	

Development Effectiveness Matrix

	Main Operation JA-L1005
Economic Analysis	
Undefined	Yes
Cost benefit analysis	
Cost effectiveness analysis	
General economic analysis (Economic rate of return)	
Evaluation	
Undefined	Yes
Random assignment	
Non-experimental method	
Ex-post cost benefit analysis	
Ex-post cost effectiveness analysis	
Before/after or With/without comparison	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Total Cost and Source

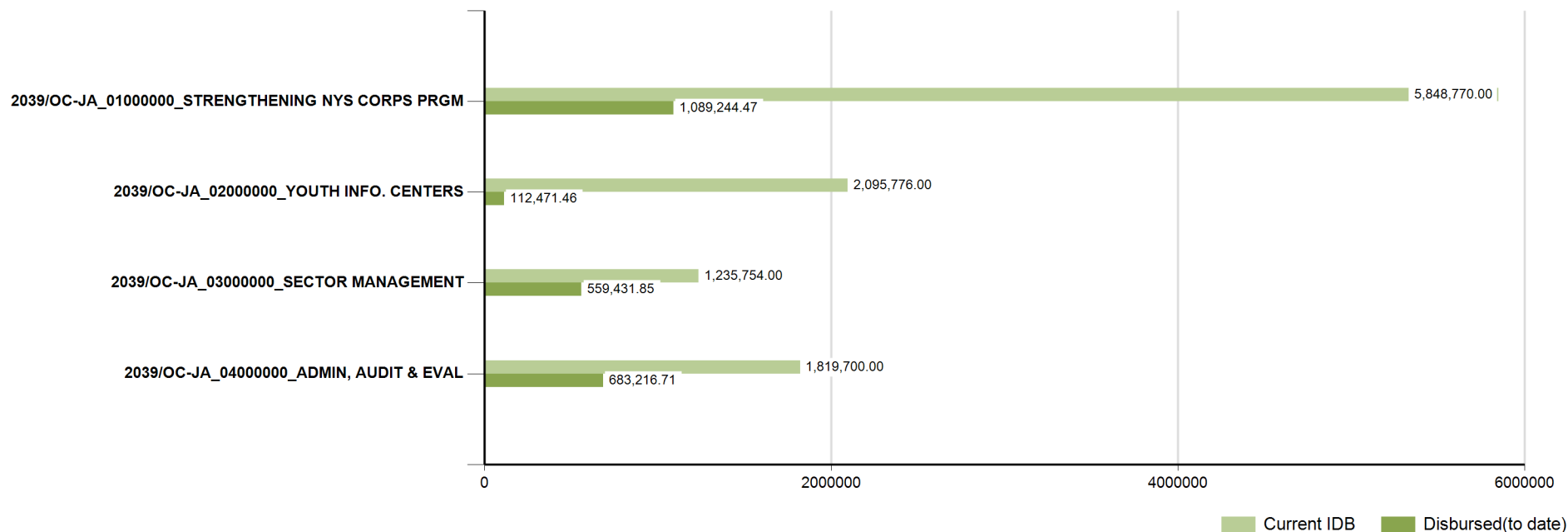
	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
JA-L1005	\$11,000,000.00	\$11,000,000.00	\$0.00	\$0.00	\$11,000,000.00

Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
JA-L1005	\$11,000,000.00	\$4,094,364.49	37.22%	\$6,905,635.51

Environmental and Social Safeguards

Operación Principal	
Impacts Category:	C
Risk:	
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Expense Categories by Loan Contract (cumulative values)**Result Matrix****Impacts**

Impact:	1 Unattached youths (not studying or working between 17-24) who successfully complete the MOE/NYS programs.								
Observation:									
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2012	EOP

 RF - Strategic Alignment during Execution

 PE - Pro-Ethnicity

Outcome:	1 Articulation among Youth programs improved											
Observation:												
Outcome:	2 National Youth Service and Career Advancement Program offerings are aligned with employer demands.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
2.1 benefited youth placed in internships in the private sector		%	10.00	2008	NYS data base		P					
							P(a)				20.00	20.00
							A					
Outcome:	3 delete											
Observation:												
Outcome:	5 Youths are participating in supervision and mentoring programs during on the job training.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
5.1 placement firms that have mentoring programs in place		%	0.00	2008			P					
							P(a)			10.00	20.00	20.00
							A					
Outcome:	6 Youth with access to information provided by Youth Information Centers (YICs) increased.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
6.1 Youth with access to Youth Information Centers		youth	6,000.00	2008		The target is to provide access to 1,500 youth per year in each new center. Increased acces for 7,500 youth. The results matrix indicates 15000 youth per year by mistake.	P					
							P(a)			3,000.00	3,500.00	13,500.00
							A		0.00			
Outcome:	7 Unattached youth that are channelled via the Youth Information Centers into training or job opportunities increased.											
Observation:												

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP
7.1 Youth referred to other services		%	40.00	2008	National Center for Youth Development (NCYD) information system.	Expected percentage increase was modified in accordance with new timelines.	P				
							P(a)		40.00	45.00	60.00
							A		66.00		60.00

 RF - Contribution

 RF - Alignment

 RF - Strategic Alignment

 RF - Strategic Alignment during Execution

 SI - Sector Indicator

 CI - Country Indicator

 PG - Pro-Gender

 PE - Pro-Ethnicity

Outputs Physical Progress

1 Quality improvement and strengthening of Youth Development Programs

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	EOP		Means of verification
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).		strategies	P								
			P(a)	0.00	0.00	2.00	1.00	3.00			
			A			1.00		1.00			
Milestone											
Firm to conduct consultancy selected.		#	P								
			P(a)		1.00			1.00			
			A		1.00	3.00		4.00			
1.2 Upgrading of National Youth Service offices completed		offices upgraded	P								
			P(a)			0.00	0.00	13.00	13.00		
			A			0.00			0.00		
Milestone											
Advance in office upgrading		%	P								
			P(a)			60.00	80.00	100.00	100.00		
			A		33.00				33.00		
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.		Students	P								
			P(a)		1,500.00	1,500.00	1,500.00	1,500.00	1,500.00		
			A		1,500.00	1,748.00			3,248.00		
Dissaggregation Categories											
(a) girls			P								
			P(a)								
			A								
(b) boys			P								
			P(a)								
			A								
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)		Systems	P								
			P(a)		1.00	1.00	1.00	1.00	1.00		
			A		1.00	0.00			1.00		
Milestone											
1.5 field officers appointed to National Youth Service.		field officers	P								
			P(a)		7.00	7.00	7.00	7.00	7.00		
			A		7.00	7.00			14.00		

2 Youth Information Centers (YIC)

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	EOP	Means of verification
2.1 YICs equipped and operational (construction and equipment)		YICS	P							
			P(a)			2.00	2.00	1.00	5.00	
			A		0.00	0.00			0.00	
2.2 Web site to link YICs with labour market information systems developed.		web site	P							
			P(a)			1.00			1.00	
			A		0.00	1.00			1.00	

3 Sector Management

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	EOP	Means of verification
3.1 Results for the National Youth Survey available.		Report	P							
			P(a)			1.00			1.00	
			A		0.00	1.00			1.00	
3.2 National Youth Policy updated		Policy	P							
			P(a)				1.00		1.00	
			A		0.00	0.00			0.00	
3.3 Electronic inventory of youth service providers available to improve articulation		Inventory	P							
			P(a)			1.00			1.00	
			A		0.00	0.00			0.00	
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)		training sessions	P							
			P(a)		3.00	3.00	2.00	2.00	10.00	
			A		3.00	3.00			6.00	

4 Administration, audit and evaluation

5 Contingencies

 RF - Contribution	 RF - Alignment	 RF - Strategic Alignment	 RF - Strategic Alignment during Execution
 SI - Sector Indicator	 CI - Country Indicator	 PG - Pro-Gender	 PE - Pro-Ethnicity

Outputs Financial Progress

							Component Revised Cost
1 Quality improvement and strengthening of Youth Development Programs							\$5,848,770.00
Outputs		2009	2010	2011	2012	2013	Cost
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).	P						
	P(a)	\$20,000.00	\$330,000.00	\$200,000.00	\$450,000.00	\$360,000.00	\$900,000.00
	A	\$2,340.00	\$4,852.00	\$82,558.00			\$89,750.00
1.2 Upgrading of National Youth Service offices completed	P						
	P(a)	\$30,000.00	\$300,000.00	\$300,000.00	\$1,108,000.00	\$781,000.00	\$2,008,000.00
	A	\$11,840.00	\$68,551.00	\$37,544.00			\$117,935.00
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.	P						
	P(a)		\$400,000.00	\$420,000.00	\$550,000.00	\$263,000.00	\$1,507,470.00
	A		\$230,000.00	\$463,560.00			\$693,560.00
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)	P						
	P(a)	\$30,000.00	\$370,000.00	\$20,000.00	\$20,000.00	\$277,000.00	\$433,300.00
	A		\$51,756.00	\$84,259.00			\$136,015.00

1.5 field officers appointed to National Youth Service.	P						
	P(a)		\$250,000.00	\$250,000.00	\$350,000.00	\$453,000.00	\$1,000,000.00
	A		\$51,756.00	\$144,668.00			\$196,424.00
							Component Revised Cost
2 Youth Information Centers (YIC)							\$2,095,530.00

Outputs		2009	2010	2011	2012	2013	Cost
2.1 YICs equipped and operational (construction and equipment)	P						
	P(a)	\$20,000.00	\$300,000.00	\$550,000.00	\$850,000.00	\$911,447.00	\$1,832,317.00
	A		\$33,142.00	\$39,276.00			\$72,418.00
2.2 Web site to link YICs with labour market information systems developed.	P						
	P(a)	\$25,000.00	\$52,000.00	\$52,000.00	\$100,000.00	\$98,000.00	\$263,213.00
	A	\$24,910.00	\$20,000.00	\$20,052.00			\$64,962.00
							Component Revised Cost
3 Sector Management							\$1,159,000.00

Outputs		2009	2010	2011	2012	2013	Cost
3.1 Results for the National Youth Survey available.	P						
	P(a)	\$55,000.00	\$430,000.00	\$245,000.00			\$459,000.00
	A	\$52,380.00	\$192,000.00	\$214,615.00			\$458,995.00
3.2 National Youth Policy updated	P						
	P(a)			\$70,000.00	\$200,000.00	\$260,000.00	\$494,000.00
	A			\$33,935.00			\$33,935.00
3.3 Electronic inventory of youth service providers available to improve articulation	P						
	P(a)	\$30,000.00	\$20,000.00	\$53,118.00			\$142,000.00
	A		\$24,336.00	\$117,174.00			\$141,510.00
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)	P						
	P(a)		\$52,000.00	\$50,000.00	\$0.00	\$0.00	\$64,000.00
	A		\$63,781.00	\$0.00			\$63,781.00
							Component Revised Cost
4 Administration, audit and evaluation							
							Component Revised Cost
5 Contingencies							

Other Cost		2009	2010	2011	2012	2013	Cost
Consultants for technical Support NYS in place	P						
	P(a)	\$40,000.00	\$100,000.00	\$150,000.00	\$150,000.00	\$104,000.00	\$423,460.00
	A	\$30,490.00	\$76,000.00	\$61,488.00			\$167,978.00
Consultants for technical Support NCYD in place	P						
	P(a)	\$75,000.00	\$110,000.00	\$130,000.00	\$130,000.00	\$49,000.00	\$439,900.00
	A	\$73,070.00	\$87,901.00	\$100,265.00			\$261,236.00
Consultants for technical Support MOE in place	P						
	P(a)	\$100,000.00	\$250,000.00	\$260,000.00	\$300,000.00	\$114,000.00	\$892,340.00
	A	\$107,100.00	\$153,316.00	\$218,327.00			\$478,743.00
Contingencies	P						
	P(a)					\$145,000.00	\$141,000.00
	A						

Total Cost		2009	2010	2011	2012	2013	Total Cost
	P						
	P(a)	\$425,000.00	\$2,964,000.00	\$2,750,118.00	\$4,208,000.00	\$3,815,447.00	\$11,000,000.00
	A	\$302,130.00	\$1,057,391.00	\$1,617,721.00			\$2,977,242.00

Monitoring Indicators

Stage 1: From Approval to Eligibility stage

Indicator (I)	Project Indicator Value	Benchmark Indicator Value			
		Satisfactory	Alert	Problem	Traffic light
Days elapsed from approval to Legal Effectiveness		0≤ I ≤ days	< I ≤ days	> days	SATISFACTORY
Days elapsed Legal Effectiveness to Eligibility		0≤ I ≤ days	< I ≤ days	> days	SATISFACTORY
% of General conditions prior achieved	#Error	N/A	N/A	N/A	For tracking purpose only
% of Special conditions prior achieved	0	N/A	N/A	N/A	For tracking purpose only

Days elapsed from Approval to Legal Effectiveness

No information related to this operation.

Days from board approval

Days

% of General Conditions Achieved Prior

There are no general clauses for this operation

Days elapsed from Legal Effectiveness to Eligibility

No information related to this operation.

Days from board approval

Days

% of Special Conditions Achieved Prior

There are no special clauses for this operation

Stage 2: After Eligibility

Indicator (I)	Project Indicator Value	Benchmark Indicator Value				Traffic light
		Satisfactory	Alert	Problem	Outlier	
Accumulated disbursements to country's historic disbursements		$1 \geq I > 0$	$0 \geq I \geq 0$	$0 > I \geq 0$	N/A	
Cost Performance Index-CPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Cost Performance Index (annual)-CPI(a)		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	PROBLEM
Schedule Performance Index-SPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Schedule Performance Index (annual) - SPI(a)		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	PROBLEM
Expected additional execution duration (months)		N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the plan at operation start up		N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the re-planned end of project (EOP)		N/A	N/A	N/A	N/A	For tracking purpose only
Environmental and social safeguard performance rating	0	N/A	N/A	N/A	N/A	For tracking purpose only

Validation Process Status

No information related to this operation.

2017	P	\$0.00												\$0.00
	D	\$0.00												\$0.00

Risks								
Identifier	Operation Number	Description	Type	Status	Probability	Impact	Risk Level	Description Mitigation Measure
1	JA-L1005	Fiscal constrains at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	Medium	Medium	Medio	
2	JA-L1005	Delays in gathering and reporting information persist.	Monitoring and Accountability	Activo	Medium	Medium	Medio	
3	JA-L1005	Changes in the institutional arrangments for the management of the Youth portafolio in the country.	Gestión Pública y Gobernanza	Activo	High	High	Alto	
4	JA-L1005	Complex and slow procurement delay execution.	Desarrollo	Activo	Medium	Medium	Medio	
5	JA-L1005	Natural disasters and other contingencies may affect construction of YICs	Sustentabilidad Ambiental y Social	Activo	Low	Low	Bajo	



Operation Number: **JA-L1005**
Year- PMR Cycle: **Primer período enero-junio 2012**
Last Update: **9/28/2012**
PMR Validation Stage: **Validada por el Representante de País**

Chief of Operations validation date:
Division Chief validation date:
Country Representative validation date:

1/13/2017 3:35:26 PM - 30
Inter-American Development Bank - IDB
Office of Strategic Planning and Development Effectiveness
Current Validated Classification

Operation Profile

Basic Data

Operation name:	Programa de Desarrollo Juvenil - Fase I	Loan Number:	2039/OC-JA
Executing Agency (EA):	MINISTRY OF EDUCATION AND CULTURE		
Team Leader:	Hobbs,Cynthia Marie	Sector/Subsector:	VOCATIONAL & TECHNICAL EDUCATION
Operation Type:	Loan Operation	Overall Stage:	Cerrado (todas las operaciones están cerradas)
Lending Instrument:	Investment Loan	Country:	JAMAICA
Borrower:	JAMAICA	Convergence related Operation(s):	
		PMR not required	YES

Operation Objective:

To facilitate the transition of unattached youth to adulthood and the world of work through training, on-the-job experience, information dissemination and labor intermediation services. Activities will be financed in three mutually supporting strategic areas: (i) enhancement of youth training and life skills offered by the National Youth Service (NYS); (ii) promotion of youth information centers building upon ongoing efforts in this area; and (iii) institutional strengthening to NYS and the National Center for Youth Development (NCYD), including technical assistance, to support governance and articulation between various sectors.

Events Data

Supervision	
Signature	05-Dec-08
Ratification	
Legal effectiveness	05-Dec-08
Total Eligibility	15-Sep-09
Partial Eligibility	15-Sep-09
First Disbursement	21-Sep-09
Original Disbursement Expiration	05-Jun-13
Current Disbursement Expiration	30-Dec-15
Preparation	
On pipeline	
Start date	
ERM	
PP Approved	
POD Approved	
DLP Approved by OPC	
Negotiation	
Operation Approved	

Development Effectiveness Matrix

	Main Operation JA-L1005
Economic Analysis	
Undefined	Yes
Cost benefit analysis	
Cost effectiveness analysis	
General economic analysis (Economic rate of return)	
Evaluation	
Undefined	Yes
Random assignment	
Non-experimental method	
Ex-post cost benefit analysis	
Ex-post cost effectiveness analysis	
Before/after or With/without comparison	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Total Cost and Source

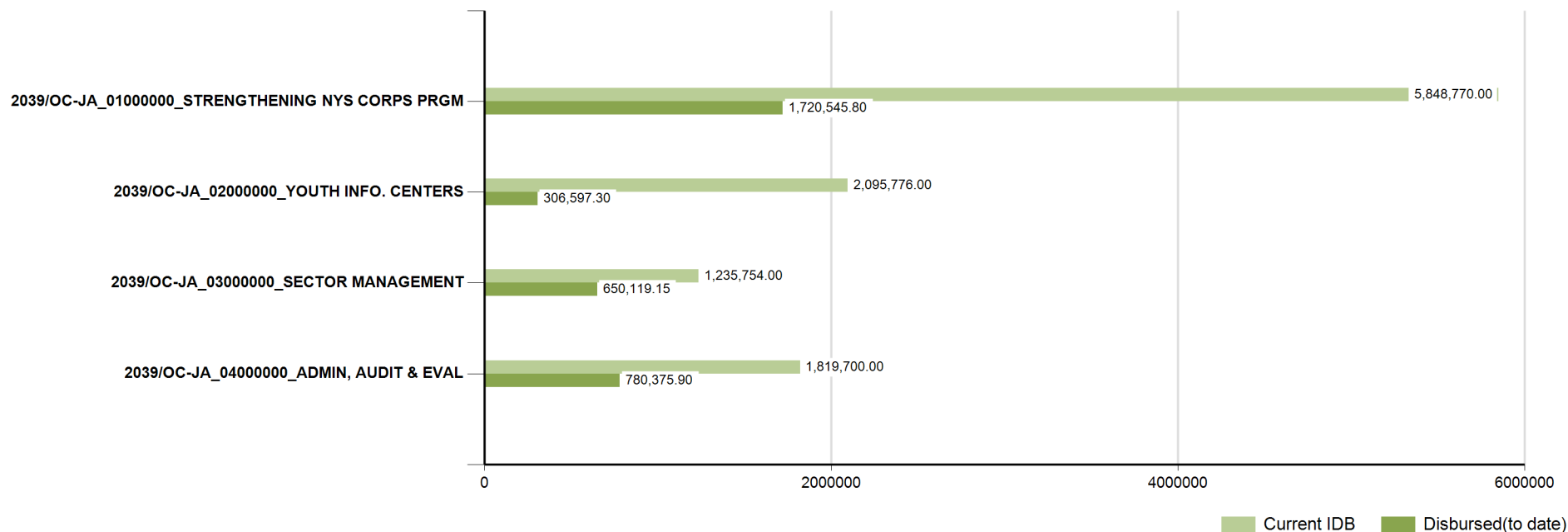
	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
JA-L1005	\$11,000,000.00	\$11,000,000.00	\$0.00	\$0.00	\$11,000,000.00

Available Funds (US\$)





	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
JA-L1005	\$11,000,000.00	\$5,107,638.15	46.43%	\$5,892,361.85





Environmental and Social Safeguards

Operación Principal	
Impacts Category:	C
Risk:	
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Expense Categories by Loan Contract (cumulative values)**Result Matrix****Impacts**

Impact:	1 Unattached youths (not studying or working between 17-24) who successfully complete the MOE/NYS programs.								
Observation:									
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2012	EOP

 RF - Contribution
  RF - Alignment
  RF - Strategic Alignment
  RF - Strategic Alignment during Execution

 SI - Sector Indicator
  CI - Country Indicator
  PG - Pro-Gender
  PE - Pro-Ethnicity

Outcome:	1 Articulation among Youth programs improved											
Observation:												
Outcome:	2 National Youth Service and Career Advancement Program offerings are aligned with employer demands.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
2.1 benefited youth placed in internships in the private sector		%	10.00	2008	NYS data base		P					
							P(a)				20.00	20.00
							A					
Outcome:	3 delete											
Observation:												
Outcome:	5 Youths are participating in supervision and mentoring programs during on the job training.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
5.1 placement firms that have mentoring programs in place		%	0.00	2008			P					
							P(a)			10.00	20.00	20.00
							A					
Outcome:	6 Youth with access to information provided by Youth Information Centers (YICs) increased.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
6.1 Youth with access to Youth Information Centers		youth	6,000.00	2008		The target is to provide access to 1,500 youth per year in each new center. Increased access for 7,500 youth. The results matrix indicates 15000 youth per year by mistake.	P					
							P(a)			3,000.00	3,500.00	13,500.00
							A		0.00			
Outcome:	7 Unattached youth that are channelled via the Youth Information Centers into training or job opportunities increased.											
Observation:												

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP
7.1 Youth referred to other services		%	40.00	2008	National Center for Youth Development (NCYD) information system.	Expected percentage increase was modified in accordance with new timelines.	P				
							P(a)		40.00	45.00	60.00
							A		66.00		

 RF - Contribution

 RF - Alignment

 RF - Strategic Alignment

 RF - Strategic Alignment during Execution

 SI - Sector Indicator

 CI - Country Indicator

 PG - Pro-Gender

 PE - Pro-Ethnicity

Outputs Physical Progress

1 Quality improvement and strengthening of Youth Development Programs

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	EOP		Means of verification
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).		strategies	P								
			P(a)	0.00	0.00	2.00	1.00	3.00			
			A			1.00		1.00			
Milestone											
Firm to conduct consultancy selected.		#	P								
			P(a)		1.00			1.00			
			A		1.00	3.00		4.00			
1.2 Upgrading of National Youth Service offices completed		offices upgraded	P								
			P(a)			0.00	0.00	13.00	13.00		
			A			0.00			0.00		
Milestone											
Advance in office upgrading		%	P								
			P(a)			60.00	80.00	100.00	100.00		
			A		33.00				33.00		
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.		Students	P								
			P(a)		1,500.00	1,500.00	1,500.00	1,500.00	1,500.00		
			A		1,500.00	1,748.00	1,442.00		4,690.00		
Dissaggregation Categories											
(a) girls			P								
			P(a)								
			A								
(b) boys			P								
			P(a)								
			A								
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)		Systems	P								
			P(a)		1.00	1.00	1.00	1.00	1.00		
			A		1.00	0.00			1.00		
Milestone											
1.5 field officers appointed to National Youth Service.		field officers	P								
			P(a)		7.00	7.00	7.00	7.00	7.00		
			A		7.00	7.00	7.00		21.00		

2 Youth Information Centers (YIC)

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	EOP	Means of verification
2.1 YICs equipped and operational (construction and equipment)		YICS	P							
			P(a)			2.00	2.00	1.00	5.00	
			A		0.00	0.00			0.00	
2.2 Web site to link YICs with labour market information systems developed.		web site	P							
			P(a)			1.00			1.00	
			A		0.00	1.00	1.00		2.00	

3 Sector Management

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	EOP	Means of verification
3.1 Results for the National Youth Survey available.		Report	P							
			P(a)			1.00			1.00	
			A		0.00	1.00	1.00		2.00	
3.2 National Youth Policy updated		Policy	P							
			P(a)				1.00		1.00	
			A		0.00	0.00			0.00	
3.3 Electronic inventory of youth service providers available to improve articulation		Inventory	P							
			P(a)			1.00			1.00	
			A		0.00	0.00			0.00	
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)		training sessions	P							
			P(a)		3.00	3.00	2.00	2.00	10.00	
			A		3.00	3.00	2.00		8.00	

4 Administration, audit and evaluation

5 Contingencies

 RF - Contribution	 RF - Alignment	 RF - Strategic Alignment	 RF - Strategic Alignment during Execution
 SI - Sector Indicator	 CI - Country Indicator	 PG - Pro-Gender	 PE - Pro-Ethnicity

Outputs Financial Progress

							Component Revised Cost
1 Quality improvement and strengthening of Youth Development Programs							\$5,848,770.00
Outputs		2009	2010	2011	2012	2013	Cost
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).	P						
	P(a)	\$20,000.00	\$330,000.00	\$200,000.00	\$450,000.00	\$360,000.00	\$900,000.00
	A	\$2,340.00	\$4,852.00	\$82,558.00	\$13,920.00		\$103,670.00
1.2 Upgrading of National Youth Service offices completed	P						
	P(a)	\$30,000.00	\$300,000.00	\$300,000.00	\$1,108,000.00	\$781,000.00	\$2,008,000.00
	A	\$11,840.00	\$68,551.00	\$37,544.00	\$394,917.00		\$512,852.00
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.	P						
	P(a)		\$400,000.00	\$420,000.00	\$550,000.00	\$263,000.00	\$1,507,470.00
	A		\$230,000.00	\$463,560.00	\$668,543.00		\$1,362,103.00
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)	P						
	P(a)	\$30,000.00	\$370,000.00	\$20,000.00	\$20,000.00	\$277,000.00	\$433,300.00
	A		\$51,756.00	\$84,259.00	\$54,053.00		\$190,068.00

1.5 field officers appointed to National Youth Service.	P						
	P(a)		\$250,000.00	\$250,000.00	\$350,000.00	\$453,000.00	\$1,000,000.00
	A		\$51,756.00	\$144,668.00	\$140,990.00		\$337,414.00
							Component Revised Cost
2 Youth Information Centers (YIC)							\$2,095,530.00

Outputs		2009	2010	2011	2012	2013	Cost
2.1 YICs equipped and operational (construction and equipment)	P						
	P(a)	\$20,000.00	\$300,000.00	\$550,000.00	\$850,000.00	\$911,447.00	\$1,832,317.00
	A		\$33,142.00	\$39,276.00	\$291,194.00		\$363,612.00
2.2 Web site to link YICs with labour market information systems developed.	P						
	P(a)	\$25,000.00	\$52,000.00	\$52,000.00	\$100,000.00	\$98,000.00	\$263,213.00
	A	\$24,910.00	\$20,000.00	\$20,052.00	\$27,847.00		\$92,809.00
							Component Revised Cost
3 Sector Management							\$1,159,000.00

Outputs		2009	2010	2011	2012	2013	Cost
3.1 Results for the National Youth Survey available.	P						
	P(a)	\$55,000.00	\$430,000.00	\$245,000.00			\$459,000.00
	A	\$52,380.00	\$192,000.00	\$214,615.00			\$458,995.00
3.2 National Youth Policy updated	P						
	P(a)			\$70,000.00	\$200,000.00	\$260,000.00	\$494,000.00
	A			\$33,935.00	\$70,109.00		\$104,044.00
3.3 Electronic inventory of youth service providers available to improve articulation	P						
	P(a)	\$30,000.00	\$20,000.00	\$53,118.00			\$142,000.00
	A		\$24,336.00	\$117,174.00	\$38,573.00		\$180,083.00
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)	P						
	P(a)		\$52,000.00	\$50,000.00	\$0.00	\$0.00	\$64,000.00
	A		\$63,781.00	\$0.00			\$63,781.00
							Component Revised Cost
4 Administration, audit and evaluation							
							Component Revised Cost
5 Contingencies							

Other Cost		2009	2010	2011	2012	2013	Cost
Consultants for technical Support NYS in place	P						
	P(a)	\$40,000.00	\$100,000.00	\$150,000.00	\$150,000.00	\$104,000.00	\$423,460.00
	A	\$30,490.00	\$76,000.00	\$61,488.00	\$58,846.00		\$226,824.00
Consultants for technical Support NCYD in place	P						
	P(a)	\$75,000.00	\$110,000.00	\$130,000.00	\$130,000.00	\$49,000.00	\$439,900.00
	A	\$73,070.00	\$87,901.00	\$100,265.00	\$95,066.00		\$356,302.00
Consultants for technical Support MOE in place	P						
	P(a)	\$100,000.00	\$250,000.00	\$260,000.00	\$300,000.00	\$114,000.00	\$892,340.00
	A	\$107,100.00	\$153,316.00	\$218,327.00	\$201,964.00		\$680,707.00
Contingencies	P						
	P(a)					\$145,000.00	\$141,000.00
	A						

Total Cost		2009	2010	2011	2012	2013	Total Cost
	P						
	P(a)	\$425,000.00	\$2,964,000.00	\$2,750,118.00	\$4,208,000.00	\$3,815,447.00	\$11,000,000.00
	A	\$302,130.00	\$1,057,391.00	\$1,617,721.00	\$2,056,022.00		\$5,033,264.00

Monitoring Indicators

Stage 1: From Approval to Eligibility stage

Indicator (I)	Project Indicator Value	Benchmark Indicator Value			
		Satisfactory	Alert	Problem	Traffic light
Days elapsed from approval to Legal Effectiveness		0≤ I ≤ days	< I ≤ days	> days	SATISFACTORY
Days elapsed Legal Effectiveness to Eligibility		0≤ I ≤ days	< I ≤ days	> days	SATISFACTORY
% of General conditions prior achieved	#Error	N/A	N/A	N/A	For tracking purpose only
% of Special conditions prior achieved	0	N/A	N/A	N/A	For tracking purpose only

Days elapsed from Approval to Legal Effectiveness

No information related to this operation.

Days from board approval

Days

% of General Conditions Achieved Prior

There are no general clauses for this operation

Days elapsed from Legal Effectiveness to Eligibility

No information related to this operation.

Days from board approval

Days

% of Special Conditions Achieved Prior

There are no special clauses for this operation

Stage 2: After Eligibility

Indicator (I)	Project Indicator Value	Benchmark Indicator Value				Traffic light
		Satisfactory	Alert	Problem	Outlier	
Accumulated disbursements to country's historic disbursements		$1 \geq I > 0$	$0 \geq I \geq 0$	$0 > I \geq 0$	N/A	
Cost Performance Index-CPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Cost Performance Index (annual)-CPI(a)		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	PROBLEM
Schedule Performance Index-SPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Schedule Performance Index (annual) - SPI(a)		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	PROBLEM
Expected additional execution duration (months)		N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the plan at operation start up		N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the re-planned end of project (EOP)		N/A	N/A	N/A	N/A	For tracking purpose only
Environmental and social safeguard performance rating	0	N/A	N/A	N/A	N/A	For tracking purpose only

Validation Process Status

No information related to this operation.

2017	P	\$0.00												\$0.00
	D	\$0.00												\$0.00

Risks								
Identifier	Operation Number	Description	Type	Status	Probability	Impact	Risk Level	Description Mitigation Measure
1	JA-L1005	Fiscal constrains at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	Medium	Medium	Medio	
2	JA-L1005	Delays in gathering and reporting information persist.	Monitoring and Accountability	Activo	Medium	Medium	Medio	
3	JA-L1005	Changes in the institutional arrangments for the management of the Youth portafolio in the country.	Gestión Pública y Gobernanza	Activo	Medium	Medium	Medio	
4	JA-L1005	Complex and slow procurement delay execution.	Desarrollo	Activo	Medium	Medium	Medio	
5	JA-L1005	Natural disasters and other contingencies may affect construction of YICs	Sustentabilidad Ambiental y Social	Activo	Low	Low	Bajo	



Operation Number: **JA-L1005**
 Year- PMR Cycle: **Segundo período enero-diciembre 2012**
 Last Update: **4/5/2013**
 PMR Validation Stage: **Validada por el Representante de País**

Chief of Operations validation date:
 Division Chief validation date:
 Country Representative validation date:

1/13/2017 3:35:26 PM - 41
 Inter-American Development Bank - IDB
 Office of Strategic Planning and Development Effectiveness
 Current Validated Classification

Operation Profile

Basic Data

Operation name:	Programa de Desarrollo Juvenil - Fase I	Loan Number:	2039/OC-JA
Executing Agency (EA):	MINISTRY OF EDUCATION AND CULTURE		
Team Leader:	Hobbs,Cynthia Marie	Sector/Subsector:	VOCATIONAL & TECHNICAL EDUCATION
Operation Type:	Loan Operation	Overall Stage:	Cerrado (todas las operaciones están cerradas)
Lending Instrument:	Investment Loan	Country:	JAMAICA
Borrower:	JAMAICA	Convergence related Operation(s):	
		PMR not required	YES

Operation Objective:

To facilitate the transition of unattached youth to adulthood and the world of work through training, on-the-job experience, information dissemination and labor intermediation services. Activities will be financed in three mutually supporting strategic areas: (i) enhancement of youth training and life skills offered by the National Youth Service (NYS); (ii) promotion of youth information centers building upon ongoing efforts in this area; and (iii) institutional strengthening to NYS and the National Center for Youth Development (NCYD), including technical assistance, to support governance and articulation between various sectors.

Events Data

Supervision	
Signature	05-Dec-08
Ratification	
Legal effectiveness	05-Dec-08
Total Eligibility	15-Sep-09
Partial Eligibility	15-Sep-09
First Disbursement	21-Sep-09
Original Disbursement Expiration	05-Jun-13
Current Disbursement Expiration	30-Dec-15
Preparation	
On pipeline	
Start date	
ERM	
PP Approved	
POD Approved	
DLP Approved by OPC	
Negotiation	
Operation Approved	

Development Effectiveness Matrix

	Main Operation JA-L1005
Economic Analysis	
Undefined	Yes
Cost benefit analysis	
Cost effectiveness analysis	
General economic analysis (Economic rate of return)	
Evaluation	
Undefined	Yes
Random assignment	
Non-experimental method	
Ex-post cost benefit analysis	
Ex-post cost effectiveness analysis	
Before/after or With/without comparison	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Total Cost and Source

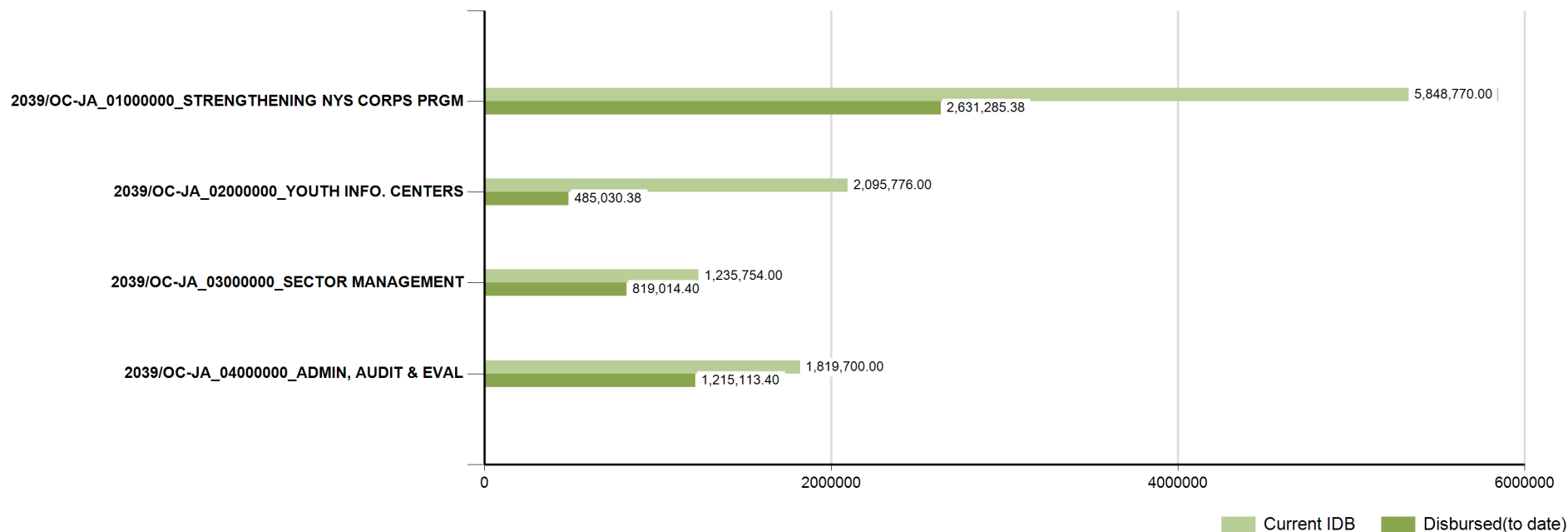
	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
JA-L1005	\$11,000,000.00	\$11,000,000.00	\$0.00	\$0.00	\$11,000,000.00

Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
JA-L1005	\$11,000,000.00	\$6,355,493.08	57.78%	\$4,644,506.92

Environmental and Social Safeguards

Operación Principal	
Impacts Category:	C
Risk:	
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Expense Categories by Loan Contract (cumulative values)**Result Matrix****Impacts**

Impact:	1 Unattached youths (not studying or working between 17-24) who successfully complete the MOE/NYS programs.								
Observation:									
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2012	EOP

 PE - Pro-Ethnicity

Outcome:	1 Articulation among Youth programs improved											
Observation:												
Outcome:	2 National Youth Service and Career Advancement Program offerings are aligned with employer demands.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
2.1 benefited youth placed in internships in the private sector		%	10.00	2008	NYS data base		P					
							P(a)				20.00	20.00
							A					
Outcome:	3 delete											
Observation:												
Outcome:	5 Youths are participating in supervision and mentoring programs during on the job training.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
5.1 placement firms that have mentoring programs in place		%	0.00	2008			P					
							P(a)			10.00	20.00	20.00
							A					
Outcome:	6 Youth with access to information provided by Youth Information Centers (YICs) increased.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
6.1 Youth with access to Youth Information Centers		youth	6,000.00	2008		The target is to provide access to 1,500 youth per year in each new center. Increased access for 7,500 youth. The results matrix indicates 15,000 youth per year by mistake.	P					
							P(a)			3,000.00	3,500.00	13,500.00
							A		0.00			
Outcome:	7 Unattached youth that are channelled via the Youth Information Centers into training or job opportunities increased.											
Observation:												

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP
7.1 Youth referred to other services		%	40.00	2008	National Center for Youth Development (NCYD) information system.	Expected percentage increase was modified in accordance with new timelines.	P				
							P(a)		40.00	45.00	60.00
							A		66.00	42.00	

 RF - Contribution

 RF - Alignment

 RF - Strategic Alignment

 RF - Strategic Alignment during Execution

 SI - Sector Indicator

 CI - Country Indicator

 PG - Pro-Gender

 PE - Pro-Ethnicity

Outputs Physical Progress

1 Quality improvement and strengthening of Youth Development Programs

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	EOP	Means of verification
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).		strategies	P								
			P(a)	0.00	0.00	2.00	1.00	1.00	3.00		
			A			1.00	0.00		1.00		
Milestone											
Firm to conduct consultancy selected.		#	P								
			P(a)		1.00				1.00		
			A		1.00	3.00			4.00		
1.2 Upgrading of National Youth Service offices completed		offices upgraded	P								
			P(a)			0.00	0.00	6.00	2.00	13.00	
			A			0.00	5.00			5.00	
Milestone											
Advance in office upgrading		%	P								
			P(a)			60.00	80.00	100.00		100.00	
			A		33.00					33.00	
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.		Students	P								
			P(a)		1,500.00	1,500.00	1,500.00	1,500.00		1,500.00	
			A		1,500.00	1,748.00	1,442.00			4,690.00	
Dissaggregation Categories											
(a) girls			P								
			P(a)								
			A								
(b) boys			P								
			P(a)								
			A								
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)		Systems	P								
			P(a)		1.00	1.00	1.00	1.00	0.00	2.00	
			A		1.00	0.00	0.00			1.00	
Milestone											
1.5 field officers appointed to National Youth Service.		field officers	P								
			P(a)		7.00	7.00	7.00	7.00	7.00	7.00	
			A		7.00	7.00	7.00			21.00	

2 Youth Information Centers (YIC)

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	EOP	Means of verification
2.1 YICs equipped and operational (construction and equipment)		YICS	P								
			P(a)			2.00	2.00	2.00	2.00	4.00	
			A		0.00	0.00	0.00			0.00	
2.2 Web site to link YICs with labour market information systems developed.		web site	P								
			P(a)			1.00				1.00	
			A		0.00	1.00	0.00			1.00	

3 Sector Management

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	EOP	Means of verification
3.1 Results for the National Youth Survey available.		Report	P								
			P(a)			1.00				1.00	
			A		0.00	1.00	0.00			1.00	
3.2 National Youth Policy updated		Policy	P								
			P(a)				1.00	1.00		3.00	
			A		0.00	0.00	2.00			2.00	
3.3 Electronic inventory of youth service providers available to improve articulation		Inventory	P								
			P(a)			1.00				2.00	
			A		0.00	0.00	2.00			2.00	
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)		training sessions	P								
			P(a)		3.00	3.00	2.00	2.00		10.00	
			A		3.00	3.00	32.00			38.00	

4 Administration, audit and evaluation

5 Contingencies

 RF - Contribution	 RF - Alignment	 RF - Strategic Alignment	 RF - Strategic Alignment during Execution
 SI - Sector Indicator	 CI - Country Indicator	 PG - Pro-Gender	 PE - Pro-Ethnicity

Outputs Financial Progress

								Component Revised Cost
1 Quality improvement and strengthening of Youth Development Programs								\$5,711,300.00
Outputs		2009	2010	2011	2012	2013	2014	Cost
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).	P							
	P(a)	\$20,000.00	\$330,000.00	\$200,000.00	\$450,000.00	\$450,000.00	\$346,000.00	\$900,000.00
	A	\$2,340.00	\$4,852.00	\$82,558.00	\$13,920.00			\$103,670.00
1.2 Upgrading of National Youth Service offices completed	P							
	P(a)	\$30,000.00	\$300,000.00	\$300,000.00	\$1,108,000.00	\$1,000,450.00	\$475,466.00	\$2,008,000.00
	A	\$11,840.00	\$68,551.00	\$37,544.00	\$415,018.00			\$532,953.00
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.	P							
	P(a)		\$400,000.00	\$420,000.00	\$550,000.00	\$263,000.00		\$1,625,000.00
	A		\$230,000.00	\$463,560.00	\$668,543.00			\$1,362,103.00
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)	P							
	P(a)	\$30,000.00	\$370,000.00	\$20,000.00	\$20,000.00	\$234,450.00	\$0.00	\$433,300.00
	A		\$51,756.00	\$84,259.00	\$63,080.00			\$199,095.00

1.5 field officers appointed to National Youth Service.	P							
	P(a)		\$250,000.00	\$250,000.00	\$350,000.00	\$188,450.00	\$180,000.00	\$745,000.00
	A		\$51,756.00	\$144,668.00	\$180,346.00			\$376,770.00
								Component Revised Cost
2 Youth Information Centers (YIC)								\$2,022,317.00

Outputs		2009	2010	2011	2012	2013	2014	Cost
2.1 YICs equipped and operational (construction and equipment)	P							
	P(a)	\$20,000.00	\$300,000.00	\$550,000.00	\$850,000.00	\$814,455.00	\$514,455.00	\$1,832,317.00
	A		\$33,142.00	\$39,276.00	\$431,632.00			\$504,050.00
2.2 Web site to link YICs with labour market information systems developed.	P							
	P(a)	\$25,000.00	\$52,000.00	\$52,000.00	\$100,000.00	\$49,000.00	\$50,000.00	\$190,000.00
	A	\$24,910.00	\$20,000.00	\$20,052.00	\$26,018.00			\$90,980.00
								Component Revised Cost
3 Sector Management								\$1,271,000.00

Outputs		2009	2010	2011	2012	2013	2014	Cost
3.1 Results for the National Youth Survey available.	P							
	P(a)	\$55,000.00	\$430,000.00	\$245,000.00				\$477,000.00
	A	\$52,380.00	\$192,000.00	\$214,615.00	\$17,704.00			\$476,699.00
3.2 National Youth Policy updated	P							
	P(a)			\$70,000.00	\$200,000.00	\$300,450.00	\$89,450.00	\$494,000.00
	A			\$33,935.00	\$70,845.00			\$104,780.00
3.3 Electronic inventory of youth service providers available to improve articulation	P							
	P(a)	\$30,000.00	\$20,000.00	\$53,118.00				\$236,000.00
	A		\$24,336.00	\$117,174.00	\$94,121.00			\$235,631.00
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)	P							
	P(a)		\$52,000.00	\$50,000.00	\$0.00	\$0.00		\$64,000.00
	A		\$63,781.00	\$0.00				\$63,781.00
								Component Revised Cost
4 Administration, audit and evaluation								
								Component Revised Cost
5 Contingencies								

Other Cost		2009	2010	2011	2012	2013	2014	Cost
Consultants for technical Support NYS in place	P							
	P(a)	\$40,000.00	\$100,000.00	\$150,000.00	\$150,000.00	\$81,690.00	\$50,000.00	\$360,000.00
	A	\$30,490.00	\$76,000.00	\$61,488.00	\$59,699.00			\$227,677.00
Consultants for technical Support NCYD in place	P							
	P(a)	\$75,000.00	\$110,000.00	\$130,000.00	\$130,000.00	\$89,150.00	\$40,000.00	\$488,000.00
	A	\$73,070.00	\$87,901.00	\$100,265.00	\$97,325.00			\$358,561.00
Consultants for technical Support MOE in place	P							
	P(a)	\$100,000.00	\$250,000.00	\$260,000.00	\$300,000.00	\$233,576.00	\$45,000.00	\$996,000.00
	A	\$107,100.00	\$153,316.00	\$218,327.00	\$238,516.00			\$717,259.00
Contingencies	P							
	P(a)					\$151,000.00		\$151,000.00
	A				\$0.00			\$0.00

Total Cost		2009	2010	2011	2012	2013	2014	Total Cost
	P							
	P(a)	\$425,000.00	\$2,964,000.00	\$2,750,118.00	\$4,208,000.00	\$3,855,671.00	\$1,790,371.00	\$10,999,617.00
	A	\$302,130.00	\$1,057,391.00	\$1,617,721.00	\$2,376,767.00			\$5,354,009.00

Monitoring Indicators

Stage 1: From Approval to Eligibility stage

Indicator (I)	Project Indicator Value	Benchmark Indicator Value			
		Satisfactory	Alert	Problem	Traffic light
Days elapsed from approval to Legal Effectiveness		0≤ I ≤ days	< I ≤ days	> days	SATISFACTORY
Days elapsed Legal Effectiveness to Eligibility		0≤ I ≤ days	< I ≤ days	> days	SATISFACTORY
% of General conditions prior achieved	#Error	N/A	N/A	N/A	For tracking purpose only
% of Special conditions prior achieved	0	N/A	N/A	N/A	For tracking purpose only

Days elapsed from Approval to Legal Effectiveness

No information related to this operation.

Days from board approval

Days

% of General Conditions Achieved Prior

There are no general clauses for this operation

Days elapsed from Legal Effectiveness to Eligibility

No information related to this operation.

Days from board approval

Days

% of Special Conditions Achieved Prior

There are no special clauses for this operation

Stage 2: After Eligibility

Indicator (I)	Project Indicator Value	Benchmark Indicator Value				Traffic light
		Satisfactory	Alert	Problem	Outlier	
Accumulated disbursements to country's historic disbursements		$1 \geq I > 0$	$0 \geq I \geq 0$	$0 > I \geq 0$	N/A	
Cost Performance Index-CPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Cost Performance Index (annual)-CPI(a)		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	PROBLEM
Schedule Performance Index-SPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Schedule Performance Index (annual) - SPI(a)		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	PROBLEM
Expected additional execution duration (months)		N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the plan at operation start up		N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the re-planned end of project (EOP)		N/A	N/A	N/A	N/A	For tracking purpose only
Environmental and social safeguard performance rating	0	N/A	N/A	N/A	N/A	For tracking purpose only

Validation Process Status

No information related to this operation.

2017	P	\$0.00												\$0.00
	D	\$0.00												\$0.00

Risks								
Identifier	Operation Number	Description	Type	Status	Probability	Impact	Risk Level	Description Mitigation Measure
1	JA-L1005	Fiscal constrains at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	High	Medium	Alto	
2	JA-L1005	Delays in gathering and reporting information persist.	Monitoring and Accountability	Activo	Medium	Medium	Medio	
3	JA-L1005	Changes in the institutional arrangments for the management of the Youth portafolio in the country.	Gestión Pública y Gobernanza	Activo	Medium	Medium	Medio	
4	JA-L1005	Complex and slow procurement delay execution.	Desarrollo	Activo	Medium	Medium	Medio	
5	JA-L1005	Natural disasters and other contingencies may affect construction of YICs	Sustentabilidad Ambiental y Social	Activo	Low	Low	Bajo	



Operation Number: **JA-L1005**
 Year- PMR Cycle: **Primer período enero-junio 2013**
 Last Update: **10/7/2013**
 PMR Validation Stage: **Validada por el Representante de País**

Chief of Operations validation date:
 Division Chief validation date:
 Country Representative validation date:

1/13/2017 3:35:26 PM - 52
 Inter-American Development Bank - IDB
 Office of Strategic Planning and Development Effectiveness
 Current Validated Classification

Operation Profile

Basic Data

Operation name:	Programa de Desarrollo Juvenil - Fase I	Loan Number:	2039/OC-JA
Executing Agency (EA):	MINISTRY OF EDUCATION AND CULTURE		
Team Leader:	Hobbs,Cynthia Marie	Sector/Subsector:	VOCATIONAL & TECHNICAL EDUCATION
Operation Type:	Loan Operation	Overall Stage:	Cerrado (todas las operaciones están cerradas)
Lending Instrument:	Investment Loan	Country:	JAMAICA
Borrower:	JAMAICA	Convergence related Operation(s):	
		PMR not required	YES

Operation Objective:

To facilitate the transition of unattached youth to adulthood and the world of work through training, on-the-job experience, information dissemination and labor intermediation services. Activities will be financed in three mutually supporting strategic areas: (i) enhancement of youth training and life skills offered by the National Youth Service (NYS); (ii) promotion of youth information centers building upon ongoing efforts in this area; and (iii) institutional strengthening to NYS and the National Center for Youth Development (NCYD), including technical assistance, to support governance and articulation between various sectors.

Events Data

Supervision	
Signature	05-Dec-08
Ratification	
Legal effectiveness	05-Dec-08
Total Eligibility	15-Sep-09
Partial Eligibility	15-Sep-09
First Disbursement	21-Sep-09
Original Disbursement Expiration	05-Jun-13
Current Disbursement Expiration	30-Dec-15
Preparation	
On pipeline	
Start date	
ERM	
PP Approved	
POD Approved	
DLP Approved by OPC	
Negotiation	
Operation Approved	

Development Effectiveness Matrix

	Main Operation JA-L1005
Economic Analysis	
Undefined	Yes
Cost benefit analysis	
Cost effectiveness analysis	
General economic analysis (Economic rate of return)	
Evaluation	
Undefined	Yes
Random assignment	
Non-experimental method	
Ex-post cost benefit analysis	
Ex-post cost effectiveness analysis	
Before/after or With/without comparison	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Total Cost and Source

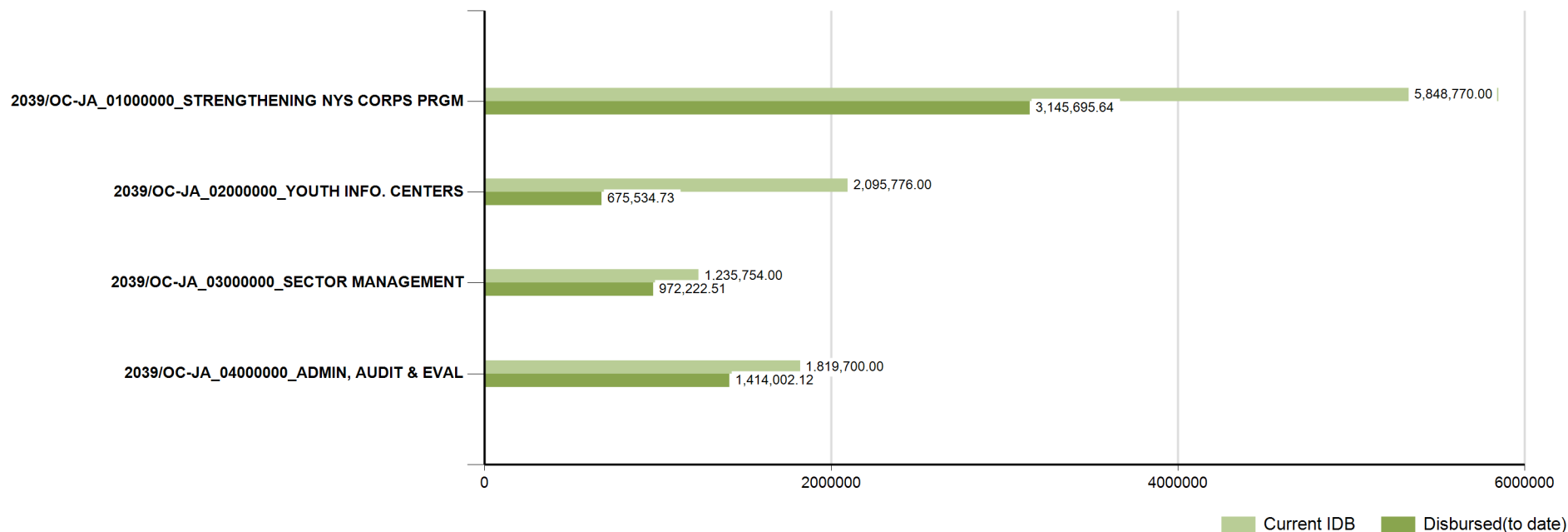
	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
JA-L1005	\$11,000,000.00	\$11,000,000.00	\$0.00	\$0.00	\$11,000,000.00

Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
JA-L1005	\$11,000,000.00	\$7,108,207.88	64.62%	\$3,891,792.12

Environmental and Social Safeguards

Operación Principal	
Impacts Category:	C
Risk:	
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Expense Categories by Loan Contract (cumulative values)**Result Matrix****Impacts**







Impact:	1 Unattached youths (not studying or working between 17-24) who successfully complete the MOE/NYS programs.								
Observation:									
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2012	EOP

 RF - Strategic Alignment during Execution

 PE - Pro-Ethnicity

Outcome:	1 Articulation among Youth programs improved											
Observation:												
Outcome:	2 National Youth Service and Career Advancement Program offerings are aligned with employer demands.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
2.1 benefited youth placed in internships in the private sector		%	10.00	2008	NYS data base		P					
							P(a)				20.00	20.00
							A					
Outcome:	3 delete											
Observation:												
Outcome:	5 Youths are participating in supervision and mentoring programs during on the job training.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
5.1 placement firms that have mentoring programs in place		%	0.00	2008			P					
							P(a)			10.00	20.00	20.00
							A					
Outcome:	6 Youth with access to information provided by Youth Information Centers (YICs) increased.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
6.1 Youth with access to Youth Information Centers		youth	6,000.00	2008		The target is to provide access to 1,500 youth per year in each new center. Increased access for 7,500 youth. The results matrix indicates 15,000 youth per year by mistake.	P					
							P(a)			3,000.00	3,500.00	13,500.00
							A		0.00			
Outcome:	7 Unattached youth that are channelled via the Youth Information Centers into training or job opportunities increased.											
Observation:												

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP
7.1 Youth referred to other services		%	40.00	2008	National Center for Youth Development (NCYD) information system.	Expected percentage increase was modified in accordance with new timelines.	P				
							P(a)		40.00	45.00	60.00
							A		66.00	42.00	

 RF - Contribution	 RF - Alignment	 RF - Strategic Alignment	 RF - Strategic Alignment during Execution
 SI - Sector Indicator	 CI - Country Indicator	 PG - Pro-Gender	 PE - Pro-Ethnicity

Outputs Physical Progress

1 Quality improvement and strengthening of Youth Development Programs

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	EOP	Means of verification
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).		strategies	P								
			P(a)	0.00	0.00	2.00	1.00	1.00	3.00		
			A			1.00	0.00	0.00	1.00		
Milestone											
Firm to conduct consultancy selected.		#	P								
			P(a)		1.00				1.00		
			A		1.00	3.00			4.00		
1.2 Upgrading of National Youth Service offices completed		offices upgraded	P								
			P(a)			0.00	0.00	6.00	2.00	13.00	
			A			0.00	5.00	6.00		11.00	
Milestone											
Advance in office upgrading		%	P								
			P(a)			60.00	80.00	100.00		100.00	
			A		33.00				33.00		
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.		Students	P								
			P(a)		1,500.00	1,500.00	1,500.00	1,500.00		1,500.00	
			A		1,500.00	1,748.00	1,442.00		4,690.00		
Dissaggregation Categories											
(a) girls			P								
			P(a)								
			A								
(b) boys			P								
			P(a)								
			A								
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)		Systems	P								
			P(a)		1.00	1.00	1.00	1.00	0.00	2.00	
			A		1.00	0.00	0.00	0.00		1.00	
Milestone											
1.5 field officers appointed to National Youth Service.		field officers	P								
			P(a)		7.00	7.00	7.00	7.00	7.00	7.00	
			A		7.00	7.00	7.00	7.00		28.00	

2 Youth Information Centers (YIC)

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	EOP	Means of verification
2.1 YICs equipped and operational (construction and equipment)		YICS	P								
			P(a)			2.00	2.00	2.00	2.00	4.00	
			A		0.00	0.00	0.00	0.00		0.00	
2.2 Web site to link YICs with labour market information systems developed.		web site	P								
			P(a)			1.00				1.00	
			A		0.00	1.00	0.00	1.00		2.00	

3 Sector Management

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	EOP	Means of verification
3.1 Results for the National Youth Survey available.		Report	P								
			P(a)			1.00				1.00	
			A		0.00	1.00	0.00			1.00	
3.2 National Youth Policy updated		Policy	P								
			P(a)				1.00	1.00		3.00	
			A		0.00	0.00	2.00	0.00		2.00	
3.3 Electronic inventory of youth service providers available to improve articulation		Inventory	P								
			P(a)			1.00				2.00	
			A		0.00	0.00	2.00			2.00	
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)		training sessions	P								
			P(a)		3.00	3.00	2.00	2.00		10.00	
			A		3.00	3.00	32.00	2.00		40.00	

4 Administration, audit and evaluation

5 Contingencies

 RF - Contribution	 RF - Alignment	 RF - Strategic Alignment	 RF - Strategic Alignment during Executio
 SI - Sector Indicator	 CI - Country Indicator	 PG - Pro-Gender	 PE - Pro-Ethnicity

Outputs Financial Progress

								Component Revised Cost
1 Quality improvement and strengthening of Youth Development Programs								\$5,711,300.00
Outputs		2009	2010	2011	2012	2013	2014	Cost
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).	P							
	P(a)	\$20,000.00	\$330,000.00	\$200,000.00	\$450,000.00	\$450,000.00	\$346,000.00	\$900,000.00
	A	\$2,340.00	\$4,852.00	\$82,558.00	\$13,920.00	\$90,000.00		\$193,670.00
1.2 Upgrading of National Youth Service offices completed	P							
	P(a)	\$30,000.00	\$300,000.00	\$300,000.00	\$1,108,000.00	\$1,000,450.00	\$475,466.00	\$2,008,000.00
	A	\$11,840.00	\$68,551.00	\$37,544.00	\$415,018.00	\$195,000.00		\$727,953.00
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.	P							
	P(a)		\$400,000.00	\$420,000.00	\$550,000.00	\$263,000.00		\$1,625,000.00
	A		\$230,000.00	\$463,560.00	\$668,543.00	\$30,000.00		\$1,392,103.00
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)	P							
	P(a)	\$30,000.00	\$370,000.00	\$20,000.00	\$20,000.00	\$234,450.00	\$0.00	\$433,300.00
	A		\$51,756.00	\$84,259.00	\$63,080.00	\$93,796.00		\$292,891.00

1.5 field officers appointed to National Youth Service.	P							
	P(a)		\$250,000.00	\$250,000.00	\$350,000.00	\$188,450.00	\$180,000.00	\$745,000.00
	A		\$51,756.00	\$144,668.00	\$180,346.00	\$108,209.00		\$484,979.00
								Component Revised Cost
								\$2,022,317.00

2 Youth Information Centers (YIC)

Outputs		2009	2010	2011	2012	2013	2014	Cost
2.1 YICs equipped and operational (construction and equipment)	P							
	P(a)	\$20,000.00	\$300,000.00	\$550,000.00	\$850,000.00	\$814,455.00	\$514,455.00	\$1,832,317.00
	A		\$33,142.00	\$39,276.00	\$431,632.00	\$153,327.00		\$657,377.00
2.2 Web site to link YICs with labour market information systems developed.	P							
	P(a)	\$25,000.00	\$52,000.00	\$52,000.00	\$100,000.00	\$49,000.00	\$50,000.00	\$190,000.00
	A	\$24,910.00	\$20,000.00	\$20,052.00	\$26,018.00	\$598.00		\$91,578.00
								Component Revised Cost
								\$1,271,000.00

3 Sector Management

Outputs		2009	2010	2011	2012	2013	2014	Cost
3.1 Results for the National Youth Survey available.	P							
	P(a)	\$55,000.00	\$430,000.00	\$245,000.00				\$477,000.00
	A	\$52,380.00	\$192,000.00	\$214,615.00	\$17,704.00			\$476,699.00
3.2 National Youth Policy updated	P							
	P(a)			\$70,000.00	\$200,000.00	\$300,450.00	\$89,450.00	\$494,000.00
	A			\$33,935.00	\$70,845.00	\$45,615.00		\$150,395.00
3.3 Electronic inventory of youth service providers available to improve articulation	P							
	P(a)	\$30,000.00	\$20,000.00	\$53,118.00				\$236,000.00
	A		\$24,336.00	\$117,174.00	\$94,121.00			\$235,631.00
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)	P							
	P(a)		\$52,000.00	\$50,000.00	\$0.00	\$0.00		\$64,000.00
	A		\$63,781.00	\$0.00				\$63,781.00
								Component Revised Cost
								Component Revised Cost

4 Administration, audit and evaluation

5 Contingencies

Other Cost		2009	2010	2011	2012	2013	2014	Cost
Consultants for technical Support NYS in place	P							
	P(a)	\$40,000.00	\$100,000.00	\$150,000.00	\$150,000.00	\$81,690.00	\$50,000.00	\$360,000.00
	A	\$30,490.00	\$76,000.00	\$61,488.00	\$59,699.00	\$37,084.00		\$264,761.00
Consultants for technical Support NCYD in place	P							
	P(a)	\$75,000.00	\$110,000.00	\$130,000.00	\$130,000.00	\$89,150.00	\$40,000.00	\$488,000.00
	A	\$73,070.00	\$87,901.00	\$100,265.00	\$97,325.00	\$42,764.00		\$401,325.00
Consultants for technical Support MOE in place	P							
	P(a)	\$100,000.00	\$250,000.00	\$260,000.00	\$300,000.00	\$233,576.00	\$45,000.00	\$996,000.00
	A	\$107,100.00	\$153,316.00	\$218,327.00	\$238,516.00	\$127,314.00		\$844,573.00
Contingencies	P							
	P(a)					\$151,000.00	\$151,000.00	\$151,000.00
	A				\$0.00			\$0.00

Total Cost		2009	2010	2011	2012	2013	2014	Total Cost
	P							
	P(a)	\$425,000.00	\$2,964,000.00	\$2,750,118.00	\$4,208,000.00	\$3,855,671.00	\$1,941,371.00	\$10,999,617.00
	A	\$302,130.00	\$1,057,391.00	\$1,617,721.00	\$2,376,767.00	\$923,707.00		\$6,277,716.00

Monitoring Indicators

Stage 1: From Approval to Eligibility stage

Indicator (I)	Project Indicator Value	Benchmark Indicator Value			
		Satisfactory	Alert	Problem	Traffic light
Days elapsed from approval to Legal Effectiveness		0≤ I ≤ days	< I ≤ days	> days	SATISFACTORY
Days elapsed Legal Effectiveness to Eligibility		0≤ I ≤ days	< I ≤ days	> days	SATISFACTORY
% of General conditions prior achieved	#Error	N/A	N/A	N/A	For tracking purpose only
% of Special conditions prior achieved	0	N/A	N/A	N/A	For tracking purpose only

Days elapsed from Approval to Legal Effectiveness

No information related to this operation.

Days from board approval

Days

% of General Conditions Achieved Prior

There are no general clauses for this operation

Days elapsed from Legal Effectiveness to Eligibility

No information related to this operation.

Days from board approval

Days

% of Special Conditions Achieved Prior

There are no special clauses for this operation

Stage 2: After Eligibility

Indicator (I)	Project Indicator Value	Benchmark Indicator Value				Traffic light
		Satisfactory	Alert	Problem	Outlier	
Accumulated disbursements to country's historic disbursements		$1 \geq I > 0$	$0 \geq I \geq 0$	$0 > I \geq 0$	N/A	
Cost Performance Index-CPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Cost Performance Index (annual)-CPI(a)		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	PROBLEM
Schedule Performance Index-SPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Schedule Performance Index (annual) - SPI(a)		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	PROBLEM
Expected additional execution duration (months)		N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the plan at operation start up		N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the re-planned end of project (EOP)		N/A	N/A	N/A	N/A	For tracking purpose only
Environmental and social safeguard performance rating	0	N/A	N/A	N/A	N/A	For tracking purpose only

Validation Process Status

No information related to this operation.

Risks

Identifier	Operation Number	Description	Type	Status	Probability	Impact	Risk Level	Description Mitigation Measure
1	JA-L1005	Fiscal constrains at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	High	Medium	Alto	
2	JA-L1005	Delays in gathering and reporting information persist.	Monitoring and Accountability	Activo	Medium	Medium	Medio	
3	JA-L1005	Changes in the institutional arrangements for the management of the Youth portafolio in the country.	Gestión Pública y Gobernanza	Activo	High	High	Alto	
4	JA-L1005	Complex and slow procurement delay execution.	Desarrollo	Activo	Medium	Medium	Medio	
5	JA-L1005	Natural disasters and other contingencies may affect construction of YICs	Sustentabilidad Ambiental y Social	Activo	Low	Low	Bajo	



Operation Number: **JA-L1005**
 Year- PMR Cycle: **Segundo período enero-diciembre 2013**
 Last Update: **6/7/2014**
 PMR Validation Stage: **Validada por el Representante de País**

Chief of Operations validation date: **6/13/2014**
 Division Chief validation date: **6/26/2014**
 Country Representative validation date: **7/8/2014**

1/13/2017 3:35:26 PM - 63
 Inter-American Development Bank - IDB
 Office of Strategic Planning and Development Effectiveness
 Current Validated Classification
 (validated as of 7/24/2014)
SATISFACTORIO

Operation Profile

Basic Data

Operation name:	Programa de Desarrollo Juvenil - Fase I	Loan Number:	2039/OC-JA
Executing Agency (EA):	MINISTRY OF EDUCATION AND CULTURE		
Team Leader:	Hobbs,Cynthia Marie	Sector/Subsector:	VOCATIONAL & TECHNICAL EDUCATION
Operation Type:	Loan Operation	Overall Stage:	Cerrado (todas las operaciones están cerradas)
Lending Instrument:	Investment Loan	Country:	JAMAICA
Borrower:	JAMAICA	Convergence related Operation(s):	
		PMR not required	YES

Operation Objective:

To facilitate the transition of unattached youth to adulthood and the world of work through training, on-the-job experience, information dissemination and labor intermediation services. Activities will be financed in three mutually supporting strategic areas: (i) enhancement of youth training and life skills offered by the National Youth Service (NYS); (ii) promotion of youth information centers building upon ongoing efforts in this area; and (iii) institutional strengthening to NYS and the National Center for Youth Development (NCYD), including technical assistance, to support governance and articulation between various sectors.

Events Data

Supervision	
Signature	05-Dec-08
Ratification	
Legal effectiveness	05-Dec-08
Total Eligibility	15-Sep-09
Partial Eligibility	15-Sep-09
First Disbursement	21-Sep-09
Original Disbursement Expiration	05-Jun-13
Current Disbursement Expiration	30-Dec-15
Preparation	
On pipeline	
Start date	
ERM	
PP Approved	
POD Approved	
DLP Approved by OPC	
Negotiation	
Operation Approved	

Development Effectiveness Matrix

	Main Operation JA-L1005
Economic Analysis	
Undefined	Yes
Cost benefit analysis	
Cost effectiveness analysis	
General economic analysis (Economic rate of return)	
Evaluation	
Undefined	Yes
Random assignment	
Non-experimental method	
Ex-post cost benefit analysis	
Ex-post cost effectiveness analysis	
Before/after or With/without comparison	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Total Cost and Source

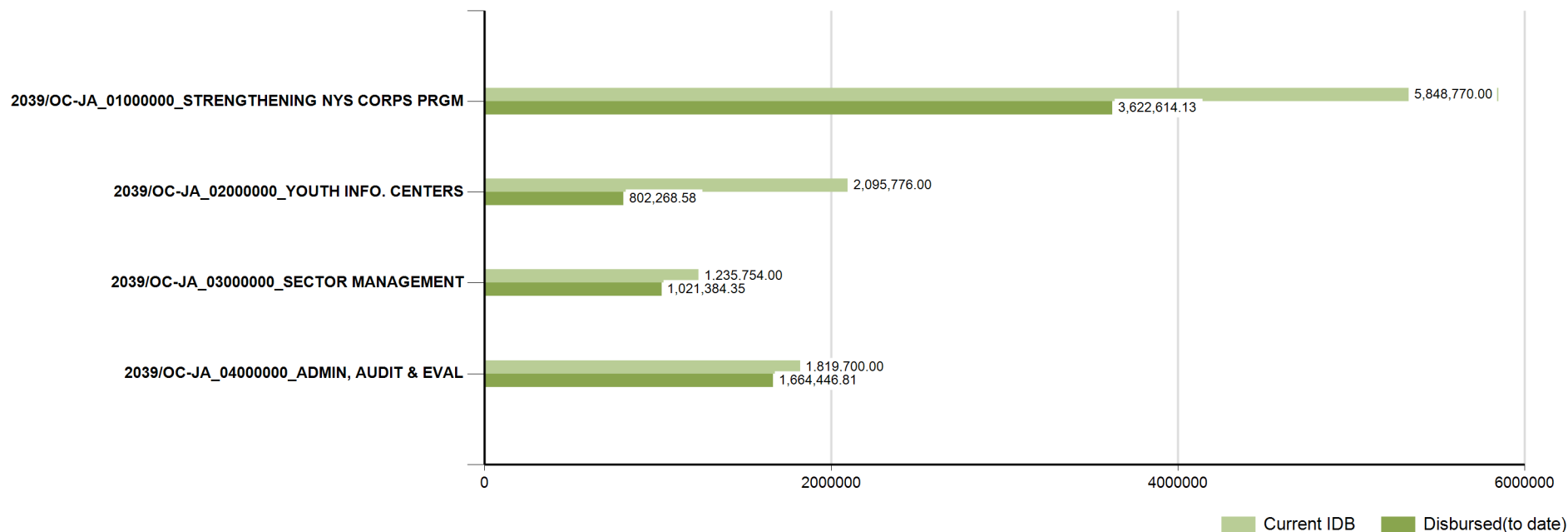
	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
JA-L1005	\$11,000,000.00	\$11,000,000.00	\$0.00	\$0.00	\$11,000,000.00

Available Funds (US\$)





	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
JA-L1005	\$11,000,000.00	\$7,825,465.00	71.14%	\$3,174,535.00





Environmental and Social Safeguards

Operación Principal	
Impacts Category:	C
Risk:	
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Expense Categories by Loan Contract (cumulative values)**Result Matrix****Impacts**





Impact:	1 Unattached youths (not studying or working between 17-24) who successfully complete the MOE/NYS programs.								
Observation:									
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2012	EOP





 RF - Contribution
  RF - Alignment
  RF - Strategic Alignment
  RF - Strategic Alignment during Execution

 SI - Sector Indicator
  CI - Country Indicator
  PG - Pro-Gender
  PE - Pro-Ethnicity

Outcome:	1 Articulation among Youth programs improved												
Observation:													
Outcome:	2 National Youth Service and Career Advancement Program offerings are aligned with employer demands.												
Observation:													
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP		
2.1 benefited youth placed in internships in the private sector		%	10.00	2008	NYS data base		P				20.00	20.00	
							P(a)					20.00	20.00
							A					0.00	
Outcome:	3 delete												
Observation:	The contract for the consultancy for the corporate outreach strategy was terminated due to a shift in NYS policy. Notwithstanding, other related programs have continued under NYS and CAP. The Bank is seeking further information regarding the number of youth who benefited.												
Outcome:	5 Youths are participating in supervision and mentoring programs during on the job training.												
Observation:	This was part of the corporate outreach strategy that was discontinued as described above.												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP		
5.1 placement firms that have mentoring programs in place		%	0.00	2008			P			10.00	20.00	20.00	
							P(a)				10.00	20.00	20.00
							A					0.00	
Outcome:	6 Youth with access to information provided by Youth Information Centers (YICs) increased.												
Observation:	The new centers were not completed in 2013 as planned. The 2,106 youth represent new users with access to existing centers. Overall, the five existing centers were used 49,112 times. The number should increase in 2014 since the May Pen and Spanish Town centers will be opened.												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP		
6.1 Youth with access to Youth Information Centers		youth	6,000.00	2008		The target is to provide access to 1,500 youth per year in each new center. Increased access for 7,500 youth. The results matrix indicates 15000 youth per year by mistake.	P			3,000.00	3,500.00	13,500.00	
							P(a)				3,000.00	3,500.00	13,500.00
							A		0.00		2,106.00		
Outcome:	7 Unattached youth that are channelled via the Youth Information Centers into training or job opportunities increased.												

Observation:	The number of unattached youth (9,934) comprised 20% of the overall users for 2013. Of those nearly 10,000 youth, 80% were referred to training or job-related services.											
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
7.1 Youth referred to other services		%	40.00	2008	National Center for Youth Development (NCYD) information system.	Expected percentage increase was modified in accordance with new timelines.	P		40.00	45.00	60.00	60.00
							P(a)		40.00	45.00	60.00	60.00
							A		66.00	42.00	80.00	

 RF - Contribution
  RF - Alignment
  RF - Strategic Alignment
  RF - Strategic Alignment during Execution

 SI - Sector Indicator
  CI - Country Indicator
  PG - Pro-Gender
  PE - Pro-Ethnicity

Outputs Physical Progress

1 Quality improvement and strengthening of Youth Development Programs

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP		Means of v
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).		strategies	P			2.00	1.00				3.00		
			P(a)	0.00	0.00	2.00	1.00	1.00	1.00	2.00			
			A			1.00	0.00	0.00		1.00			
Milestone													
Firm to conduct consultancy selected.		#	P		1.00						1.00		
			P(a)		1.00					4.00			
			A		1.00	3.00				4.00			
1.2 Upgrading of National Youth Service offices completed		offices upgraded	P			5.00	5.00	3.00			13.00		
			P(a)			0.00	0.00	6.00	2.00	13.00			
			A			0.00	5.00	6.00		11.00			
Milestone													
Advance in office upgrading		%	P		33.00	60.00	80.00	100.00			273.00		
			P(a)			60.00	80.00	100.00		85.00			
			A		33.00			52.00		85.00			
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.		Students	P		1,500.00	1,500.00	1,500.00	1,500.00			6,000.00		
			P(a)		1,500.00	1,500.00	1,500.00	1,500.00		4,690.00			
			A		1,500.00	1,748.00	1,442.00			4,690.00			
Dissaggregation Categories													
(a) girls			P										
			P(a)										
			A										
			P										
			P(a)										
			A										
(b) boys			P										
			P(a)										
			A										
			P										
			P(a)										
			A										
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strenthening)		Systems	P		1.00	1.00	1.00	1.00			4.00		
			P(a)		1.00	1.00	1.00	1.00	0.00	1.00			
			A		1.00	0.00	0.00	0.00		1.00			
1.5 field officers appointed to National Youth Service.		field officers	P		7.00	7.00	7.00	7.00			28.00		
			P(a)		7.00	7.00	7.00	7.00	7.00	35.00			
			A		7.00	7.00	7.00	7.00		28.00			

[illegible]

2 Youth Information Centers (YIC)

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP	Means of ve
2.1 YICs equipped and operational (construction and equipment)		YICS	P		0.00	2.00	2.00	1.00			5.00	
			P(a)			2.00	2.00	2.00	3.00	1.00	4.00	
			A		0.00	0.00	0.00	0.00			0.00	
2.2 Web site to link YICs with labour market information systems developed.		web site	P		0.00	1.00					1.00	
			P(a)			1.00					1.00	
			A		0.00	1.00	0.00	0.00			1.00	

3 Sector Management

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP	Means of ve
3.1 Results for the National Youth Survey available.		Report	P		0.00	1.00					1.00	
			P(a)			1.00					1.00	
			A		0.00	1.00	0.00	0.00			1.00	
3.2 National Youth Policy updated		Policy	P		0.00		1.00				1.00	
			P(a)				1.00	1.00	1.00		3.00	
			A		0.00	0.00	2.00	0.00			2.00	
3.3 Electronic inventory of youth service providers available to improve articulation		Inventory	P		0.00	1.00					1.00	
			P(a)			1.00					2.00	
			A		0.00	0.00	2.00	0.00			2.00	
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)		training sessions	P		3.00	3.00	2.00	2.00			10.00	
			P(a)		3.00	3.00	2.00	2.00	2.00		50.00	
			A		3.00	3.00	32.00	10.00			48.00	

4 Administration, audit and evaluation

5 Contingencies

 RF - Contribution	 RF - Alignment	 RF - Strategic Alignment	 RF - Strategic Alignment during Executio
 SI - Sector Indicator	 CI - Country Indicator	 PG - Pro-Gender	 PE - Pro-Ethnicity

Outputs Financial Progress

										Component Revised Cost
1 Quality improvement and strengthening of Youth Development Programs										\$4,900,827.00
Outputs		2009	2010	2011	2012	2013	2014	2015		Cost
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).	P	\$2,340.00	\$4,852.00	\$200,000.00	\$450,000.00	\$200,000.00				\$857,192.00
	P(a)	\$20,000.00	\$330,000.00	\$200,000.00	\$450,000.00	\$450,000.00	\$346,000.00			\$544,879.00
	A	\$2,340.00	\$4,852.00	\$82,558.00	\$13,920.00	\$95,209.00				\$198,879.00
1.2 Upgrading of National Youth Service offices completed	P	\$11,840.00	\$68,551.00	\$300,000.00	\$1,108,000.00	\$520,000.00				\$2,008,391.00
	P(a)	\$30,000.00	\$300,000.00	\$300,000.00	\$1,108,000.00	\$1,000,450.00	\$975,466.00			\$1,764,030.00
	A	\$11,840.00	\$68,551.00	\$37,544.00	\$415,018.00	\$255,611.00				\$788,564.00
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.	P		\$230,000.00	\$420,000.00	\$550,000.00	\$502,000.00				\$1,702,000.00
	P(a)		\$400,000.00	\$420,000.00	\$550,000.00	\$263,000.00				\$1,488,144.00
	A		\$230,000.00	\$463,560.00	\$668,543.00	\$126,041.00				\$1,488,144.00
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)	P		\$51,756.00	\$20,000.00	\$20,000.00					\$91,756.00
	P(a)	\$30,000.00	\$370,000.00	\$20,000.00	\$20,000.00	\$234,450.00	\$75,000.00			\$350,582.00
	A		\$51,756.00	\$84,259.00	\$63,080.00	\$76,487.00				\$275,582.00

Verification
Verification

1.5 field officers appointed to National Youth Service.	P		\$51,756.00	\$250,000.00	\$350,000.00	\$348,000.00			\$999,756.00
	P(a)		\$250,000.00	\$250,000.00	\$350,000.00	\$188,450.00	\$180,000.00		\$753,192.00
	A		\$51,756.00	\$144,668.00	\$180,346.00	\$196,422.00			\$573,192.00
									Component Revised Cost

2 Youth Information Centers (YIC) \$1,838,163.00

Outputs		2009	2010	2011	2012	2013	2014	2015	Cost
2.1 YICs equipped and operational (construction and equipment)	P		\$33,142.00	\$550,000.00	\$850,000.00	\$432,447.00			\$1,865,589.00
	P(a)	\$20,000.00	\$300,000.00	\$550,000.00	\$850,000.00	\$814,455.00	\$708,555.00	\$300,000.00	\$1,695,546.00
	A		\$33,142.00	\$39,276.00	\$431,632.00	\$182,941.00			\$686,991.00
2.2 Web site to link YICs with labour market information systems developed.	P	\$24,910.00	\$20,000.00	\$52,000.00	\$100,000.00	\$59,213.00			\$256,123.00
	P(a)	\$25,000.00	\$52,000.00	\$52,000.00	\$100,000.00	\$49,000.00	\$50,000.00		\$142,617.00
	A	\$24,910.00	\$20,000.00	\$20,052.00	\$26,018.00	\$1,637.00			\$92,617.00
									Component Revised Cost

3 Sector Management \$1,182,456.00

Outputs		2009	2010	2011	2012	2013	2014	2015	Cost
3.1 Results for the National Youth Survey available.	P	\$52,380.00	\$192,000.00	\$245,000.00					\$489,380.00
	P(a)	\$55,000.00	\$430,000.00	\$245,000.00					\$476,699.00
	A	\$52,380.00	\$192,000.00	\$214,615.00	\$17,704.00				\$476,699.00
3.2 National Youth Policy updated	P			\$70,000.00	\$200,000.00				\$270,000.00
	P(a)			\$70,000.00	\$200,000.00	\$300,450.00	\$209,450.00		\$406,345.00
	A			\$33,935.00	\$70,845.00	\$92,115.00			\$196,895.00
3.3 Electronic inventory of youth service providers available to improve articulation	P		\$24,336.00	\$53,118.00					\$77,454.00
	P(a)	\$30,000.00	\$20,000.00	\$53,118.00					\$235,631.00
	A		\$24,336.00	\$117,174.00	\$94,121.00				\$235,631.00
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)	P		\$63,781.00	\$50,000.00	\$60,626.00	\$100,000.00			\$274,407.00
	P(a)		\$52,000.00	\$50,000.00	\$0.00	\$0.00			\$63,781.00
	A		\$63,781.00	\$0.00					\$63,781.00
									Component Revised Cost

4 Administration, audit and evaluation

Component Revised Cost

5 Contingencies

Other Cost		2009	2010	2011	2012	2013	2014	2015	Cost
Consultants for technical Support NYS in place	P	\$30,490.00	\$76,000.00	\$150,000.00	\$150,000.00	\$43,460.00			\$449,950.00
	P(a)	\$40,000.00	\$100,000.00	\$150,000.00	\$150,000.00	\$81,690.00	\$100,000.00		\$441,859.00
	A	\$30,490.00	\$76,000.00	\$61,488.00	\$59,699.00	\$114,182.00			\$341,859.00
Consultants for technical Support NCYD in place	P	\$73,070.00	\$87,901.00	\$130,000.00	\$130,000.00	\$89,900.00			\$510,871.00
	P(a)	\$75,000.00	\$110,000.00	\$130,000.00	\$130,000.00	\$89,150.00	\$80,000.00		\$541,385.00
	A	\$73,070.00	\$87,901.00	\$100,265.00	\$97,325.00	\$102,824.00			\$461,385.00
Consultants for technical Support MOE in place	P	\$107,100.00	\$153,316.00	\$260,000.00	\$300,000.00	\$246,340.00			\$1,066,756.00
	P(a)	\$100,000.00	\$250,000.00	\$260,000.00	\$300,000.00	\$233,576.00	\$190,000.00	\$90,000.00	\$1,303,280.00
	A	\$107,100.00	\$153,316.00	\$218,327.00	\$238,516.00	\$306,021.00			\$1,023,280.00
Contingencies	P								
	P(a)					\$151,000.00		\$792,030.00	\$792,030.00
	A				\$0.00				\$0.00

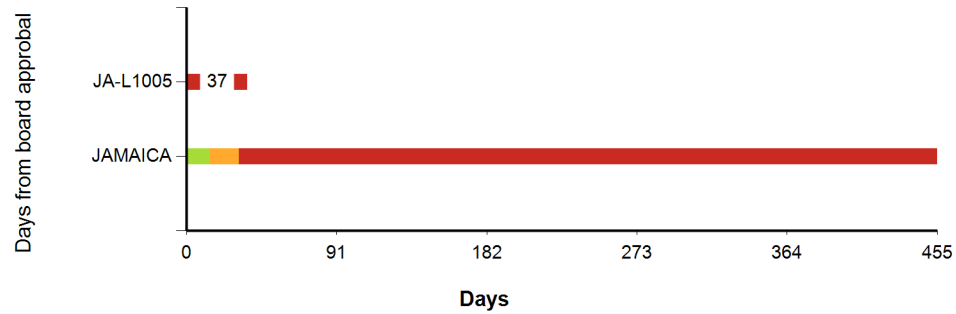
Total Cost		2009	2010	2011	2012	2013	2014	2015	Total Cost
	P	\$302,130.00	\$1,057,391.00	\$2,750,118.00	\$4,268,626.00	\$2,541,360.00			\$10,919,625.00
	P(a)	\$425,000.00	\$2,964,000.00	\$2,750,118.00	\$4,208,000.00	\$3,855,671.00	\$2,914,471.00	\$1,182,030.00	\$11,000,000.00
	A	\$302,130.00	\$1,057,391.00	\$1,617,721.00	\$2,376,767.00	\$1,549,490.00			\$6,903,499.00

Monitoring Indicators

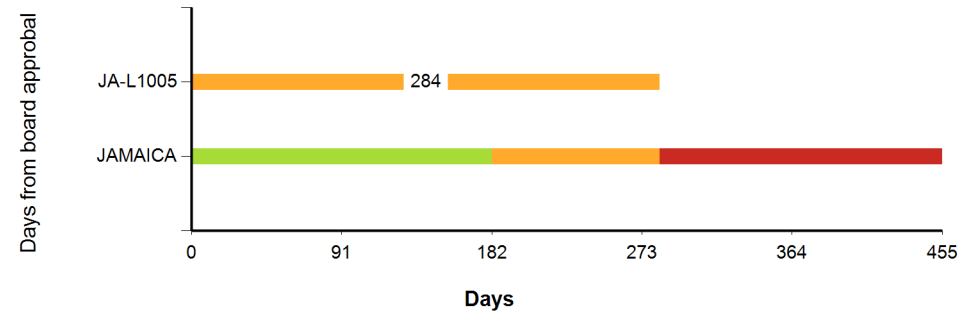
Stage 1: From Approval to Eligibility stage

Indicator (I)	Project Indicator Value	Benchmark Indicator Value			
		Satisfactory	Alert	Problem	Traffic light
Days elapsed from approval to Legal Effectiveness	37.00	$0 \leq I \leq 14.50$ days	$14.50 < I \leq 31.75$ days	> 31.75 days	PROBLEM
Days elapsed Legal Effectiveness to Eligibility	284.00	$0 \leq I \leq 182.00$ days	$182.00 < I \leq 284.00$ days	> 284.00 days	ALERT
% of General conditions prior achieved	10 %	N/A	N/A	N/A	For tracking purpose only
% of Special conditions prior achieved	0	N/A	N/A	N/A	For tracking purpose only

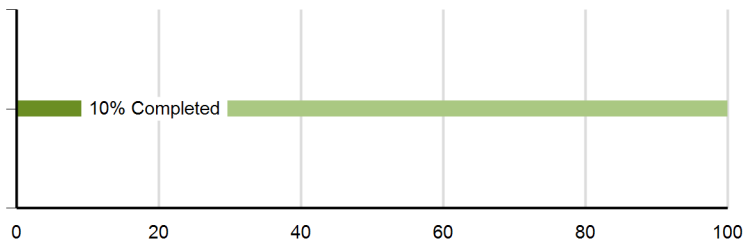
Days elapsed from Approval to Legal Effectiveness



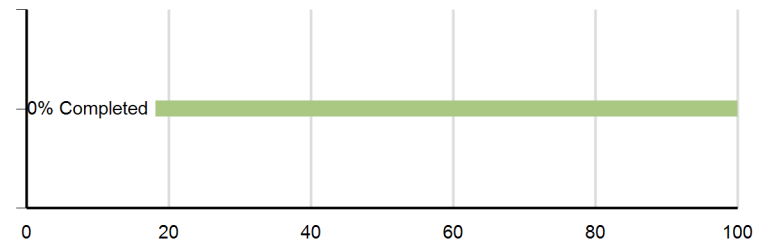
Days elapsed from Legal Effectiveness to Eligibility



% of General Conditions Achieved Prior



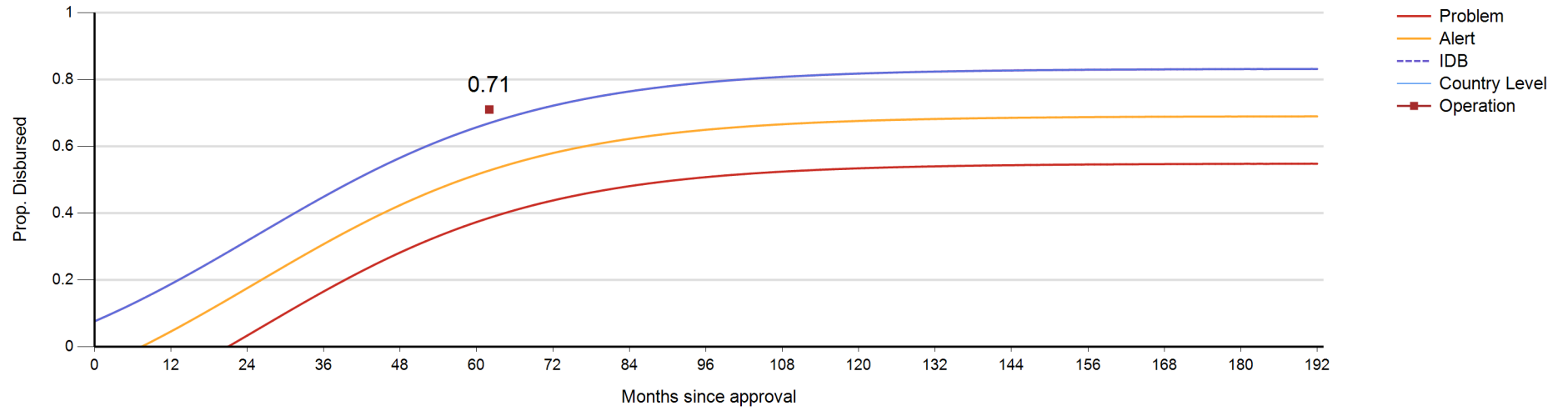
% of Special Conditions Achieved Prior



Stage 2: After Eligibility

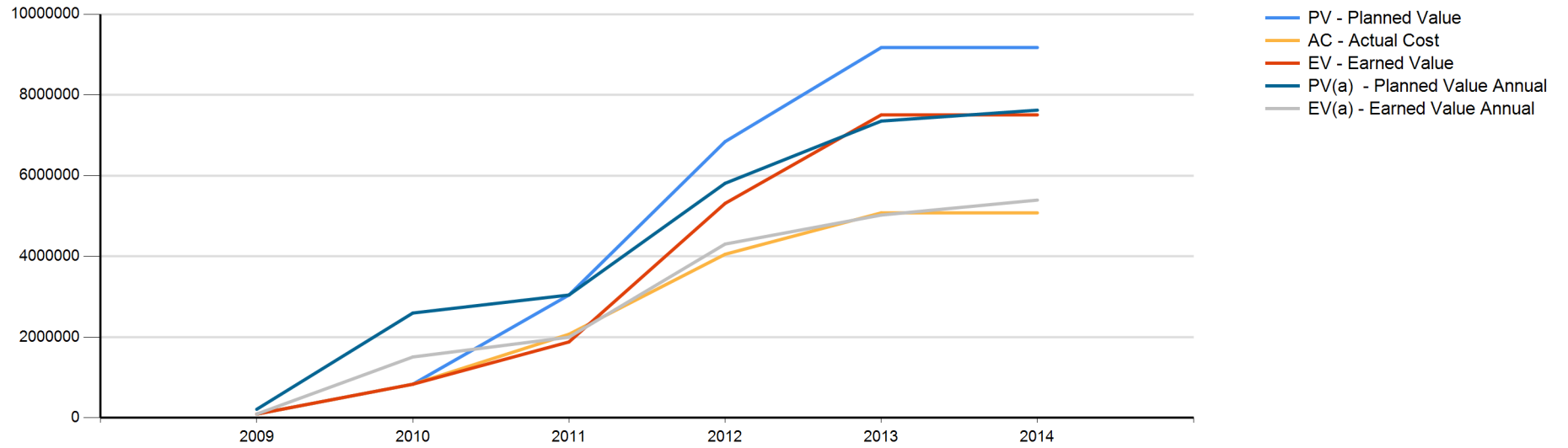
Indicator (I)	Project Indicator Value	Benchmark Indicator Value				Traffic light
		Satisfactory	Alert	Problem	Outlier	
Accumulated disbursements to country's historic disbursements	0.71	$1 \geq I > 0$	$0 \geq I \geq 0$	$0 > I \geq 0$	N/A	SATISFACTORY
Cost Performance Index-CPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Cost Performance Index (annual)-CPI(a)	1.00	$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	SATISFACTORY
Schedule Performance Index-SPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Schedule Performance Index (annual) - SPI(a)	0.44	$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	ALERT
Expected additional execution duration (months)	-2.00	N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the plan at operation start up	0.80	N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the re-planned end of project (EOP)	0.69	N/A	N/A	N/A	N/A	For tracking purpose only
Environmental and social safeguard performance rating	0	N/A	N/A	N/A	N/A	For tracking purpose only

Accumulated disbursements as proportion of the total amount



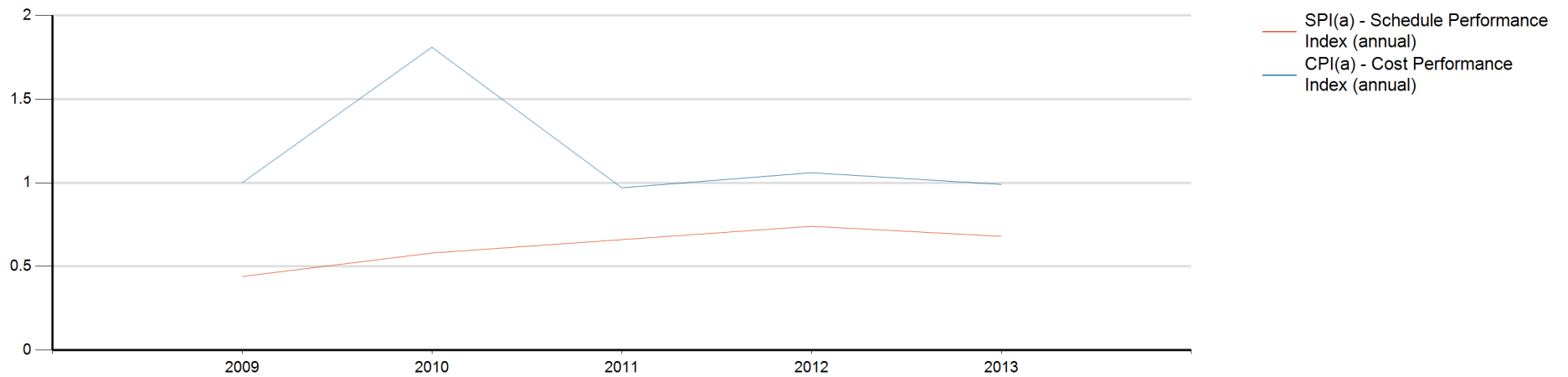
PV, AC, EV, PV(a), EV(a)

	2009	2010	2011	2012	2013	2014
PV	91,470.00	831,644.00	3,041,762.00	6,842,213.00	9,172,475.00	9,172,475.00
AC	91,470.00	831,644.00	2,069,285.00	4,050,512.00	5,076,975.00	5,076,975.00
EV	91,470.00	831,644.00	1,878,969.33	5,311,844.75	7,505,092.46	7,505,092.46
PV(a)	210,000.00	2,595,470.00	3,041,762.00	5,809,110.00	7,350,767.00	7,621,446.00
EV(a)	91,470.00	1,506,351.00	1,996,904.33	4,303,750.33	5,022,528.78	5,393,433.30

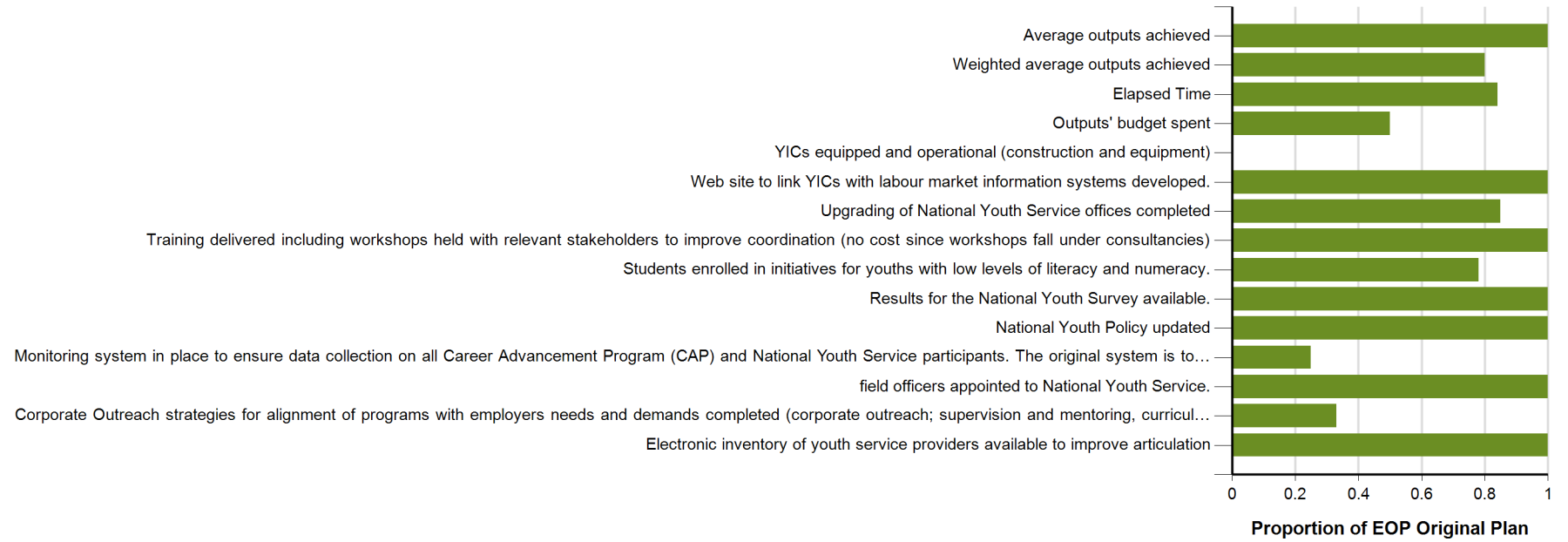


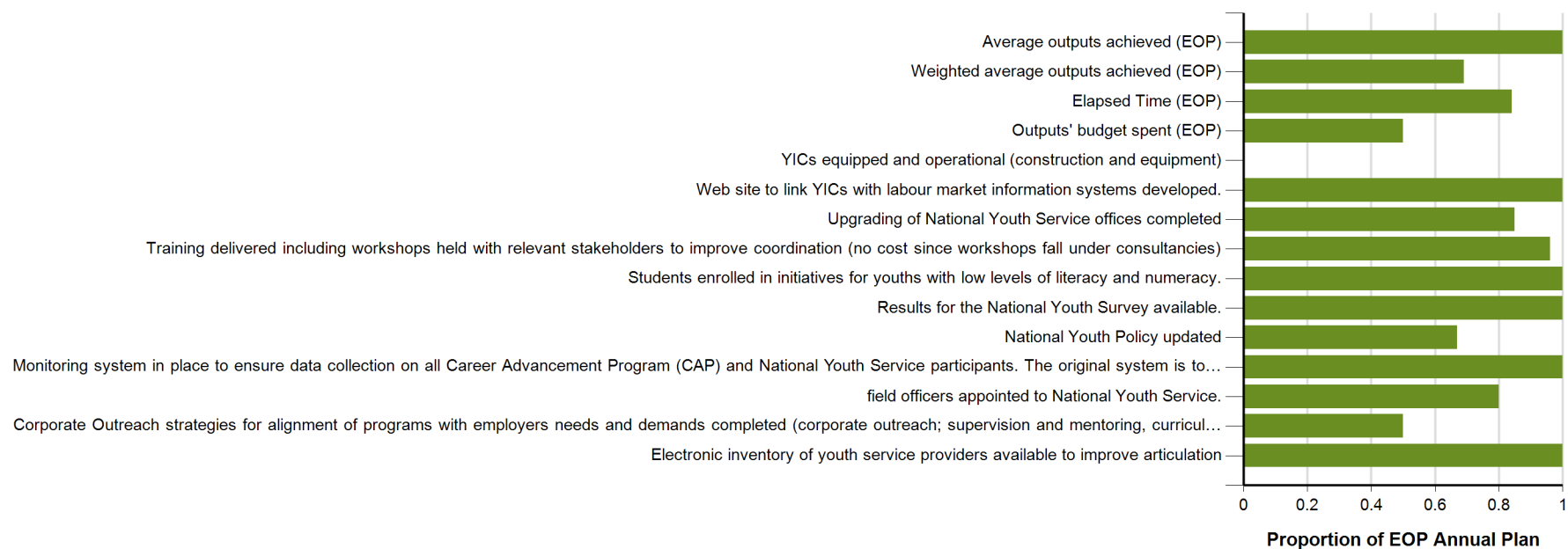
CPI, Annual CPI, SPI, Annual SPI

	2009	2010	2011	2012	2013
SPI					
CPI					
SPI(a)	0.44	0.58	0.66	0.74	0.68
CPI(a)	1.00	1.81	0.97	1.06	0.99



% of Outputs Achieved of the plan at the project start up



% of Outputs Achieved of the re-planned End of project (EOP)**Validation Process Status**

Date	User	Action	Comment	Classification	Workflow
6/7/2014	cynthiah	Completado por el Líder de Equipo		SATISFACTORY	
6/7/2014	cynthiah	Completado por el Líder de Equipo		SATISFACTORY	
6/13/2014	harolda	Validado por los Jefes de Operaciones		SATISFACTORY	
6/13/2014	harolda	Validado por los Jefes de Operaciones		SATISFACTORY	
6/26/2014	evegas	Validada por el Jefe de División		SATISFACTORY	
6/26/2014	evegas	Validada por el Jefe de División		SATISFACTORY	
7/8/2014	harolda	Validada por el Representante de País		SATISFACTORY	

7/8/2014	harolda	Validada por el Representante de País		SATISFACTORY	
----------	---------	---------------------------------------	--	--------------	--

Changes to the Matrix

No information related to this operation.

Findings and recommendations

Findings and Recommendations : Delays in achievement of annual plans for Outputs and Outcomes

Type of Delay	Name	Explain both physical and financial delays	Findings	Recommendations	Is the issue solved?	Last update
Atraso del Producto	YICs equipped and operational (construction and equipment)	This outcome refers to an increase in the population served, based on the construction of new YICs. Delays in construction of the first two YICs were experienced, and the other two have not begun. Thus no youth were served at these facilities. However, 838 new youth were served at the six existing facilities, a 4.1% increase over 2011, and the overall number of users for the year was 38,396, demonstrating continued demand for these spaces. There were additional delays in the construction of the first two YICs, and construction of the other two did not begin in 2013 due to national budget constraints.	Disbursement projections for 2013 had assumed completion of the two YICs. The delays in construction resulted in much lower actual disbursements. Also, youth did not benefit from the services of the YICs in the selected sites. However, a community stakeholders working group was established at the onset, and they have been active in discussing upcoming programs and plans for the Centers.	The Bank hired an engineering consultant to accompany the works. His recommendation to pre-purchase some of the critical materials assisted in moving the construction forward.	Yes	8/13/2014
Atraso del Producto	National Youth Policy updated	The Minister of Youth chose to carry out some additional consultations prior to sending the Green Paper to Cabinet.	Disbursement projections for 2013 had assumed completion of the policy. The delay has resulted in lower actual disbursements.		Yes	8/13/2014

Findings and Recommendations : Other Delays

No information related to this operation.

Findings and Recommendations : Overall Project Management

Stage	Dimension	Category	Findings	Recommendations	Last update
UNDEFINED		UNDEFINED	Others: The current Youth Policy has not been implemented completely. It speaks to the process of development but is not reflective of all the relevant areas on the ground and does not have full buy-in of key stakeholders. Nor is it fully supported by budget or legislation.	Others: The team sees this as a very positive step towards the development of a more robust policy, reduction of duplication of programs, greater efficiency in use of resources for the sector and programmatic response, and inclusion of youth voices and centering of policies and programs around youth needs.	8/13/2014
UNDEFINED		UNDEFINED	Project Management: The Youth Ministry was recently created (5 years ago), and there is still uncertainty about their leadership in the Sector; this has generated lack of clarity regarding institutional roles and responsibilities.	Project Management: An analysis of the Sector, not only the executing agency, would have been helpful.	8/13/2014

UNDEFINED		UNDEFINED	Others: The assumption was that the Youth Policy in place was driving youth development for the sector.	Others: The project includes the revision of the Youth Policy with a number of background studies and consultations, including a youth survey (quantitative), a situational analysis (qualitative), an electronic programmatic youth inventory and gap analysis, and a youth mainstreaming consulting. This, for the first time, is providing evidence and a comprehensive review of current information and programs on the ground as a basis for revisions to development of the policy and programmatic response.	8/13/2014
UNDEFINED		UNDEFINED	Project Management: The assumption was made, based on the existence of a Youth Policy and national strategic plan, that the Youth Sector had a clear institutional framework and goals and responsibilities were well defined.	Project Management: The program has been identifying overlaps with other initiatives in order to promote coordination and co-funding.	8/13/2014

Disbursements

YEAR		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS
2013	P		\$750,000.00	\$0.00	\$0.00		\$0.00	\$0.00	\$750,000.00		\$0.00	\$0.00	\$0.00	\$1,500,000.00
	D		\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00	\$0.00
2014	P			\$783,000.00			\$1,142,000.00					\$1,250,000.00		\$3,175,000.00
	D			\$0.00			\$0.00					\$0.00		\$0.00
2016	P	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	D	\$9,786,736.12	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,786,736.12
2017	P	\$0.00												\$0.00
	D	\$0.00												\$0.00

Risks

Identifier	Operation Number	Description	Type	Status	Probability	Impact	Risk Level	Description Mitigation Measure
1	JA-L1005	Fiscal constrains at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	High	Medium	Alto	
2	JA-L1005	Delays in gathering and reporting information persist.	Monitoring and Accountability	Activo	Medium	Medium	Medio	
3	JA-L1005	Changes in the institutional arrangments for the management of the Youth portafolio in the country.	Gestión Pública y Gobernanza	Activo	Medium	Medium	Medio	
4	JA-L1005	Complex and slow procurement delay execution.	Desarrollo	Activo	Medium	Medium	Medio	
5	JA-L1005	Natural disasters and other contingencies may affect construction of YICs	Sustentabilidad Ambiental y Social	Activo	Low	Low	Bajo	
6	JA-L1005	Fiscal constraints at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	High	Medium	Alto	
7	JA-L1005	Changes in institutional arrangements for management of the Youth portfolio may affect project execution and priorities.	Gestión Pública y Gobernanza	Activo	Medium	Medium	Medio	



Operation Number: **JA-L1005**
 Year- PMR Cycle: **Primer período enero-junio 2014**
 Last Update: **11/3/2014**
 PMR Validation Stage: **Validada por el Representante de País**

Chief of Operations validation date: **11/4/2014**
 Division Chief validation date: **11/6/2014**
 Country Representative validation date: **11/14/2014**

1/13/2017 3:35:26 PM - 80
 Inter-American Development Bank - IDB
 Office of Strategic Planning and Development Effectiveness
 Current Validated Classification
 (validated as of 7/24/2014)
SATISFACTORIO

Operation Profile

Basic Data

Operation name:	Programa de Desarrollo Juvenil - Fase I	Loan Number:	2039/OC-JA
Executing Agency (EA):	MINISTRY OF EDUCATION AND CULTURE		
Team Leader:	Hobbs,Cynthia Marie	Sector/Subsector:	VOCATIONAL & TECHNICAL EDUCATION
Operation Type:	Loan Operation	Overall Stage:	Cerrado (todas las operaciones están cerradas)
Lending Instrument:	Investment Loan	Country:	JAMAICA
Borrower:	JAMAICA	Convergence related Operation(s):	
		PMR not required	YES

Operation Objective:

To facilitate the transition of unattached youth to adulthood and the world of work through training, on-the-job experience, information dissemination and labor intermediation services. Activities will be financed in three mutually supporting strategic areas: (i) enhancement of youth training and life skills offered by the National Youth Service (NYS); (ii) promotion of youth information centers building upon ongoing efforts in this area; and (iii) institutional strengthening to NYS and the National Center for Youth Development (NCYD), including technical assistance, to support governance and articulation between various sectors.

Events Data

Supervision	
Signature	05-Dec-08
Ratification	
Legal effectiveness	05-Dec-08
Total Eligibility	15-Sep-09
Partial Eligibility	15-Sep-09
First Disbursement	21-Sep-09
Original Disbursement Expiration	05-Jun-13
Current Disbursement Expiration	30-Dec-15
Preparation	
On pipeline	
Start date	
ERM	
PP Approved	
POD Approved	
DLP Approved by OPC	
Negotiation	
Operation Approved	

Development Effectiveness Matrix

	Main Operation JA-L1005
Economic Analysis	
Undefined	Yes
Cost benefit analysis	
Cost effectiveness analysis	
General economic analysis (Economic rate of return)	
Evaluation	
Undefined	Yes
Random assignment	
Non-experimental method	
Ex-post cost benefit analysis	
Ex-post cost effectiveness analysis	
Before/after or With/without comparison	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Total Cost and Source

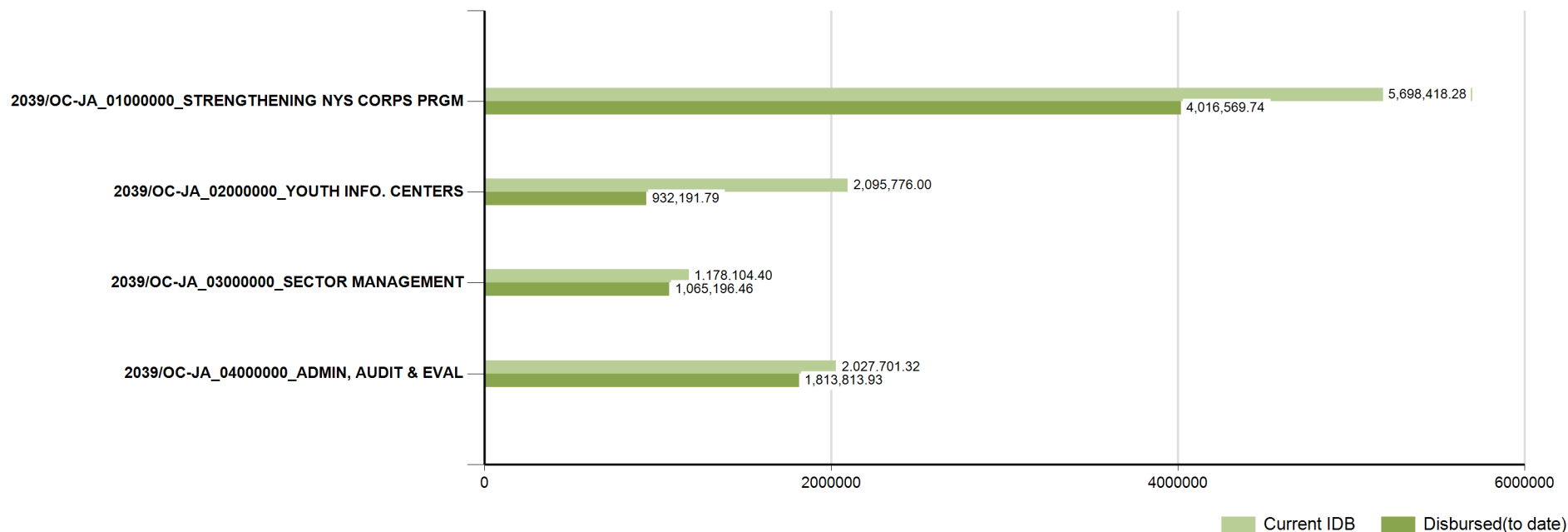
	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
JA-L1005	\$11,000,000.00	\$11,000,000.00	\$0.00	\$0.00	\$11,000,000.00

Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
JA-L1005	\$11,000,000.00	\$8,542,523.05	77.66%	\$2,457,476.95

Environmental and Social Safeguards

Operación Principal	
Impacts Category:	C
Risk:	
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Expense Categories by Loan Contract (cumulative values)**Result Matrix****Impacts**

Impact:	1 Unattached youths (not studying or working between 17-24) who successfully complete the MOE/NYS programs.								
Observation:									
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2012	EOP

 RF - Contribution
  RF - Alignment
  RF - Strategic Alignment
  RF - Strategic Alignment during Execution

 SI - Sector Indicator
  CI - Country Indicator
  PG - Pro-Gender
  PE - Pro-Ethnicity

Outcome:	1 Articulation among Youth programs improved
Observation:	
Outcome:	2 National Youth Service and Career Advancement Program offerings are aligned with employer demands.
Observation:	

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP
2.1 benefited youth placed in internships in the private sector		%	10.00	2008	NYS data base		P			20.00	20.00
							P(a)			20.00	20.00
							A			0.00	

Outcome:	3 delete
Observation:	The contract for the consultancy for the corporate outreach strategy was terminated due to a shift in NYS policy. Notwithstanding, other related programs have continued under NYS and CAP. The Bank is seeking further information regarding the number of youth who benefited.
Outcome:	5 Youths are participating in supervision and mentoring programs during on the job training.
Observation:	This was part of the corporate outreach strategy that was discontinued as described above.





Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
5.1 placement firms that have mentoring programs in place		%	0.00	2008			P			10.00	20.00	20.00
							P(a)			10.00	20.00	20.00
							A				0.00	





Outcome:	6 Youth with access to information provided by Youth Information Centers (YICs) increased.
Observation:	The new centers were not completed in 2013 as planned. The 2,106 youth represent new users with access to existing centers. Overall, the five existing centers were used 49,112 times. The number should increase in 2014 since the May Pen and Spanish Town centers will be opened.

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
6.1 Youth with access to Youth Information Centers		youth	6,000.00	2008		The target is to provide access to 1.500 youth per year in each new center. Increased access for 7.500 youth. The results matrix indicates 15000 youth per year by mistake.	P			3,000.00	3,500.00	13,500.00
	P(a)								3,000.00	3,500.00	13,500.00	
	A							0.00		2,106.00		

Outcome:	7 Unattached youth that are channelled via the Youth Information Centers into training or job opportunities increased.
-----------------	--

Observation:	The number of unattached youth (9,934) comprised 20% of the overall users for 2013. Of those nearly 10,000 youth, 80% were referred to training or job-related services.											
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	EOP	
7.1 Youth referred to other services		%	40.00	2008	National Center for Youth Development (NCYD) information system.	Expected percentage increase was modified in accordance with new timelines.	P		40.00	45.00	60.00	60.00
						P(a)		40.00	45.00	60.00	60.00	
						A		66.00	42.00	80.00		

 RF - Contribution
  RF - Alignment
  RF - Strategic Alignment
  RF - Strategic Alignment during Execution

 SI - Sector Indicator
  CI - Country Indicator
  PG - Pro-Gender
  PE - Pro-Ethnicity

Outputs Physical Progress

1 Quality improvement and strengthening of Youth Development Programs

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP		Means of v
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).		strategies	P			2.00	1.00				3.00		
			P(a)	0.00	0.00	2.00	1.00	1.00	1.00	2.00			
			A			1.00	0.00	0.00	0.00	1.00			
	Milestone	Firm to conduct consultancy selected.	#	P		1.00					1.00		
				P(a)		1.00				4.00			
				A		1.00	3.00		0.00	4.00			
1.2 Upgrading of National Youth Service offices completed		offices upgraded	P			5.00	5.00	3.00			13.00		
			P(a)			0.00	0.00	6.00	2.00	13.00			
			A			0.00	5.00	6.00	0.00	11.00			
	Milestone	Advance in office upgrading	%	P		33.00	60.00	80.00	100.00		273.00		
				P(a)			60.00	80.00	100.00	85.00			
				A		33.00			52.00	33.00	118.00		
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.		Students	P		1,500.00	1,500.00	1,500.00	1,500.00			6,000.00		
			P(a)		1,500.00	1,500.00	1,500.00	1,500.00		4,690.00			
			A		1,500.00	1,748.00	1,442.00		1,500.00	6,190.00			
	Dissaggregation Categories	(a) girls	P										
			P(a)										
			A										
		(b) boys	P										
			P(a)										
			A										
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strenthening)		Systems	P		1.00	1.00	1.00	1.00			4.00		
			P(a)		1.00	1.00	1.00	1.00	0.00	1.00			
			A		1.00	0.00	0.00	0.00	0.00	1.00			
1.5 field officers appointed to National Youth Service.		field officers	P		7.00	7.00	7.00	7.00			28.00		
			P(a)		7.00	7.00	7.00	7.00	7.00	35.00			
			A		7.00	7.00	7.00	7.00	6.00	34.00			

[illegible]

2 Youth Information Centers (YIC)

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP	Means of ve
2.1 YICs equipped and operational (construction and equipment)		YICS	P		0.00	2.00	2.00	1.00			5.00	
			P(a)			2.00	2.00	2.00	3.00	2.00	5.00	
			A		0.00	0.00	0.00	0.00	1.00		1.00	
2.2 Web site to link YICs with labour market information systems developed.		web site	P		0.00	1.00					1.00	
			P(a)			1.00					1.00	
			A		0.00	1.00	0.00	0.00	0.00		1.00	

3 Sector Management

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP	Means of ve
3.1 Results for the National Youth Survey available.		Report	P		0.00	1.00					1.00	
			P(a)			1.00					1.00	
			A		0.00	1.00	0.00	0.00	0.00		1.00	
3.2 National Youth Policy updated		Policy	P		0.00		1.00				1.00	
			P(a)				1.00	1.00	1.00		3.00	
			A		0.00	0.00	2.00	0.00	0.00		2.00	
3.3 Electronic inventory of youth service providers available to improve articulation		Inventory	P		0.00	1.00					1.00	
			P(a)			1.00					2.00	
			A		0.00	0.00	2.00	0.00	0.00		2.00	
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)		training sessions	P		3.00	3.00	2.00	2.00			10.00	
			P(a)		3.00	3.00	2.00	2.00	2.00		50.00	
			A		3.00	3.00	32.00	10.00	5.00		53.00	

4 Administration, audit and evaluation

5 Contingencies

 RF - Contribution	 RF - Alignment	 RF - Strategic Alignment	 RF - Strategic Alignment during Executio
 SI - Sector Indicator	 CI - Country Indicator	 PG - Pro-Gender	 PE - Pro-Ethnicity

Outputs Financial Progress

										Component Revised Cost
1 Quality improvement and strengthening of Youth Development Programs										\$4,900,827.00
Outputs		2009	2010	2011	2012	2013	2014	2015		Cost
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).	P	\$2,340.00	\$4,852.00	\$200,000.00	\$450,000.00	\$200,000.00				\$857,192.00
	P(a)	\$20,000.00	\$330,000.00	\$200,000.00	\$450,000.00	\$450,000.00	\$346,000.00			\$544,879.00
	A	\$2,340.00	\$4,852.00	\$82,558.00	\$13,920.00	\$95,209.00	\$7,614.79			\$206,493.79
1.2 Upgrading of National Youth Service offices completed	P	\$11,840.00	\$68,551.00	\$300,000.00	\$1,108,000.00	\$520,000.00				\$2,008,391.00
	P(a)	\$30,000.00	\$300,000.00	\$300,000.00	\$1,108,000.00	\$1,000,450.00	\$975,466.00			\$1,764,030.00
	A	\$11,840.00	\$68,551.00	\$37,544.00	\$415,018.00	\$255,611.00	\$287,552.83			\$1,076,116.83
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.	P		\$230,000.00	\$420,000.00	\$550,000.00	\$502,000.00				\$1,702,000.00
	P(a)		\$400,000.00	\$420,000.00	\$550,000.00	\$263,000.00				\$1,488,144.00
	A		\$230,000.00	\$463,560.00	\$668,543.00	\$126,041.00	\$5,680.24			\$1,493,824.24
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)	P		\$51,756.00	\$20,000.00	\$20,000.00					\$91,756.00
	P(a)	\$30,000.00	\$370,000.00	\$20,000.00	\$20,000.00	\$234,450.00	\$75,000.00			\$350,582.00
	A		\$51,756.00	\$84,259.00	\$63,080.00	\$76,487.00	\$40,596.30			\$316,178.30

Verification
Verification

1.5 field officers appointed to National Youth Service.	P		\$51,756.00	\$250,000.00	\$350,000.00	\$348,000.00			\$999,756.00
	P(a)		\$250,000.00	\$250,000.00	\$350,000.00	\$188,450.00	\$180,000.00		\$753,192.00
	A		\$51,756.00	\$144,668.00	\$180,346.00	\$196,422.00	\$18,900.90		\$592,092.90
									Component Revised Cost

2 Youth Information Centers (YIC)

									\$1,838,163.00
Outputs		2009	2010	2011	2012	2013	2014	2015	Cost
2.1 YICs equipped and operational (construction and equipment)	P		\$33,142.00	\$550,000.00	\$850,000.00	\$432,447.00			\$1,865,589.00
	P(a)	\$20,000.00	\$300,000.00	\$550,000.00	\$850,000.00	\$814,455.00	\$708,555.00	\$300,000.00	\$1,695,546.00
	A		\$33,142.00	\$39,276.00	\$431,632.00	\$182,941.00	\$142,978.79		\$829,969.79
2.2 Web site to link YICs with labour market information systems developed.	P	\$24,910.00	\$20,000.00	\$52,000.00	\$100,000.00	\$59,213.00			\$256,123.00
	P(a)	\$25,000.00	\$52,000.00	\$52,000.00	\$100,000.00	\$49,000.00	\$50,000.00		\$142,617.00
	A	\$24,910.00	\$20,000.00	\$20,052.00	\$26,018.00	\$1,637.00	\$279.41		\$92,896.41
									Component Revised Cost

3 Sector Management

									\$1,182,456.00
Outputs		2009	2010	2011	2012	2013	2014	2015	Cost
3.1 Results for the National Youth Survey available.	P	\$52,380.00	\$192,000.00	\$245,000.00					\$489,380.00
	P(a)	\$55,000.00	\$430,000.00	\$245,000.00					\$476,699.00
	A	\$52,380.00	\$192,000.00	\$214,615.00	\$17,704.00		\$0.00		\$476,699.00
3.2 National Youth Policy updated	P			\$70,000.00	\$200,000.00				\$270,000.00
	P(a)			\$70,000.00	\$200,000.00	\$300,450.00	\$209,450.00		\$406,345.00
	A			\$33,935.00	\$70,845.00	\$92,115.00	\$47,023.20		\$243,918.20
3.3 Electronic inventory of youth service providers available to improve articulation	P		\$24,336.00	\$53,118.00					\$77,454.00
	P(a)	\$30,000.00	\$20,000.00	\$53,118.00					\$235,631.00
	A		\$24,336.00	\$117,174.00	\$94,121.00		\$0.00		\$235,631.00
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)	P		\$63,781.00	\$50,000.00	\$60,626.00	\$100,000.00			\$274,407.00
	P(a)		\$52,000.00	\$50,000.00	\$0.00	\$0.00			\$63,781.00
	A		\$63,781.00	\$0.00			\$0.00		\$63,781.00
									Component Revised Cost

4 Administration, audit and evaluation

									Component Revised Cost

5 Contingencies

Other Cost		2009	2010	2011	2012	2013	2014	2015	Cost
Consultants for technical Support NYS in place	P	\$30,490.00	\$76,000.00	\$150,000.00	\$150,000.00	\$43,460.00			\$449,950.00
	P(a)	\$40,000.00	\$100,000.00	\$150,000.00	\$150,000.00	\$81,690.00	\$100,000.00		\$441,859.00
	A	\$30,490.00	\$76,000.00	\$61,488.00	\$59,699.00	\$114,182.00	\$30,864.38		\$372,723.38
Consultants for technical Support NCYD in place	P	\$73,070.00	\$87,901.00	\$130,000.00	\$130,000.00	\$89,900.00			\$510,871.00
	P(a)	\$75,000.00	\$110,000.00	\$130,000.00	\$130,000.00	\$89,150.00	\$80,000.00		\$541,385.00
	A	\$73,070.00	\$87,901.00	\$100,265.00	\$97,325.00	\$102,824.00	\$29,274.51		\$490,659.51
Consultants for technical Support MOE in place	P	\$107,100.00	\$153,316.00	\$260,000.00	\$300,000.00	\$246,340.00			\$1,066,756.00
	P(a)	\$100,000.00	\$250,000.00	\$260,000.00	\$300,000.00	\$233,576.00	\$190,000.00	\$90,000.00	\$1,303,280.00
	A	\$107,100.00	\$153,316.00	\$218,327.00	\$238,516.00	\$306,021.00	\$65,682.62		\$1,088,962.62
Contingencies	P								
	P(a)					\$151,000.00		\$792,030.00	\$792,030.00
	A				\$0.00		\$0.00		\$0.00

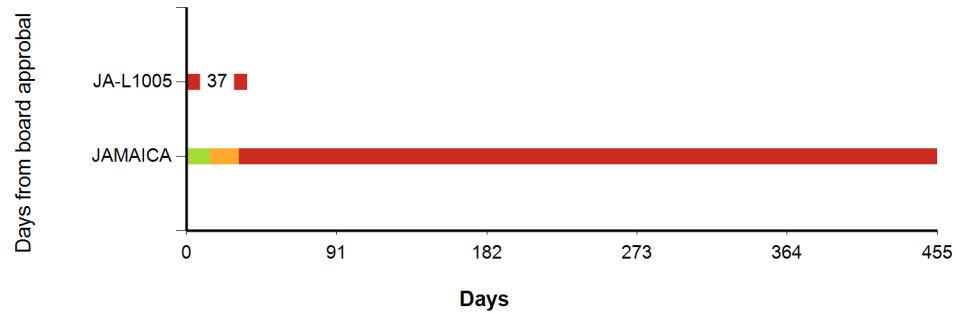
Total Cost		2009	2010	2011	2012	2013	2014	2015	Total Cost
	P	\$302,130.00	\$1,057,391.00	\$2,750,118.00	\$4,268,626.00	\$2,541,360.00			\$10,919,625.00
	P(a)	\$425,000.00	\$2,964,000.00	\$2,750,118.00	\$4,208,000.00	\$3,855,671.00	\$2,914,471.00	\$1,182,030.00	\$11,000,000.00
	A	\$302,130.00	\$1,057,391.00	\$1,617,721.00	\$2,376,767.00	\$1,549,490.00	\$676,447.97		\$7,579,946.97

Monitoring Indicators

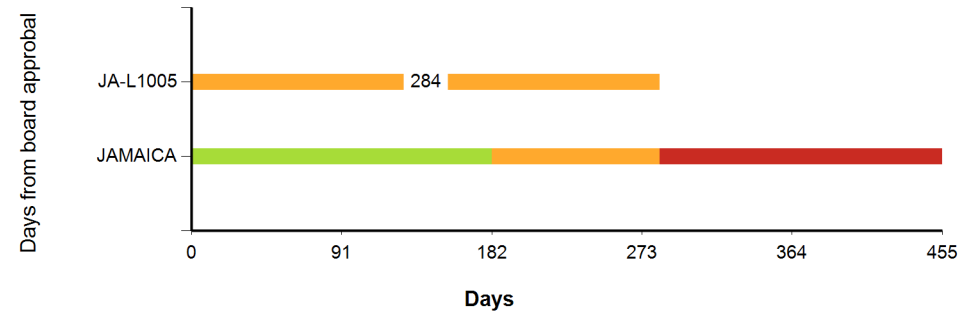
Stage 1: From Approval to Eligibility stage

Indicator (I)	Project Indicator Value	Benchmark Indicator Value			
		Satisfactory	Alert	Problem	Traffic light
Days elapsed from approval to Legal Effectiveness	37.00	$0 \leq I \leq 14.50$ days	$14.50 < I \leq 31.75$ days	> 31.75 days	PROBLEM
Days elapsed Legal Effectiveness to Eligibility	284.00	$0 \leq I \leq 182.00$ days	$182.00 < I \leq 284.00$ days	> 284.00 days	ALERT
% of General conditions prior achieved	100 %	N/A	N/A	N/A	For tracking purpose only
% of Special conditions prior achieved	0	N/A	N/A	N/A	For tracking purpose only

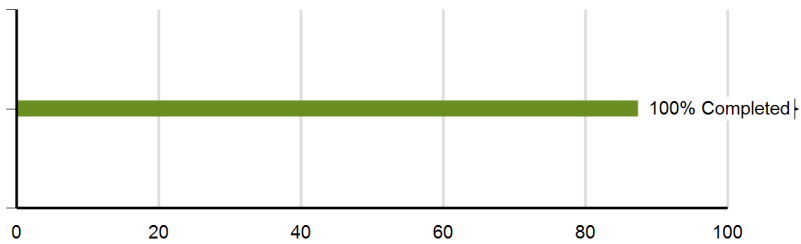
Days elapsed from Approval to Legal Effectiveness



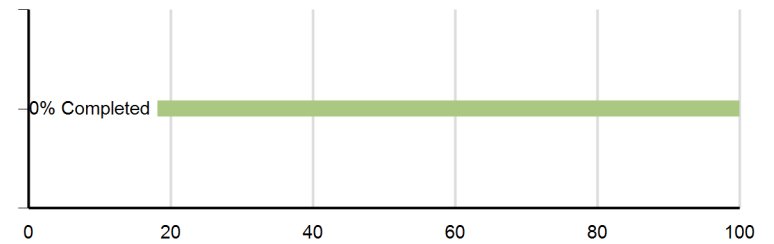
Days elapsed from Legal Effectiveness to Eligibility



% of General Conditions Achieved Prior



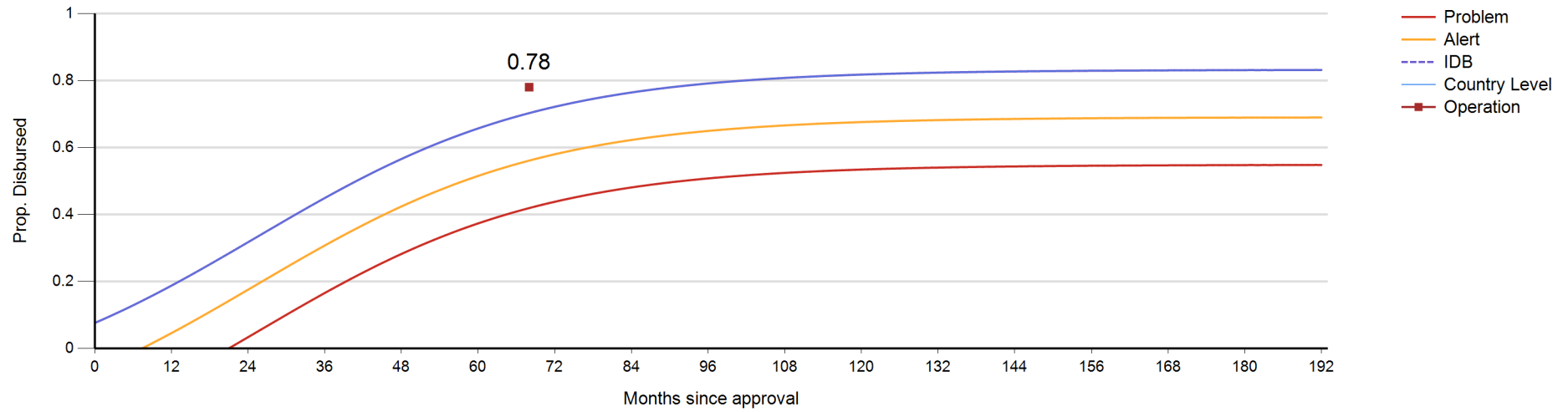
% of Special Conditions Achieved Prior



Stage 2: After Eligibility

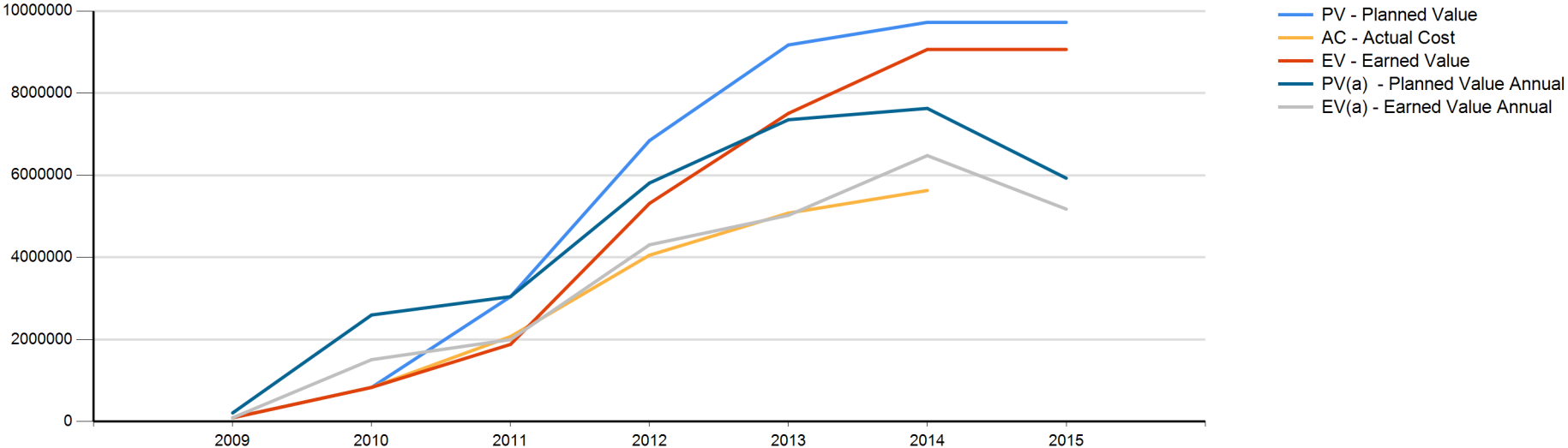
Indicator (I)	Project Indicator Value	Benchmark Indicator Value				Traffic light
		Satisfactory	Alert	Problem	Outlier	
Accumulated disbursements to country's historic disbursements	0.78	$1 \geq I > 0$	$0 \geq I \geq 0$	$0 > I \geq 0$	N/A	SATISFACTORY
Cost Performance Index-CPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Cost Performance Index (annual)-CPI(a)	1.15	$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	SATISFACTORY
Schedule Performance Index-SPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Schedule Performance Index (annual) - SPI(a)	0.85	$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	SATISFACTORY
Expected additional execution duration (months)	1.15	N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the plan at operation start up	0.93	N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the re-planned end of project (EOP)	0.79	N/A	N/A	N/A	N/A	For tracking purpose only
Environmental and social safeguard performance rating	0	N/A	N/A	N/A	N/A	For tracking purpose only

Accumulated disbursements as proportion of the total amount



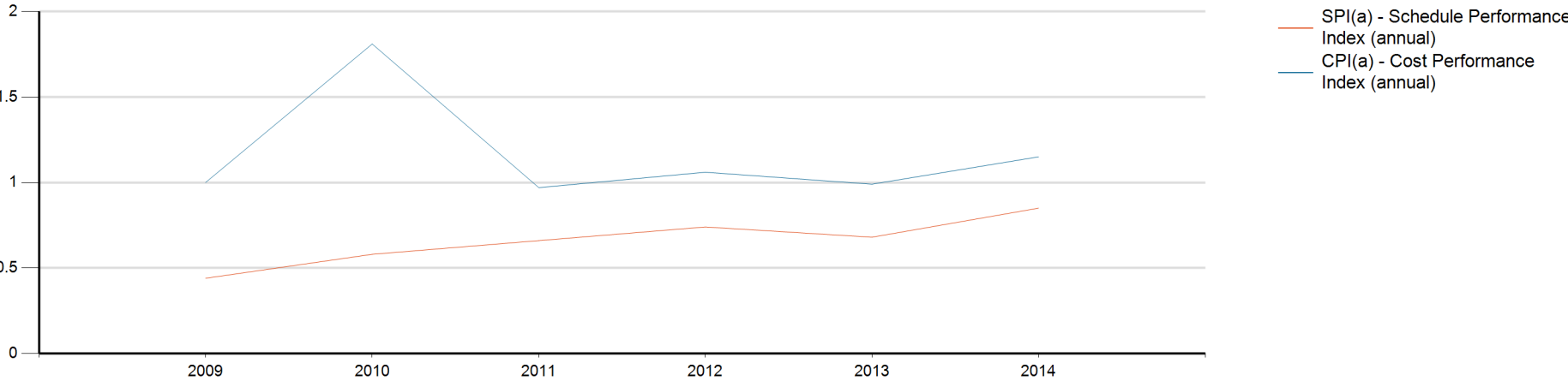
PV, AC, EV, PV(a), EV(a)

	2009	2010	2011	2012	2013	2014	2015
PV	91,470.00	831,644.00	3,041,762.00	6,842,213.00	9,172,475.00	9,723,101.46	9,723,101.46
AC	91,470.00	831,644.00	2,069,285.00	4,050,512.00	5,076,975.00	5,627,601.46	0.00
EV	91,470.00	831,644.00	1,878,969.33	5,311,844.75	7,505,092.46	9,062,881.23	9,062,881.23
PV(a)	210,000.00	2,595,470.00	3,041,762.00	5,809,110.00	7,350,767.00	7,627,126.24	5,927,601.46
EV(a)	91,470.00	1,506,351.00	1,996,904.33	4,303,750.33	5,022,528.78	6,477,561.22	5,174,288.27

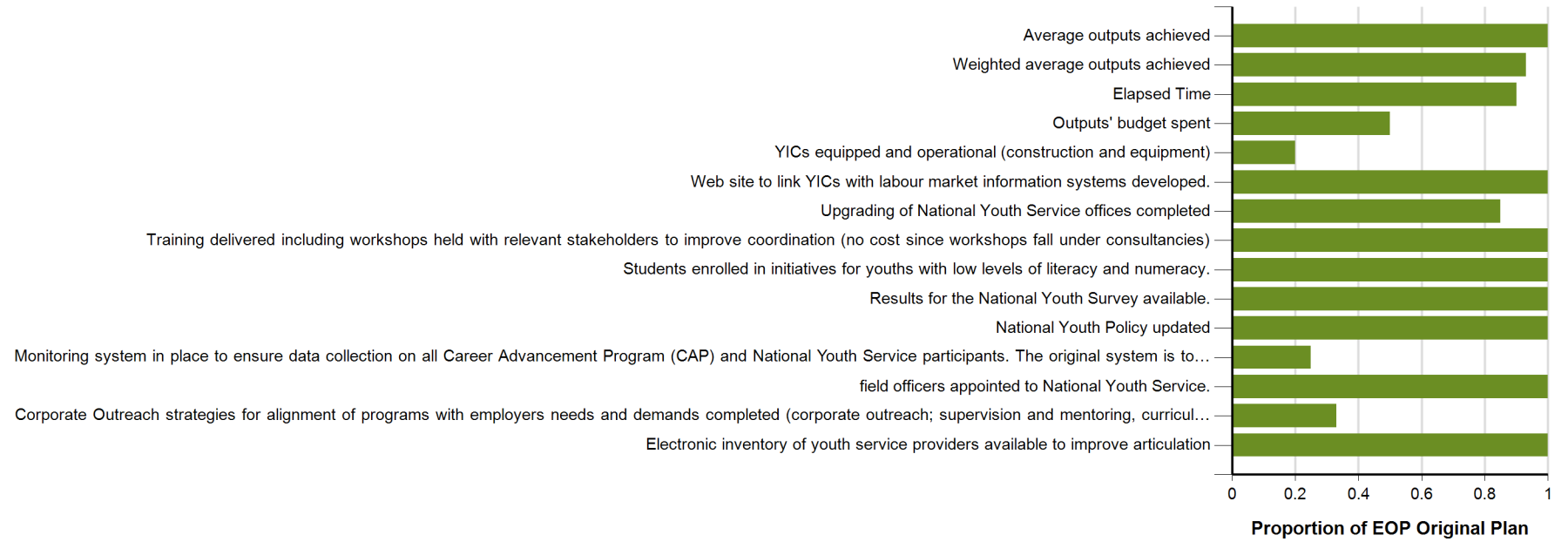


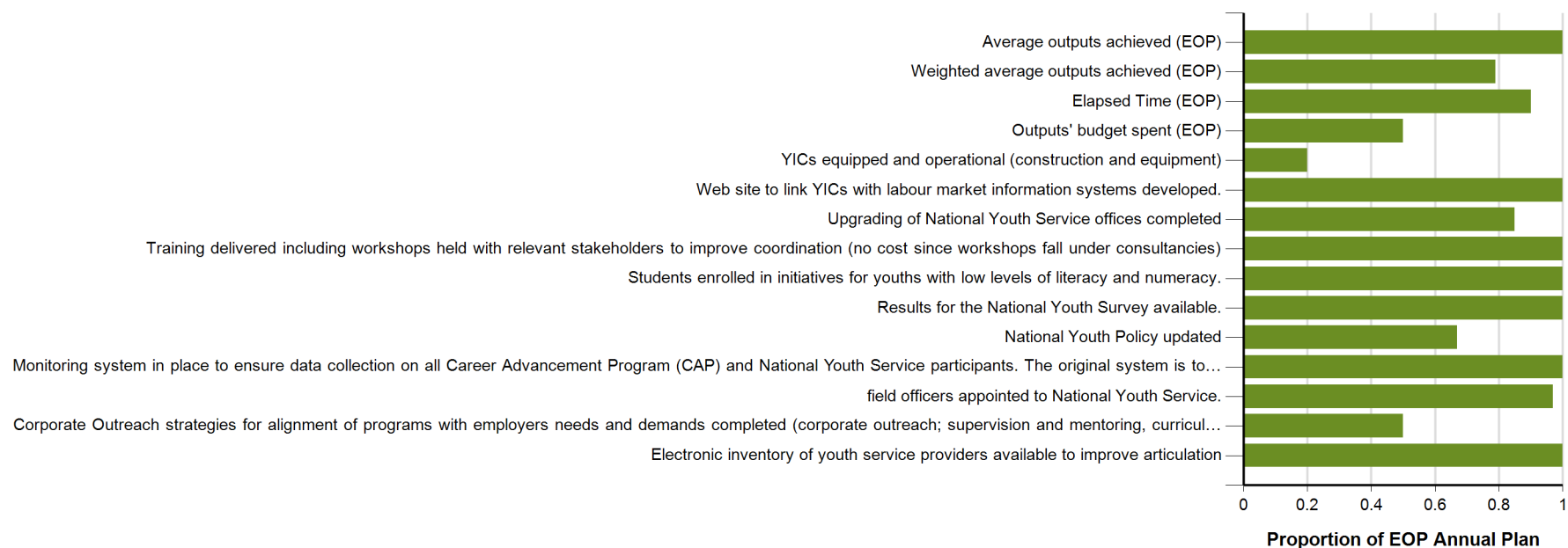
CPI, Annual CPI, SPI, Annual SPI

	2009	2010	2011	2012	2013	2014
SPI						
CPI						
SPI(a)	0.44	0.58	0.66	0.74	0.68	0.85
CPI(a)	1.00	1.81	0.97	1.06	0.99	1.15



% of Outputs Achieved of the plan at the project start up



% of Outputs Achieved of the re-planned End of project (EOP)**Validation Process Status**

Date	User	Action	Comment	Classification	Workflow
10/28/2014	claudiau	Completado por el Líder de Equipo		N/A	
10/30/2014	harolda	Returned			
11/3/2014	claudiau	Completado por el Líder de Equipo		N/A	
11/4/2014	harolda	Validado por los Jefes de Operaciones			
11/6/2014	evegas	Validada por el Jefe de División			
11/14/2014	thereset	Validada por el Representante de País			

Changes to the Matrix

Section	Name	Type of Change	Subtype	Modified by	Reasons	Entered in the System	Agreed with Executing Agency
Producto	YICs equipped and operational (construction and equipment)	Modify Physical P(a) value	Modificar Producto	claudiau	The actual planned outputs have been extended to 2015 given program delays.	03-Nov-14	

Findings and recommendations

Findings and Recomendations : Delays in achievement of annual plans for Outputs and Outcomes

Type of Delay	Name	Explain both physical and financial delays	Findings	Recommendations	Is the issue solved?	Last update
Atraso del Producto	YICs equipped and operational (construction and equipment)	This outcome refers to an increase in the population served, based on the construction of new YICs. Delays in construction of the first two YICs were experienced, and the other two have not begun. Thus no youth were served at these facilities. However, 838 new youth were served at the six existing facilities, a 4.1% increase over 2011, and the overall number of users for the year was 38,396, demonstrating continued demand for these spaces. There were additional delays in the construction of the first two YICs, and construction of the other two did not begin in 2013 due to national budget constraints.	Disbursement projections for 2013 had assumed completion of the two YICs. The delays in construction resulted in much lower actual disbursements. Also, youth did not benefit from the services of the YICs in the selected sites. However, a community stakeholders working group was established at the onset, and they have been active in discussing upcoming programs and plans for the Centers.	The Bank hired an engineering consultant to accompany the works. His recommendation to pre-purchase some of the critical materials assisted in moving the construction forward.	No	10/30/2014
Atraso del Producto	National Youth Policy updated	The Minister of Youth chose to carry out some additional consultations prior to sending the Green Paper to Cabinet.	Disbursement projections for 2013 had assumed completion of the policy. The delay has resulted in lower actual disbursements.		No	10/30/2014
Atraso del Producto	YICs equipped and operational (construction and equipment)	There is currently 1 YIC that is operating (May Pen) but there are two more that are still under construction (Spanish Town and Lucea). Spanish Town should have been completed by January 2013 but they had problems with the contractor. Executing agency is considering severing the contract but no decision has been made. There are also technical problems with the construction. The other YIC (Lucea) is currently under construction (started August) but weather has delayed the completion.	These delays are affecting disbursements and the possibility of youth benefiting from the service. Given the delays and the final disbursement date, remaining funds are likely to be cancelled.	We have an engineering consultant supporting the works and we are giving close supervision to the project.	No	10/30/2014
Atraso del Producto	National Youth Policy updated	National Youth Policy hasn't been approved yet by Parliament. The estimated date is November.	Without an updated Youth Policy there is no clear direction for the sector.		No	10/30/2014

Findings and Recomendations : Other Delays

No information related to this operation.

Findings and Recomendations : Overall Project Management

Stage	Dimension	Category	Findings	Recommendations	Last update
UNDEFINED		UNDEFINED	Others: The current Youth Policy has not been implemented completely. It speaks to the process of development but is not reflective of all the relevant areas on the ground and does not have full buy-in of key stakeholders. Nor is it fully supported by budget or legislation.	Others: The team sees this as a very positive step towards the development of a more robust policy, reduction of duplication of programs, greater efficiency in use of resources for the sector and programmatic response, and inclusion of youth voices and centering of policies and programs around youth needs.	4/7/2014
UNDEFINED		UNDEFINED	Project Management: The Youth Ministry was recently created (5 years ago), and there is still uncertainty about their leadership in the Sector; this has generated lack of clarity regarding institutional roles and responsibilities.	Project Management: An analysis of the Sector, not only the executing agency, would have been helpful.	4/7/2014
UNDEFINED		UNDEFINED	Others: The assumption was that the Youth Policy in place was driving youth development for the sector.	Others: The project includes the revision of the Youth Policy with a number of background studies and consultations, including a youth survey (quantitative), a situational analysis (qualitative), an electronic programmatic youth inventory and gap analysis, and a youth mainstreaming consulting. This, for the first time, is providing evidence and a comprehensive review of current information and programs on the ground as a basis for revisions to development of the policy and programmatic response.	4/7/2014
UNDEFINED		UNDEFINED	Project Management: The assumption was made, based on the existence of a Youth Policy and national strategic plan, that the Youth Sector had a clear institutional framework and goals and responsibilities were well defined.	Project Management: The program has been identifying overlaps with other initiatives in order to promote coordination and co-funding.	4/7/2014

Disbursements

YEAR		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS
2014	P		\$0.00	\$750,000.00			\$0.00	\$715,000.00				\$535,000.00		\$2,000,000.00
	D		\$0.00	\$0.00			\$0.00	\$0.00				\$0.00		\$0.00
2015	P	\$0.00			\$1,165,000.00							\$10,000.00		\$1,175,000.00
	D	\$0.00			\$0.00							\$0.00		\$0.00
2016	P	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	D	\$9,786,736.12	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,786,736.12
2017	P	\$0.00												\$0.00
	D	\$0.00												\$0.00

Risks

Identifier	Operation Number	Description	Type	Status	Probability	Impact	Risk Level	Description Mitigation Measure
1	JA-L1005	Fiscal constrains at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	High	Medium	Alto	
2	JA-L1005	Delays in gathering and reporting information persist.	Monitoring and Accountability	Activo	Medium	Medium	Medio	
3	JA-L1005	Changes in the institutional arrangments for the management of the Youth portafolio in the country.	Gestión Pública y Gobernanza	Activo	Medium	Medium	Medio	
4	JA-L1005	Complex and slow procurement delay execution.	Desarrollo	Activo	Medium	Medium	Medio	
5	JA-L1005	Natural disasters and other contingencies may affect construction of YICs	Sustentabilidad Ambiental y Social	Activo	Low	Low	Bajo	
6	JA-L1005	Fiscal constraints at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	High	Medium	Alto	
7	JA-L1005	Changes in institutional arrangements for management of the Youth portfolio may affect project execution and priorities.	Gestión Pública y Gobernanza	Activo	Medium	Medium	Medio	



Operation Number: **JA-L1005**
 Year- PMR Cycle: **Segundo período enero-diciembre 2014**
 Last Update: **4/20/2015**
 PMR Validation Stage: **Validada por el Representante de País**

Chief of Operations validation date: **4/20/2015**
 Division Chief validation date: **4/20/2015**
 Country Representative validation date: **4/25/2015**

1/13/2017 3:35:26 PM - 97
 Inter-American Development Bank - IDB
 Office of Strategic Planning and Development Effectiveness
 Current Validated Classification
 (validated as of 4/25/2015)
SATISFACTORIO

Operation Profile

Basic Data

Operation name:	Programa de Desarrollo Juvenil - Fase I	Loan Number:	2039/OC-JA
Executing Agency (EA):	MINISTRY OF EDUCATION AND CULTURE		
Team Leader:	Uribe,Claudia	Sector/Subsector:	VOCATIONAL & TECHNICAL EDUCATION
Operation Type:	Loan Operation	Overall Stage:	Cerrado (todas las operaciones están cerradas)
Lending Instrument:	Investment Loan	Country:	JAMAICA
Borrower:	JAMAICA	Convergence related Operation(s):	
		PMR not required	YES

Operation Objective:

To facilitate the transition of unattached youth to adulthood and the world of work through training, on-the-job experience, information dissemination and labor intermediation services. Activities will be financed in three mutually supporting strategic areas: (i) enhancement of youth training and life skills offered by the National Youth Service (NYS); (ii) promotion of youth information centers building upon ongoing efforts in this area; and (iii) institutional strengthening to NYS and the National Center for Youth Development (NCYD), including technical assistance, to support governance and articulation between various sectors.

Events Data

Supervision	
Signature	05-Dec-08
Ratification	
Legal effectiveness	05-Dec-08
Total Eligibility	15-Sep-09
Partial Eligibility	15-Sep-09
First Disbursement	21-Sep-09
Original Disbursement Expiration	05-Jun-13
Current Disbursement Expiration	30-Dec-15
Preparation	
On pipeline	
Start date	
ERM	
PP Approved	
POD Approved	
DLP Approved by OPC	
Negotiation	
Operation Approved	

Development Effectiveness Matrix

	Main Operation JA-L1005
Economic Analysis	
Undefined	Yes
Cost benefit analysis	
Cost effectiveness analysis	
General economic analysis (Economic rate of return)	
Evaluation	
Undefined	Yes
Random assignment	
Non-experimental method	
Ex-post cost benefit analysis	
Ex-post cost effectiveness analysis	
Before/after or With/without comparison	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Total Cost and Source

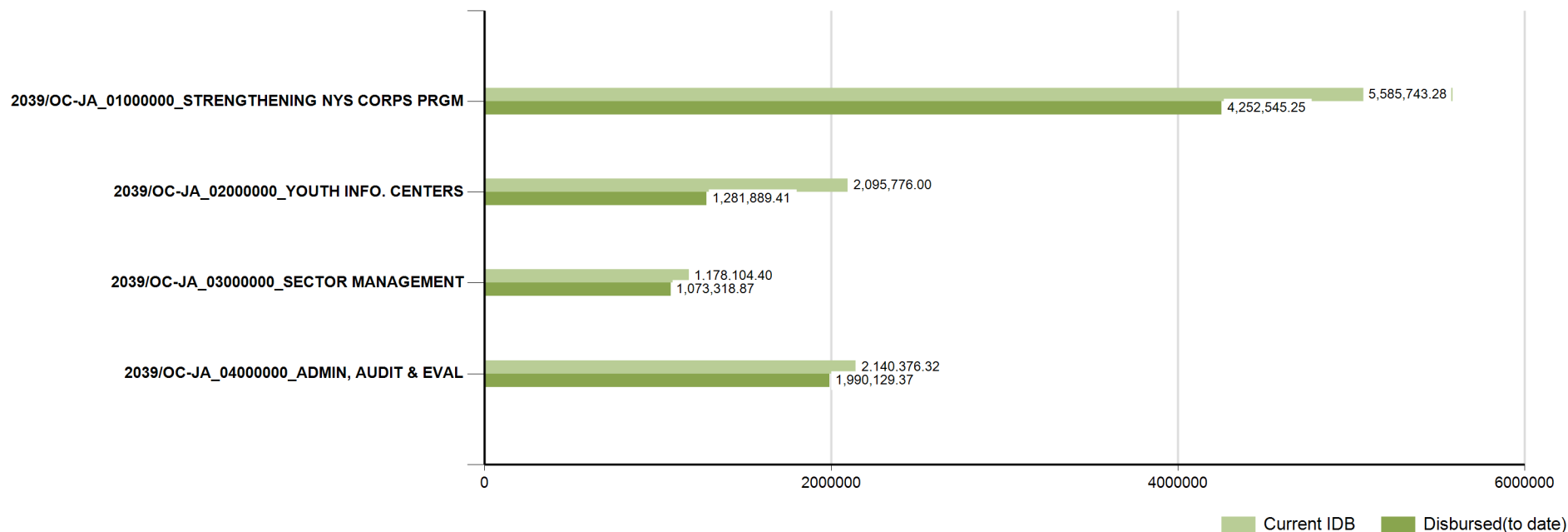
	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
JA-L1005	\$11,000,000.00	\$11,000,000.00	\$0.00	\$0.00	\$11,000,000.00

Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
JA-L1005	\$11,000,000.00	\$9,241,776.67	84.02%	\$1,758,223.33





Environmental and Social Safeguards

Operación Principal	
Impacts Category:	C
Risk:	
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Expense Categories by Loan Contract (cumulative values)**Result Matrix****Impacts**

Impact:	1 Unattached youths (not studying or working between 17-24) who successfully complete the MOE/NYS programs.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2012	2013	2014	2015	EOP

1.1 Unattached youth enrolled in CAP.		#	0.00	2008	Registros del programa	The CAP is a two year program, so there will be 1500 students from the 2010-2012 cohort, and 1500 from the 2011-2013 cohort benefited.	P	1,500.00	1,500.00				3,000.00
							P(a)	1,500.00	1,500.00				3,000.00
							A	1,500.00	1,442.00				

 RF - Contribution	 RF - Alignment	 RF - Strategic Alignment	 RF - Strategic Alignment during Execution
 SI - Sector Indicator	 CI - Country Indicator	 PG - Pro-Gender	 PE - Pro-Ethnicity

Outcomes

Outcome:	1 Articulation among Youth programs improved
Observation:	
Outcome:	2 National Youth Service and Career Advancement Program offerings are aligned with employer demands.
Observation:	

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	2014	2015
2.1 benefited youth placed in internships in the private sector		%	10.00	2008	NYS data base		P			20.00		
							P(a)			20.00		
							A			0.00		

Outcome:	3 delete
Observation:	The contract for the consultancy for the corporate outreach strategy was terminated due to a shift in NYS policy. Notwithstanding, other related programs have continued under NYS and CAP. The Bank is seeking information regarding the number of youth who benefited.
Outcome:	5 Youths are participating in supervision and mentoring programs during on the job training.
Observation:	This was part of the corporate outreach strategy that was discontinued as described above.

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	2014	2015
5.1 placement firms that have mentoring programs in place		%	0.00	2008			P		10.00	20.00		
							P(a)		10.00	20.00		
							A			0.00		





Outcome:	6 Youth with access to information provided by Youth Information Centers (YICs) increased.
Observation:	The new centers were not completed in 2013 as planned. The 2,106 youth represent new users with access to existing centers. Overall, the five existing centers were used 49,112 times. The number should increase in 2014 since the May Pen and Spanish Town centers will be opened.





Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	2014	2015
6.1 Youth with access to Youth Information Centers		youth	6,000.00	2008		The target is to provide access to 1,500 youth per year in each new center. Increased access for 7,500 youth. The results matrix indicates 15000 youth per year by mistake.	P		3,000.00	3,500.00		
							P(a)		3,000.00	3,500.00		
							A	0.00		2,106.00		

Outcome:	7 Unattached youth that are channelled via the Youth Information Centers into training or job opportunities increased.
-----------------	--

Observation: The number of unattached youth (9,934) comprised 20% of the overall users for 2013. Of those nearly 10,000 youth, 80% were referred to training or job-related services.

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	2014	2015
7.1 Youth referred to other services		%	40.00	2008	National Center for Youth Development (NCYD) information system.	Expected percentage increase was modified in accordance with new timelines.	P		40.00	45.00	60.00	
							P(a)		40.00	45.00	60.00	
							A		66.00	42.00	80.00	

 RF - Contribution
  RF - Alignment
  RF - Strategic Alignment
  RF - Strategic Alignment during Execution

 SI - Sector Indicator
  CI - Country Indicator
  PG - Pro-Gender
  PE - Pro-Ethnicity

Outputs Physical Progress

1 Quality improvement and strengthening of Youth Development Programs

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP		Means of v
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).		strategies	P			2.00	1.00				3.00		
			P(a)	0.00	0.00	2.00	1.00	1.00	1.00	2.00			
			A			1.00	0.00	0.00	0.00	1.00			
Milestone													
Firm to conduct consultancy selected.		#	P		1.00						1.00		
			P(a)		1.00					4.00			
			A		1.00	3.00				4.00			
1.2 Upgrading of National Youth Service offices completed		offices upgraded	P			5.00	5.00	3.00			13.00		
			P(a)			0.00	0.00	6.00	2.00	12.00			
			A			0.00	5.00	6.00	1.00	12.00			
Milestone													
Advance in office upgrading		%	P		33.00	60.00	80.00	100.00			273.00		
			P(a)			60.00	80.00	100.00		185.00			
			A		33.00			52.00	100.00	185.00			
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.		Students	P		1,500.00	1,500.00	1,500.00	1,500.00			6,000.00		
			P(a)		1,500.00	1,500.00	1,500.00	1,500.00		6,190.00			
			A		1,500.00	1,748.00	1,442.00		1,500.00	6,190.00			
Dissaggregation Categories													
(a) girls			P										
			P(a)										
			A										
			P										
			P(a)										
			A										
(b) boys			P										
			P(a)										
			A										
			P										
			P(a)										
			A										
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strenthening)		Systems	P		1.00	1.00	1.00	1.00			4.00		
			P(a)		1.00	1.00	1.00	1.00	0.00	1.00	2.00		
			A		1.00	0.00	0.00	0.00	0.00	1.00			
1.5 field officers appointed to National Youth Service.		field officers	P		7.00	7.00	7.00	7.00			28.00		
			P(a)		7.00	7.00	7.00	7.00	7.00	35.00			
			A		7.00	7.00	7.00	7.00	7.00	35.00			

2 Youth Information Centers (YIC)

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP	Means of ve
2.1 YICs equipped and operational (construction and equipment)		YICS	P		0.00	2.00	2.00	1.00			5.00	
			P(a)			2.00	2.00	2.00	3.00	2.00	3.00	
			A		0.00	0.00	0.00	0.00	1.00		1.00	
2.2 Web site to link YICs with labour market information systems developed.		web site	P		0.00	1.00					1.00	
			P(a)			1.00				1.00	3.00	
			A		0.00	1.00	0.00	0.00	1.00		2.00	

3 Sector Management

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP	Means of ve
3.1 Results for the National Youth Survey available.		Report	P		0.00	1.00					1.00	
			P(a)			1.00				0.00	1.00	
			A		0.00	1.00	0.00	0.00	0.00		1.00	
3.2 National Youth Policy updated		Policy	P		0.00		1.00				1.00	
			P(a)				1.00	1.00	1.00	1.00	3.00	
			A		0.00	0.00	2.00	0.00	0.00		2.00	
3.3 Electronic inventory of youth service providers available to improve articulation		Inventory	P		0.00	1.00					1.00	
			P(a)			1.00				0.00	2.00	
			A		0.00	0.00	2.00	0.00	0.00		2.00	
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)		training sessions	P		3.00	3.00	2.00	2.00			10.00	
			P(a)		3.00	3.00	2.00	2.00	2.00	0.00	50.00	
			A		3.00	3.00	32.00	10.00	2.00		50.00	

4 Administration, audit and evaluation

5 Contingencies

 RF - Contribution	 RF - Alignment	 RF - Strategic Alignment	 RF - Strategic Alignment during Executio
 SI - Sector Indicator	 CI - Country Indicator	 PG - Pro-Gender	 PE - Pro-Ethnicity

Outputs Financial Progress

										Component Revised Cost
1 Quality improvement and strengthening of Youth Development Programs										\$3,991,777.86
Outputs		2009	2010	2011	2012	2013	2014	2015		Cost
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).	P	\$2,340.00	\$4,852.00	\$200,000.00	\$450,000.00	\$200,000.00				\$857,192.00
	P(a)	\$20,000.00	\$330,000.00	\$200,000.00	\$450,000.00	\$450,000.00	\$346,000.00	\$10,905.33		\$246,919.92
	A	\$2,340.00	\$4,852.00	\$82,558.00	\$13,920.00	\$95,209.00	\$37,135.59			\$236,014.59
1.2 Upgrading of National Youth Service offices completed	P	\$11,840.00	\$68,551.00	\$300,000.00	\$1,108,000.00	\$520,000.00				\$2,008,391.00
	P(a)	\$30,000.00	\$300,000.00	\$300,000.00	\$1,108,000.00	\$1,000,450.00	\$975,466.00			\$1,166,596.59
	A	\$11,840.00	\$68,551.00	\$37,544.00	\$415,018.00	\$255,611.00	\$378,032.59			\$1,166,596.59
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.	P		\$230,000.00	\$420,000.00	\$550,000.00	\$502,000.00				\$1,702,000.00
	P(a)		\$400,000.00	\$420,000.00	\$550,000.00	\$263,000.00				\$1,549,343.23
	A		\$230,000.00	\$463,560.00	\$668,543.00	\$126,041.00	\$61,199.23			\$1,549,343.23
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)	P		\$51,756.00	\$20,000.00	\$20,000.00					\$91,756.00
	P(a)	\$30,000.00	\$370,000.00	\$20,000.00	\$20,000.00	\$234,450.00	\$75,000.00	\$26,580.47		\$377,162.47
	A		\$51,756.00	\$84,259.00	\$63,080.00	\$76,487.00	\$75,000.00			\$350,582.00

rification
rification

1.5 field officers appointed to National Youth Service.	P		\$51,756.00	\$250,000.00	\$350,000.00	\$348,000.00			\$999,756.00
	P(a)		\$250,000.00	\$250,000.00	\$350,000.00	\$188,450.00	\$180,000.00		\$651,755.65
	A		\$51,756.00	\$144,668.00	\$180,346.00	\$196,422.00	\$78,563.65		\$651,755.65
									Component Revised Cost

2 Youth Information Centers (YIC) \$1,656,438.30

Outputs		2009	2010	2011	2012	2013	2014	2015	Cost
2.1 YICs equipped and operational (construction and equipment)	P		\$33,142.00	\$550,000.00	\$850,000.00	\$432,447.00			\$1,865,589.00
	P(a)	\$20,000.00	\$300,000.00	\$550,000.00	\$850,000.00	\$814,455.00	\$708,555.00	\$360,000.00	\$1,409,725.68
	A		\$33,142.00	\$39,276.00	\$431,632.00	\$182,941.00	\$362,734.68		\$1,049,725.68
2.2 Web site to link YICs with labour market information systems developed.	P	\$24,910.00	\$20,000.00	\$52,000.00	\$100,000.00	\$59,213.00			\$256,123.00
	P(a)	\$25,000.00	\$52,000.00	\$52,000.00	\$100,000.00	\$49,000.00	\$50,000.00	\$37,209.47	\$246,712.62
	A	\$24,910.00	\$20,000.00	\$20,052.00	\$26,018.00	\$1,637.00	\$116,886.15		\$209,503.15
									Component Revised Cost

3 Sector Management \$1,024,940.52

Outputs		2009	2010	2011	2012	2013	2014	2015	Cost
3.1 Results for the National Youth Survey available.	P	\$52,380.00	\$192,000.00	\$245,000.00					\$489,380.00
	P(a)	\$55,000.00	\$430,000.00	\$245,000.00					\$476,699.00
	A	\$52,380.00	\$192,000.00	\$214,615.00	\$17,704.00				\$476,699.00
3.2 National Youth Policy updated	P			\$70,000.00	\$200,000.00				\$270,000.00
	P(a)			\$70,000.00	\$200,000.00	\$300,450.00	\$209,450.00		\$248,829.52
	A			\$33,935.00	\$70,845.00	\$92,115.00	\$51,934.52		\$248,829.52
3.3 Electronic inventory of youth service providers available to improve articulation	P		\$24,336.00	\$53,118.00					\$77,454.00
	P(a)	\$30,000.00	\$20,000.00	\$53,118.00					\$235,631.00
	A		\$24,336.00	\$117,174.00	\$94,121.00				\$235,631.00
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)	P		\$63,781.00	\$50,000.00	\$60,626.00	\$100,000.00			\$274,407.00
	P(a)		\$52,000.00	\$50,000.00	\$0.00	\$0.00			\$63,781.00
	A		\$63,781.00	\$0.00					\$63,781.00
									Component Revised Cost

4 Administration, audit and evaluation

									Component Revised Cost
--	--	--	--	--	--	--	--	--	------------------------

5 Contingencies

Other Cost		2009	2010	2011	2012	2013	2014	2015	Cost
Consultants for technical Support NYS in place	P	\$30,490.00	\$76,000.00	\$150,000.00	\$150,000.00	\$43,460.00			\$449,950.00
	P(a)	\$40,000.00	\$100,000.00	\$150,000.00	\$150,000.00	\$81,690.00	\$100,000.00	\$2,360.00	\$408,443.28
	A	\$30,490.00	\$76,000.00	\$61,488.00	\$59,699.00	\$114,182.00	\$64,224.28		\$406,083.28
Consultants for technical Support NCYD in place	P	\$73,070.00	\$87,901.00	\$130,000.00	\$130,000.00	\$89,900.00			\$510,871.00
	P(a)	\$75,000.00	\$110,000.00	\$130,000.00	\$130,000.00	\$89,150.00	\$80,000.00	\$1,991.23	\$514,555.72
	A	\$73,070.00	\$87,901.00	\$100,265.00	\$97,325.00	\$102,824.00	\$51,179.49		\$512,564.49
Consultants for technical Support MOE in place	P	\$107,100.00	\$153,316.00	\$260,000.00	\$300,000.00	\$246,340.00			\$1,066,756.00
	P(a)	\$100,000.00	\$250,000.00	\$260,000.00	\$300,000.00	\$233,576.00	\$190,000.00	\$105,988.83	\$1,339,547.62
	A	\$107,100.00	\$153,316.00	\$218,327.00	\$238,516.00	\$306,021.00	\$210,278.79		\$1,233,558.79
Contingencies	P								
	P(a)					\$151,000.00		\$1,208,223.29	\$1,208,223.29
	A				\$0.00				\$0.00

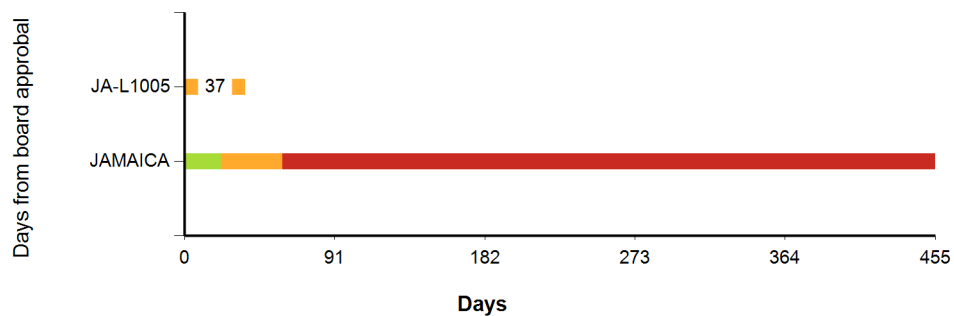
Administration ,audit and evaluation	P								\$0.00
	P(a)								\$0.00
	A								\$0.00
Total Cost		2009	2010	2011	2012	2013	2014	2015	Total Cost
	P	\$302,130.00	\$1,057,391.00	\$2,750,118.00	\$4,268,626.00	\$2,541,360.00			\$10,919,625.00
	P(a)	\$425,000.00	\$2,964,000.00	\$2,750,118.00	\$4,208,000.00	\$3,855,671.00	\$2,914,471.00	\$1,753,258.62	\$10,143,926.59
	A	\$302,130.00	\$1,057,391.00	\$1,617,721.00	\$2,376,767.00	\$1,549,490.00	\$1,487,168.97		\$8,390,667.97

Monitoring Indicators

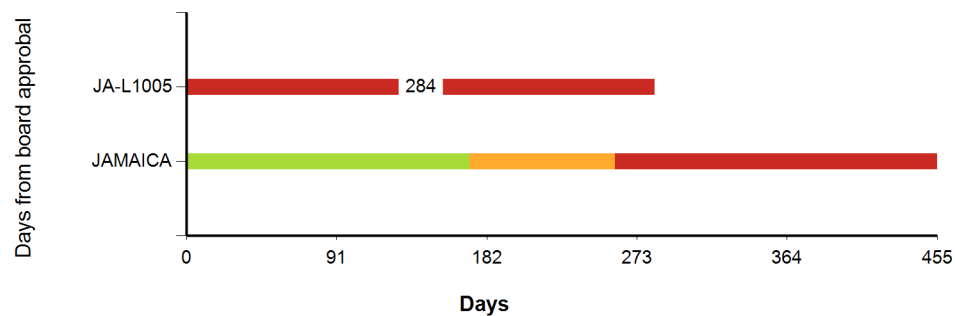
Stage 1: From Approval to Eligibility stage

Indicator (I)	Project Indicator Value	Benchmark Indicator Value			
		Satisfactory	Alert	Problem	Traffic light
Days elapsed from approval to Legal Effectiveness	37.00	$0 \leq I \leq 22.00$ days	$22.00 < I \leq 59.50$ days	> 59.50 days	ALERT
Days elapsed Legal Effectiveness to Eligibility	284.00	$0 \leq I \leq 171.50$ days	$171.50 < I \leq 259.75$ days	> 259.75 days	PROBLEM
% of General conditions prior achieved	100 %	N/A	N/A	N/A	For tracking purpose only
% of Special conditions prior achieved	0	N/A	N/A	N/A	For tracking purpose only

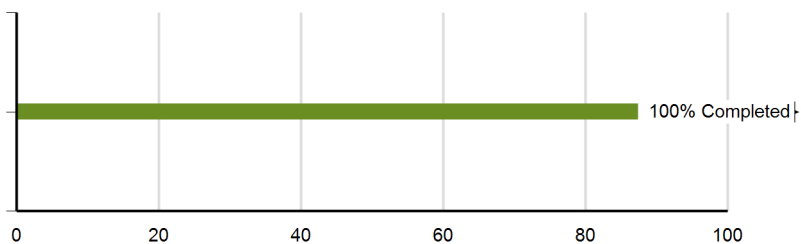
Days elapsed from Approval to Legal Effectiveness



Days elapsed from Legal Effectiveness to Eligibility



% of General Conditions Achieved Prior



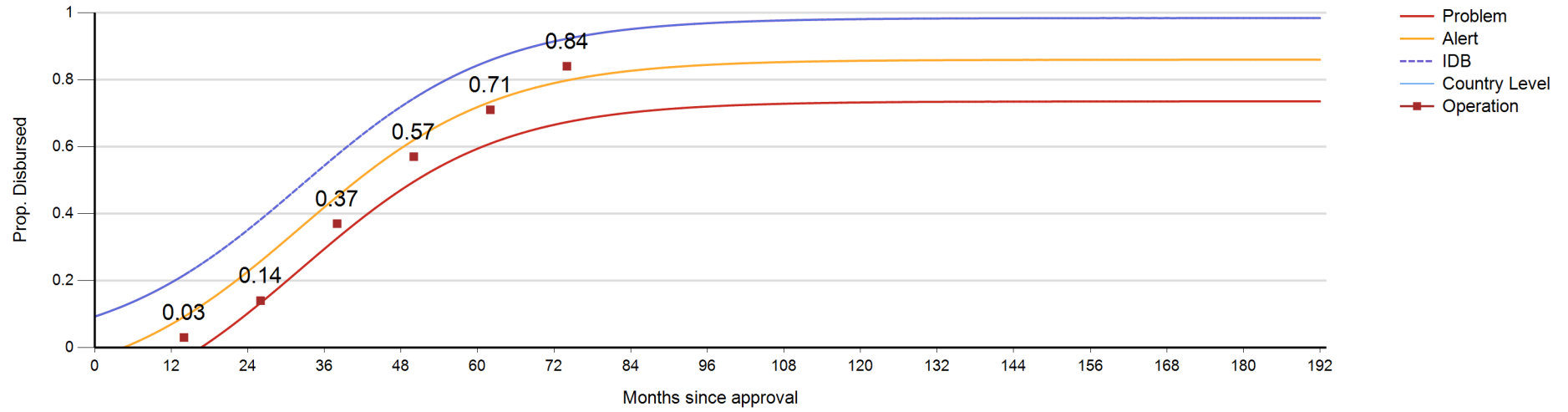
% of Special Conditions Achieved Prior

There are no special clauses for this operation

Stage 2: After Eligibility

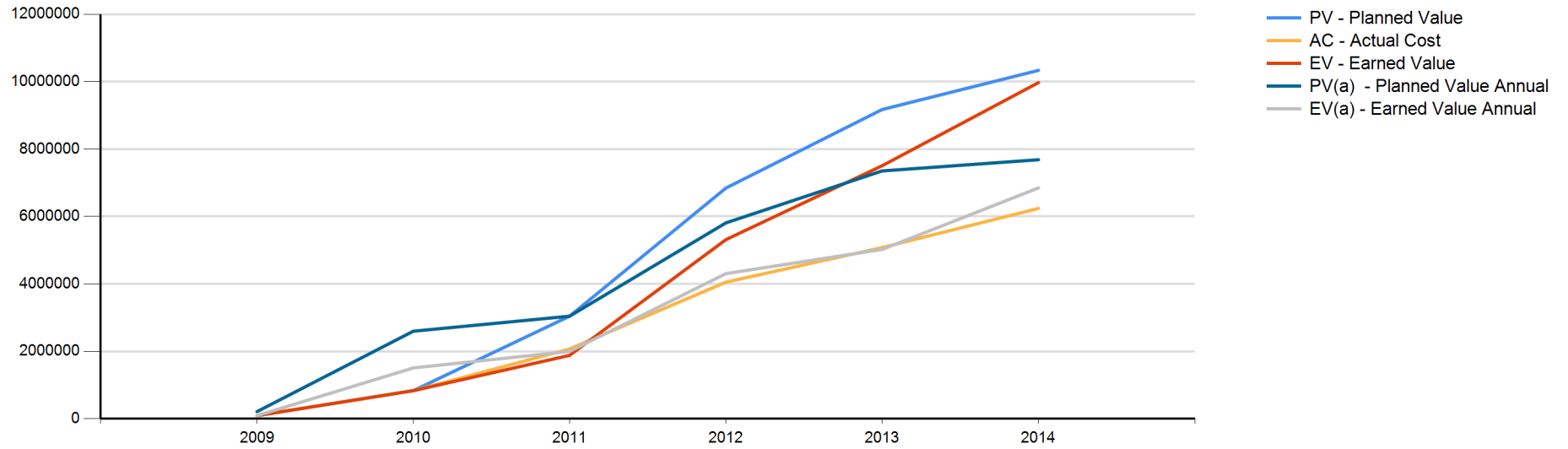
Indicator (I)	Project Indicator Value	Benchmark Indicator Value				Traffic light
		Satisfactory	Alert	Problem	Outlier	
Accumulated disbursements to country's historic disbursements	0.84	$1 \geq I > 0.80$	$0.80 \geq I \geq 0.67$	$0.67 > I \geq 0$	N/A	SATISFACTORY
Cost Performance Index-CPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Cost Performance Index (annual)-CPI(a)	1.06	$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	SATISFACTORY
Schedule Performance Index-SPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Schedule Performance Index (annual) - SPI(a)	0.74	$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	SATISFACTORY
Expected additional execution duration (months)	1.10	N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the plan at operation start up	0.97	N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the re-planned end of project (EOP)	0.84	N/A	N/A	N/A	N/A	For tracking purpose only
Environmental and social safeguard performance rating	0	N/A	N/A	N/A	N/A	For tracking purpose only

Accumulated disbursements as proportion of the total amount



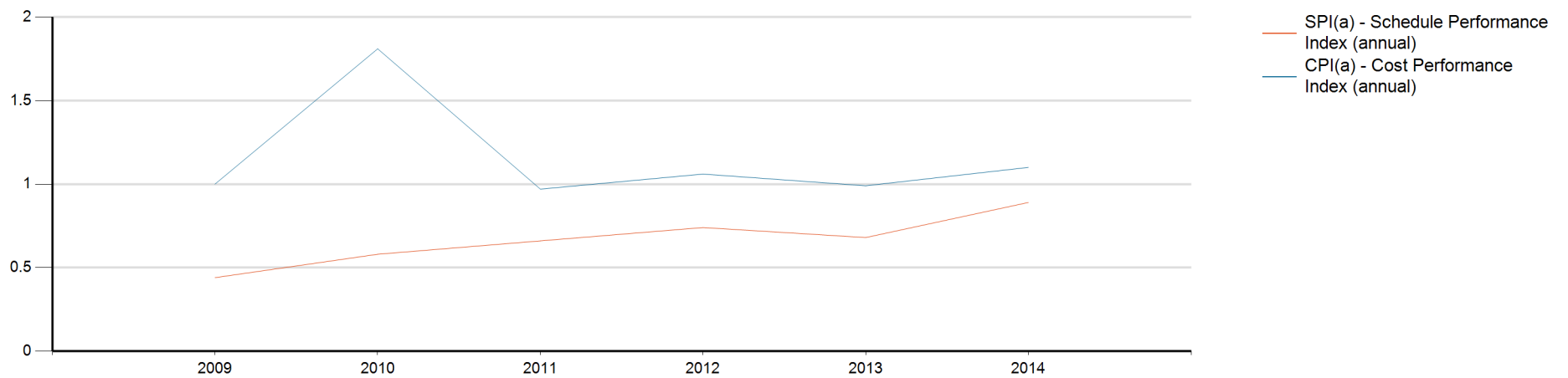
PV, AC, EV, PV(a), EV(a)

	2009	2010	2011	2012	2013	2014
PV	91,470.00	831,644.00	3,041,762.00	6,842,213.00	9,172,475.00	10,333,961.41
AC	91,470.00	831,644.00	2,069,285.00	4,050,512.00	5,076,975.00	6,238,461.41
EV	91,470.00	831,644.00	1,878,969.33	5,311,844.75	7,505,092.45	9,970,757.00
PV(a)	210,000.00	2,595,470.00	3,041,762.00	5,809,110.00	7,350,767.00	7,682,645.23
EV(a)	91,470.00	1,506,351.00	1,996,904.33	4,303,750.33	5,022,528.78	6,846,841.33

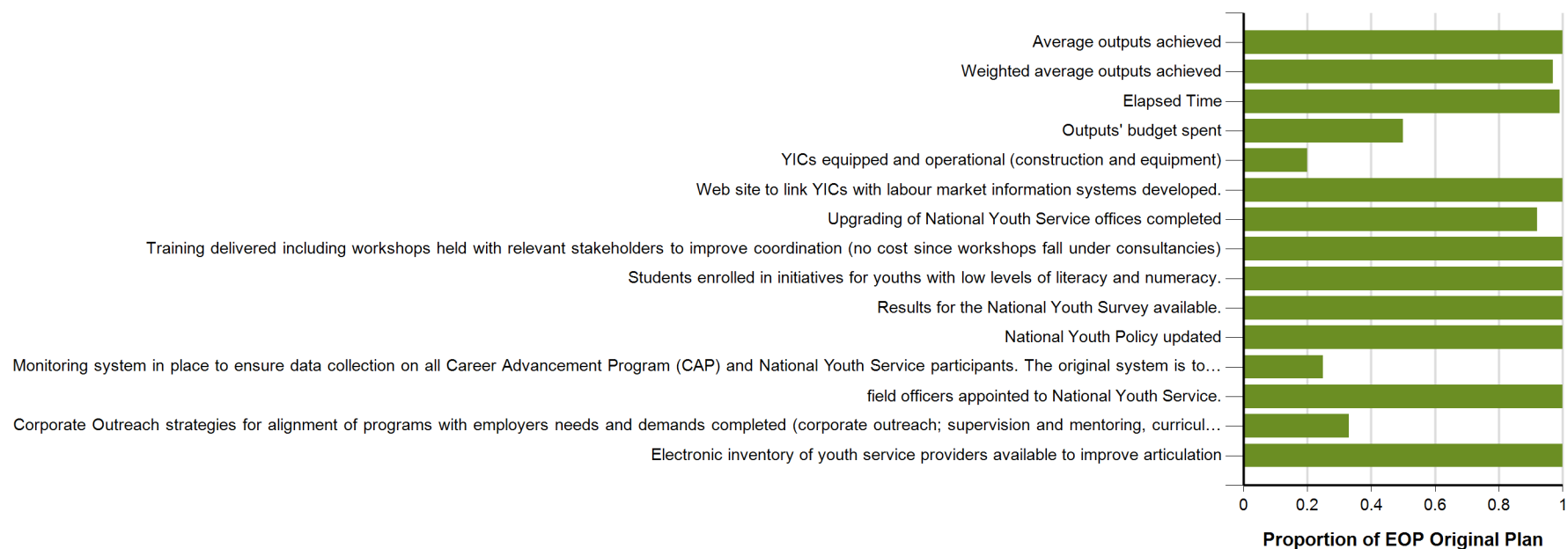


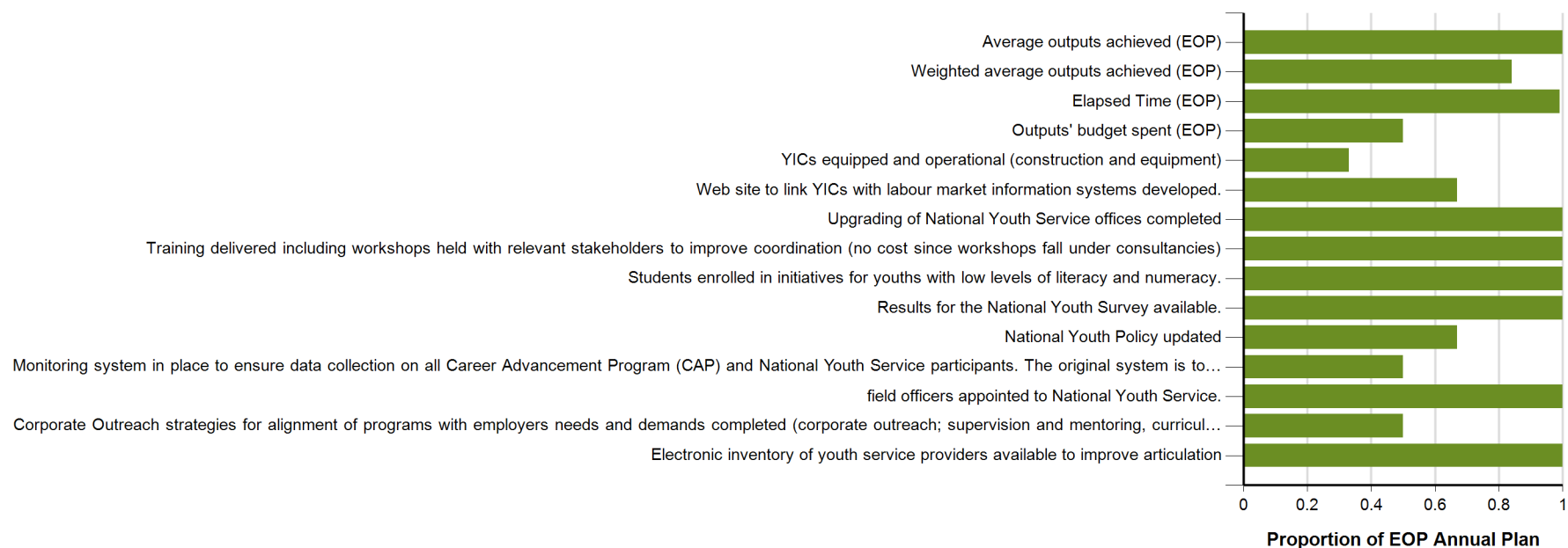
CPI, Annual CPI, SPI, Annual SPI

	2009	2010	2011	2012	2013	2014
SPI						
CPI						
SPI(a)	0.44	0.58	0.66	0.74	0.68	0.89
CPI(a)	1.00	1.81	0.97	1.06	0.99	1.10



% of Outputs Achieved of the plan at the project start up



% of Outputs Achieved of the re-planned End of project (EOP)**Validation Process Status**

Date	User	Action	Comment	Classification	Workflow
4/20/2015	claudiau	Completado por el Líder de Equipo	The problems reflected in the verification table can not be fixed at this stage since they are the result of how previous years were reported and of a matrix defined before PMR system was in place. Reporting in previous years did not account for total yearly expenditures so total costs can not be reflected. Since program is closing in 2015, corrections will have to be worked out with the help of SPD at the PCR stage.	SATISFACTORY	
4/20/2015	harolda	Validado por los Jefes de Operaciones		SATISFACTORY	
4/20/2015	evegas	Validada por el Jefe de División		SATISFACTORY	
4/25/2015	thereset	Validada por el Representante de País		SATISFACTORY	

Changes to the Matrix

Section	Name	Type of Change	Subtype	Modified by	Reasons	Entered in the System	Agreed with Executing Agency
Producto	Upgrading of National Youth Service offices completed	Modify Physical P(a) value	Modificar Producto	claudiau	Final work to be completed in 2015	17-Apr-15	3/15/2015
Producto	Web site to link YICs with labour market information systems developed.	Modify Physical P(a) value	Modificar Producto	claudiau	There is no budget allocation for this activity in 2015	17-Apr-15	3/15/2015
Producto	field officers appointed to National Youth Service.	Modify Financial P(a) value	Modificar Producto	claudiau	Field officers already appointed	17-Apr-15	3/15/2015
Producto	Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)	Modify Financial P(a) value	Modificar Producto	claudiau	System is now in place	17-Apr-15	3/15/2015
Producto	YICs equipped and operational (construction and equipment)	Modify Financial P(a) value	Modificar Producto	claudiau	YICS will be finalized and equipped in 2015	17-Apr-15	3/15/2015
Producto	Upgrading of National Youth Service offices completed	Modify Financial P(a) value	Modificar Producto	claudiau	Final work will be completed in 2015	17-Apr-15	3/15/2015
Producto	Students enrolled in initiatives for youths with low levels of literacy and numeracy.	Modify Physical P(a) value	Modificar Producto	claudiau	Actual number still to be delivered by executing agency	17-Apr-15	3/15/2015
Producto	Web site to link YICs with labour market information systems developed.	Modify Financial P(a) value	Modificar Producto	claudiau	Completed	16-Apr-15	3/15/2015
Producto	Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).	Modify Financial P(a) value	Modificar Producto	claudiau	Ministry of youth changed strategy to achieve same objective.	16-Apr-15	3/15/2015
Producto	Students enrolled in initiatives for youths with low levels of literacy and numeracy.	Modify Financial P(a) value	Modificar Producto	claudiau	Activities in this area have funding from different sources than this loan.	16-Apr-15	3/15/2015
Producto	National Youth Policy updated	Modify Financial P(a) value	Modificar Producto	claudiau	Policy draft is still awaiting Parliament approval	16-Apr-15	3/15/2015
Producto	YICs equipped and operational (construction and equipment)	Modify Physical P(a) value	Modificar Producto	claudiau	YICs will be finalized in 2015	16-Apr-15	3/15/2015
Producto	Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)	Modify Physical P(a) value	Modificar Producto	claudiau	Monitoring system is in place	31-Mar-15	3/15/2015

Findings and recommendations

Findings and Recomendations : Delays in achievement of annual plans for Outputs and Outcomes

Type of Delay	Name	Explain both physical and financial delays	Findings	Recommendations	Is the issue solved?	Last update
Indicador del resultado de retardo	benefited youth placed in internships in the private sector				Yes	4/17/2015

Atraso del Producto	National Youth Policy updated	The NYP has been delayed due to changes in priorities resulting from institutional changes and also to a slow legislative process.	The NYP should have provided the youth sector with a policy framework and a reference for the role of the different actors . Without it, the sector is mired with duplications, lack of coordination and inefficiencies.		No	4/17/2015
---------------------	-------------------------------	--	--	--	----	-----------

Findings and Recomendations : Other Delays

Type of Delay	Name	Reason	Is the issue solved?	Last update
Other Delay	Overall delay of the program and cancellation of funds	The program has had severe delays and the decision from government and the Bank is to close it in 2015 and cancel all remaining funds. This will sacrifice achiving fully the goals that the program had set up to meet.	No	4/17/2015

Findings and Recomendations : Overall Project Management

Stage	Dimension	Category	Findings	Recommendations	Last update
Ejecución	Dimensiones Relacionadas a Procesos Públicos/Actores	a. Cambio de Administración y/o prioridades nacionales	The program was transitioned from the Ministry of Education to the Ministry of Youth which didn't have the institutional capacity or ownership for the program. There has been lack of internal support and many strategic activities were abandoned throughout the life of the project.	In the future, when there are changes in administration, more importance should be given to ownership issues and if needed a reformulation of the program.	4/17/2015
Ejecución	Dimensiones Fiduciarias	e. Presupuesto insuficiente como resultado de la falta de fondos en nombre de la contraparte	The program has suffered from lack of availbaility in funds give strong fiscal constraints.	It is no a good idea to have investment loans in a context of severe fiscal constraints as there is no fiscal space for execution.	4/17/2015
Diseño	Dimensiones Técnicas-Sectoriales	e. Bajo rendimiento de proveedor/contratista	the construction of some of the YICA has been full of problems given low performance of contractors		4/17/2015
Diseño	Otra dimensión	Otro	The program was designed as a multiphase frontloading preparatory actions for full roll out in second phase. Lack of continuity with a phase 2, leaves some of the project's goals unfulfilled.		4/17/2015
Diseño	Dimensiones relacionadas a aspectos Legales y de Política	b. Cambios institucionales o legales	The program invested a lot on the drafting of a National Youth Policy. However, the legislative process is beyond the Project's control and its approval has not been accomplished.		4/17/2015
Diseño	Otra dimensión	Otro	The results matrix doen not include all dimensions that have expenditures so the PMR does not reflect all of the projects actual expenditures .		4/17/2015

Disbursements

YEAR		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS
2014	P		\$0.00	\$750,000.00			\$0.00	\$715,000.00		\$544,000.00		\$0.00	\$250,000.00	\$2,259,000.00
	D		\$0.00	\$0.00			\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
2015	P	\$0.00			\$1,197,000.00					\$469,000.00		\$0.00		\$1,666,000.00
	D	\$0.00			\$0.00					\$0.00		\$0.00		\$0.00
2016	P	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	D	\$9,786,736.12	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,786,736.12
2017	P	\$0.00												\$0.00
	D	\$0.00												\$0.00

Risks

Identifier	Operation Number	Description	Type	Status	Probability	Impact	Risk Level	Description Mitigation Measure
1	JA-L1005	Fiscal constrains at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	High	Medium	Alto	
2	JA-L1005	Delays in gathering and reporting information persist.	Monitoring and Accountability	Activo	Medium	Medium	Medio	
3	JA-L1005	Changes in the institutional arrangements for the management of the Youth portfolio in the country.	Gestión Pública y Gobernanza	Activo	Medium	Medium	Medio	
4	JA-L1005	Complex and slow procurement delay execution.	Desarrollo	Activo	Medium	Medium	Medio	
5	JA-L1005	Natural disasters and other contingencies may affect construction of YICs	Sustentabilidad Ambiental y Social	Activo	Low	Low	Bajo	
6	JA-L1005	Fiscal constraints at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	High	Medium	Alto	
7	JA-L1005	Changes in institutional arrangements for management of the Youth portfolio may affect project execution and priorities.	Gestión Pública y Gobernanza	Activo	Medium	Medium	Medio	



Operation Number: **JA-L1005**
 Year- PMR Cycle: **Primer período enero-junio 2015**
 Last Update: **10/19/2015**
 PMR Validation Stage: **Validada por el Representante de País**

Chief of Operations validation date: **10/22/2015**
 Division Chief validation date: **11/3/2015**
 Country Representative validation date: **11/13/2015**

1/13/2017 3:35:26 PM - 116
 Inter-American Development Bank - IDB
 Office of Strategic Planning and Development Effectiveness
 Current Validated Classification
 (validated as of 4/25/2015)
SATISFACTORIO

Operation Profile

Basic Data

Operation name:	Programa de Desarrollo Juvenil - Fase I	Loan Number:	2039/OC-JA
Executing Agency (EA):	MINISTRY OF EDUCATION AND CULTURE		
Team Leader:	Hobbs,Cynthia Marie	Sector/Subsector:	VOCATIONAL & TECHNICAL EDUCATION
Operation Type:	Loan Operation	Overall Stage:	Cerrado (todas las operaciones están cerradas)
Lending Instrument:	Investment Loan	Country:	JAMAICA
Borrower:	JAMAICA	Convergence related Operation(s):	
		PMR not required	YES

Operation Objective:

To facilitate the transition of unattached youth to adulthood and the world of work through training, on-the-job experience, information dissemination and labor intermediation services. Activities will be financed in three mutually supporting strategic areas: (i) enhancement of youth training and life skills offered by the National Youth Service (NYS); (ii) promotion of youth information centers building upon ongoing efforts in this area; and (iii) institutional strengthening to NYS and the National Center for Youth Development (NCYD), including technical assistance, to support governance and articulation between various sectors.

Events Data

Supervision	
Signature	05-Dec-08
Ratification	
Legal effectiveness	05-Dec-08
Total Eligibility	15-Sep-09
Partial Eligibility	15-Sep-09
First Disbursement	21-Sep-09
Original Disbursement Expiration	05-Jun-13
Current Disbursement Expiration	30-Dec-15
Preparation	
On pipeline	
Start date	
ERM	
PP Approved	
POD Approved	
DLP Approved by OPC	
Negotiation	
Operation Approved	

Development Effectiveness Matrix

	Main Operation JA-L1005
Economic Analysis	
Undefined	Yes
Cost benefit analysis	
Cost effectiveness analysis	
General economic analysis (Economic rate of return)	
Evaluation	
Undefined	Yes
Random assignment	
Non-experimental method	
Ex-post cost benefit analysis	
Ex-post cost effectiveness analysis	
Before/after or With/without comparison	

Reformulation Information

	Main Operation
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Total Cost and Source

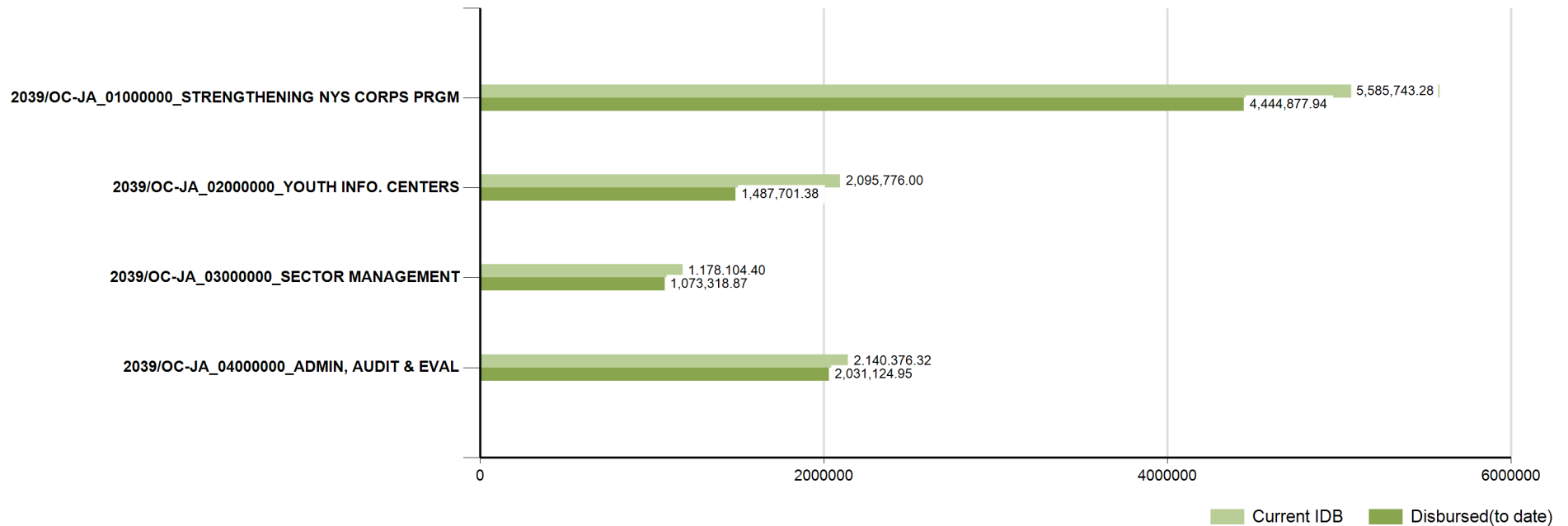
	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
JA-L1005	\$11,000,000.00	\$11,000,000.00	\$0.00	\$0.00	\$11,000,000.00

Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
JA-L1005	\$11,000,000.00	\$9,680,916.90	88.01%	\$1,319,083.10


Environmental and Social Safeguards

Operación Principal	
Impacts Category:	C
Risk:	
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Expense Categories by Loan Contract (cumulative values)**Result Matrix****Impacts**

Impact:	1 Unattached youths (not studying or working between 17-24) who successfully complete the MOE/NYS programs.											
Observation:												
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2012	2013	2014	2015	EOP

1.1 Unattached youth enrolled in CAP.						The CAP is a two year program, so there will be 1500 students from the 2010-2012 cohort, and 1500 from the 2011-2013 cohort benefited.	P	1,500.00	1,500.00					3,000.00
		#	0.00	2008	Registros del programa		P(a)	1,500.00	1,500.00					3,000.00
							A	1,500.00	1,442.00					

 RF - Contribution	 RF - Alignment	 RF - Strategic Alignment	 RF - Strategic Alignment during Execution
 SI - Sector Indicator	 CI - Country Indicator	 PG - Pro-Gender	 PE - Pro-Ethnicity

Outcomes

Outcome:	1 Articulation among Youth programs improved
Observation:	
Outcome:	2 National Youth Service and Career Advancement Program offerings are aligned with employer demands.
Observation:	

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	2014	2015
2.1 benefited youth placed in internships in the private sector		%	10.00	2008	NYS data base		P			20.00		
							P(a)			20.00		
							A			0.00		

Outcome:	3 delete
Observation:	The contract for the consultancy for the corporate outreach strategy was terminated due to a shift in NYS policy. Notwithstanding, other related programs have continued under NYS and CAP. The Bank is seeking information regarding the number of youth who benefited.
Outcome:	5 Youths are participating in supervision and mentoring programs during on the job training.
Observation:	This was part of the corporate outreach strategy that was discontinued as described above.

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	2014	2015
5.1 placement firms that have mentoring programs in place		%	0.00	2008			P		10.00	20.00		
							P(a)		10.00	20.00		
							A			0.00		

Outcome:	6 Youth with access to information provided by Youth Information Centers (YICs) increased.
Observation:	The new centers were not completed in 2013 as planned. The 2,106 youth represent new users with access to existing centers. Overall, the five existing centers were used 49,112 times. The number should increase in 2014 since the May Pen and Spanish Town centers will be opened.




Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	2014	2015
6.1 Youth with access to Youth Information Centers		youth	6,000.00	2008		The target is to provide access to 1,500 youth per year in each new center. Increased access for 7,500 youth. The results matrix indicates 15000 youth per year by mistake.	P		3,000.00	3,500.00		
							P(a)		3,000.00	3,500.00		
							A	0.00		2,106.00		





Outcome:	7 Unattached youth that are channelled via the Youth Information Centers into training or job opportunities increased.
-----------------	--

EOP
20.00
20.00

EOP
20.00
20.00

EOP
13,500.00
13,500.00

 RF - Contribution
  RF - Alignment
  RF - Strategic Alignment
  RF - Strategic Alignment during Execution

 SI - Sector Indicator
  CI - Country Indicator
  PG - Pro-Gender
  PE - Pro-Ethnicity

1 Quality improvement and strengthening of Youth Development Programs

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP	Means of v	
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).		strategies	P			2.00	1.00				3.00		
			P(a)	0.00	0.00	2.00	1.00	1.00	1.00	1.00	2.00		
			A			1.00	0.00	0.00	0.00	1.00	2.00		
Milestone													
Firm to conduct consultancy selected.	#		P		1.00						1.00		
			P(a)		1.00						4.00		
			A		1.00	3.00					4.00		
1.2 Upgrading of National Youth Service offices completed		offices upgraded	P			5.00	5.00	3.00			13.00		
			P(a)			0.00	0.00	6.00	2.00		12.00		
			A			0.00	5.00	6.00	1.00		12.00		
Milestone													
Advance in office upgrading	%		P		33.00	60.00	80.00	100.00			273.00		
			P(a)			60.00	80.00	100.00			185.00		
			A		33.00			52.00	100.00		185.00		
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.		Students	P		1,500.00	1,500.00	1,500.00	1,500.00			6,000.00		
			P(a)		1,500.00	1,500.00	1,500.00	1,500.00			6,190.00		
			A		1,500.00	1,748.00	1,442.00		1,500.00		6,190.00		
Dissaggregation Categories													
(a) girls			P										
			P(a)										
			A										
	(b) boys			P									
				P(a)									
				A									
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strenthening)		Systems	P		1.00	1.00	1.00	1.00			4.00		
			P(a)		1.00	1.00	1.00	1.00	0.00	1.00	2.00		
			A		1.00	0.00	0.00	0.00	0.00	0.00	1.00		
1.5 field officers appointed to National Youth Service.		field officers	P		7.00	7.00	7.00	7.00			7.00		
			P(a)		7.00	7.00	7.00	7.00	7.00		7.00		
			A		7.00	7.00	7.00	7.00	7.00		7.00		

EOP
60.00
60.00

erification

2 Youth Information Centers (YIC)

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP	Means of ve
2.1 YICs equipped and operational (construction and equipment)		YICS	P		0.00	2.00	2.00	1.00			5.00	
			P(a)			2.00	2.00	2.00	3.00	2.00	3.00	
			A		0.00	0.00	0.00	0.00	1.00	2.00	3.00	
2.2 Web site to link YICs with labour market information systems developed.		web site	P		0.00	1.00					1.00	
			P(a)			1.00				1.00	1.00	
			A		0.00	1.00	0.00	0.00	1.00	1.00	1.00	

3 Sector Management

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP	Means of ve
3.1 Results for the National Youth Survey available.		Report	P		0.00	1.00					1.00	
			P(a)			1.00				0.00	1.00	
			A		0.00	1.00	0.00	0.00	0.00	0.00	1.00	
3.2 National Youth Policy updated		Policy	P		0.00		1.00				1.00	
			P(a)				1.00	1.00	1.00	1.00	3.00	
			A		0.00	0.00	2.00	0.00	0.00	0.00	2.00	
3.3 Electronic inventory of youth service providers available to improve articulation		Inventory	P		0.00	1.00					1.00	
			P(a)			1.00				0.00	2.00	
			A		0.00	0.00	2.00	0.00	0.00	0.00	2.00	
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)		training sessions	P		3.00	3.00	2.00	2.00			10.00	
			P(a)		3.00	3.00	2.00	2.00	2.00	0.00	50.00	
			A		3.00	3.00	32.00	10.00	2.00	0.00	50.00	

4 Administration, audit and evaluation

5 Contingencies

 RF - Contribution	 RF - Alignment	 RF - Strategic Alignment	 RF - Strategic Alignment during Executio
 SI - Sector Indicator	 CI - Country Indicator	 PG - Pro-Gender	 PE - Pro-Ethnicity

Outputs Financial Progress

										Component Revised Cost
1 Quality improvement and strengthening of Youth Development Programs										\$3,991,777.86
Outputs		2009	2010	2011	2012	2013	2014	2015		Cost
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).	P	\$2,340.00	\$4,852.00	\$200,000.00	\$450,000.00	\$200,000.00				\$857,192.00
	P(a)	\$20,000.00	\$330,000.00	\$200,000.00	\$450,000.00	\$450,000.00	\$346,000.00	\$10,905.33		\$246,919.92
	A	\$2,340.00	\$4,852.00	\$82,558.00	\$13,920.00	\$95,209.00	\$37,135.59	\$10,905.33		\$246,919.92
1.2 Upgrading of National Youth Service offices completed	P	\$11,840.00	\$68,551.00	\$300,000.00	\$1,108,000.00	\$520,000.00				\$2,008,391.00
	P(a)	\$30,000.00	\$300,000.00	\$300,000.00	\$1,108,000.00	\$1,000,450.00	\$975,466.00			\$1,166,596.59
	A	\$11,840.00	\$68,551.00	\$37,544.00	\$415,018.00	\$255,611.00	\$378,032.59			\$1,166,596.59
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.	P		\$230,000.00	\$420,000.00	\$550,000.00	\$502,000.00				\$1,702,000.00
	P(a)		\$400,000.00	\$420,000.00	\$550,000.00	\$263,000.00				\$1,549,343.23
	A		\$230,000.00	\$463,560.00	\$668,543.00	\$126,041.00	\$61,199.23			\$1,549,343.23
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)	P		\$51,756.00	\$20,000.00	\$20,000.00					\$91,756.00
	P(a)	\$30,000.00	\$370,000.00	\$20,000.00	\$20,000.00	\$234,450.00	\$75,000.00	\$26,580.47		\$377,162.47
	A		\$51,756.00	\$84,259.00	\$63,080.00	\$76,487.00	\$75,000.00	\$59,601.50		\$410,183.50

Verification
Verification

1.5 field officers appointed to National Youth Service.	P		\$51,756.00	\$250,000.00	\$350,000.00	\$348,000.00			\$999,756.00
	P(a)		\$250,000.00	\$250,000.00	\$350,000.00	\$188,450.00	\$180,000.00		\$651,755.65
	A		\$51,756.00	\$144,668.00	\$180,346.00	\$196,422.00	\$78,563.65		\$651,755.65
									Component Revised Cost

2 Youth Information Centers (YIC) \$1,656,438.30

Outputs		2009	2010	2011	2012	2013	2014	2015	Cost
2.1 YICs equipped and operational (construction and equipment)	P		\$33,142.00	\$550,000.00	\$850,000.00	\$432,447.00			\$1,865,589.00
	P(a)	\$20,000.00	\$300,000.00	\$550,000.00	\$850,000.00	\$814,455.00	\$708,555.00	\$360,000.00	\$1,409,725.68
	A		\$33,142.00	\$39,276.00	\$431,632.00	\$182,941.00	\$362,734.68	\$513,738.47	\$1,563,464.15
2.2 Web site to link YICs with labour market information systems developed.	P	\$24,910.00	\$20,000.00	\$52,000.00	\$100,000.00	\$59,213.00			\$256,123.00
	P(a)	\$25,000.00	\$52,000.00	\$52,000.00	\$100,000.00	\$49,000.00	\$50,000.00	\$37,209.47	\$246,712.62
	A	\$24,910.00	\$20,000.00	\$20,052.00	\$26,018.00	\$1,637.00	\$116,886.15	\$8,289.26	\$217,792.41
									Component Revised Cost

3 Sector Management \$1,024,940.52

Outputs		2009	2010	2011	2012	2013	2014	2015	Cost
3.1 Results for the National Youth Survey available.	P	\$52,380.00	\$192,000.00	\$245,000.00					\$489,380.00
	P(a)	\$55,000.00	\$430,000.00	\$245,000.00					\$476,699.00
	A	\$52,380.00	\$192,000.00	\$214,615.00	\$17,704.00				\$476,699.00
3.2 National Youth Policy updated	P			\$70,000.00	\$200,000.00				\$270,000.00
	P(a)			\$70,000.00	\$200,000.00	\$300,450.00	\$209,450.00		\$248,829.52
	A			\$33,935.00	\$70,845.00	\$92,115.00	\$51,934.52		\$248,829.52
3.3 Electronic inventory of youth service providers available to improve articulation	P		\$24,336.00	\$53,118.00					\$77,454.00
	P(a)	\$30,000.00	\$20,000.00	\$53,118.00					\$235,631.00
	A		\$24,336.00	\$117,174.00	\$94,121.00				\$235,631.00
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)	P		\$63,781.00	\$50,000.00	\$60,626.00	\$100,000.00			\$274,407.00
	P(a)		\$52,000.00	\$50,000.00	\$0.00	\$0.00			\$63,781.00
	A		\$63,781.00	\$0.00					\$63,781.00
									Component Revised Cost

4 Administration, audit and evaluation

									Component Revised Cost
--	--	--	--	--	--	--	--	--	------------------------

5 Contingencies

Other Cost		2009	2010	2011	2012	2013	2014	2015	Cost
Consultants for technical Support NYS in place	P	\$30,490.00	\$76,000.00	\$150,000.00	\$150,000.00	\$43,460.00			\$449,950.00
	P(a)	\$40,000.00	\$100,000.00	\$150,000.00	\$150,000.00	\$81,690.00	\$100,000.00	\$2,360.00	\$408,443.28
	A	\$30,490.00	\$76,000.00	\$61,488.00	\$59,699.00	\$114,182.00	\$64,224.28	\$2,336.11	\$408,419.39
Consultants for technical Support NCYD in place	P	\$73,070.00	\$87,901.00	\$130,000.00	\$130,000.00	\$89,900.00			\$510,871.00
	P(a)	\$75,000.00	\$110,000.00	\$130,000.00	\$130,000.00	\$89,150.00	\$80,000.00	\$1,991.23	\$514,555.72
	A	\$73,070.00	\$87,901.00	\$100,265.00	\$97,325.00	\$102,824.00	\$51,179.49	\$1,978.35	\$514,542.84
Consultants for technical Support MOE in place	P	\$107,100.00	\$153,316.00	\$260,000.00	\$300,000.00	\$246,340.00			\$1,066,756.00
	P(a)	\$100,000.00	\$250,000.00	\$260,000.00	\$300,000.00	\$233,576.00	\$190,000.00	\$105,988.83	\$1,339,547.62
	A	\$107,100.00	\$153,316.00	\$218,327.00	\$238,516.00	\$306,021.00	\$210,278.79	\$31,805.89	\$1,265,364.68
Contingencies	P								
	P(a)					\$151,000.00		\$1,208,223.29	\$1,208,223.29
	A				\$0.00				\$0.00

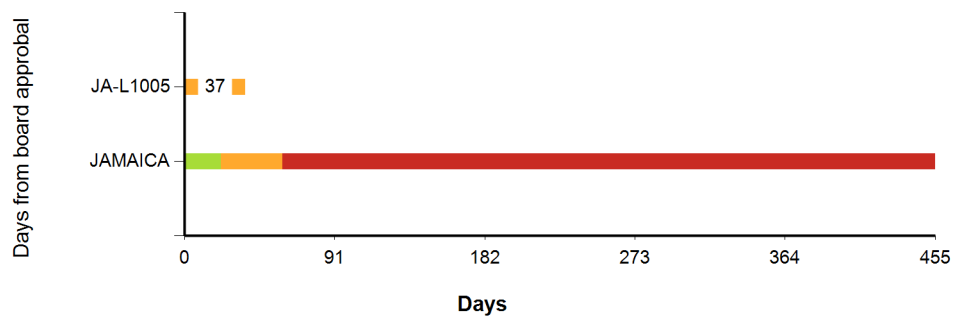
Administration ,audit and evaluation	P								\$0.00
	P(a)								\$0.00
	A								\$0.00
Total Cost		2009	2010	2011	2012	2013	2014	2015	Total Cost
	P	\$302,130.00	\$1,057,391.00	\$2,750,118.00	\$4,268,626.00	\$2,541,360.00			\$10,919,625.00
	P(a)	\$425,000.00	\$2,964,000.00	\$2,750,118.00	\$4,208,000.00	\$3,855,671.00	\$2,914,471.00	\$1,753,258.62	\$10,143,926.59
	A	\$302,130.00	\$1,057,391.00	\$1,617,721.00	\$2,376,767.00	\$1,549,490.00	\$1,487,168.97	\$628,654.91	\$9,019,322.88

Monitoring Indicators

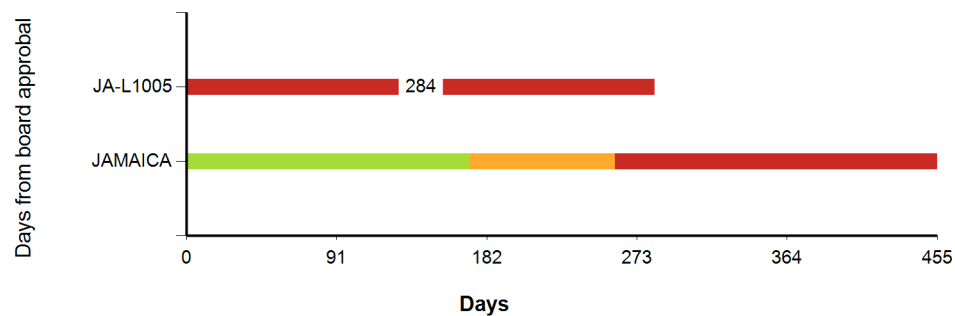
Stage 1: From Approval to Eligibility stage

Indicator (I)	Project Indicator Value	Benchmark Indicator Value			
		Satisfactory	Alert	Problem	Traffic light
Days elapsed from approval to Legal Effectiveness	37.00	$0 \leq I \leq 22.00$ days	$22.00 < I \leq 59.50$ days	> 59.50 days	ALERT
Days elapsed Legal Effectiveness to Eligibility	284.00	$0 \leq I \leq 171.50$ days	$171.50 < I \leq 259.75$ days	> 259.75 days	PROBLEM
% of General conditions prior achieved	100 %	N/A	N/A	N/A	For tracking purpose only
% of Special conditions prior achieved	0	N/A	N/A	N/A	For tracking purpose only

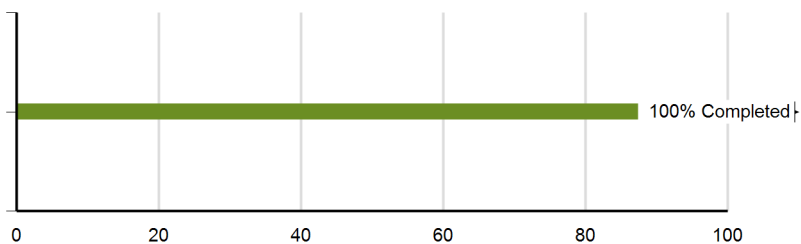
Days elapsed from Approval to Legal Effectiveness



Days elapsed from Legal Effectiveness to Eligibility



% of General Conditions Achieved Prior



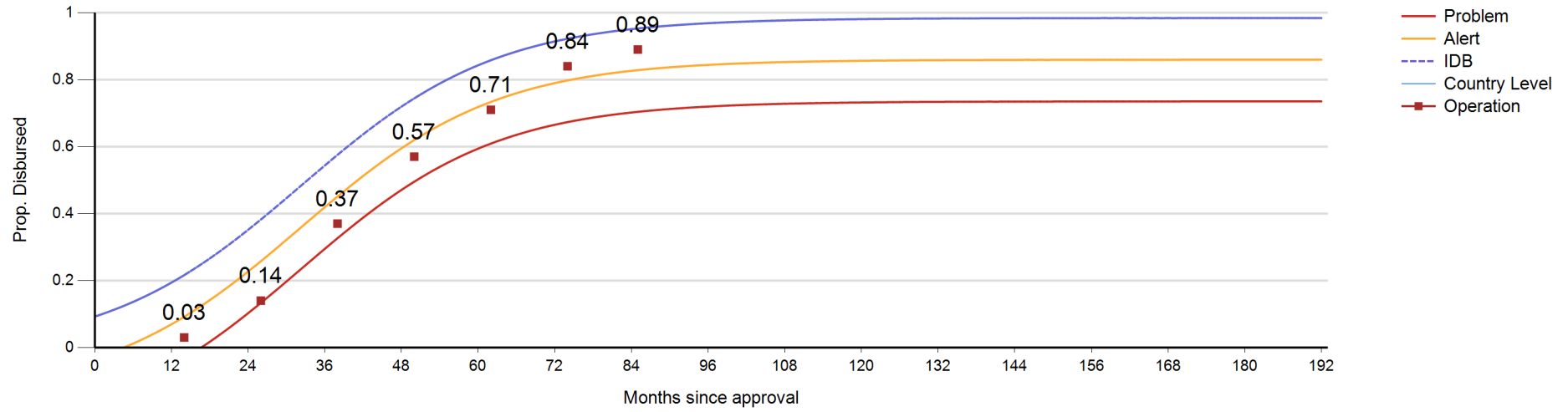
% of Special Conditions Achieved Prior

There are no special clauses for this operation

Stage 2: After Eligibility

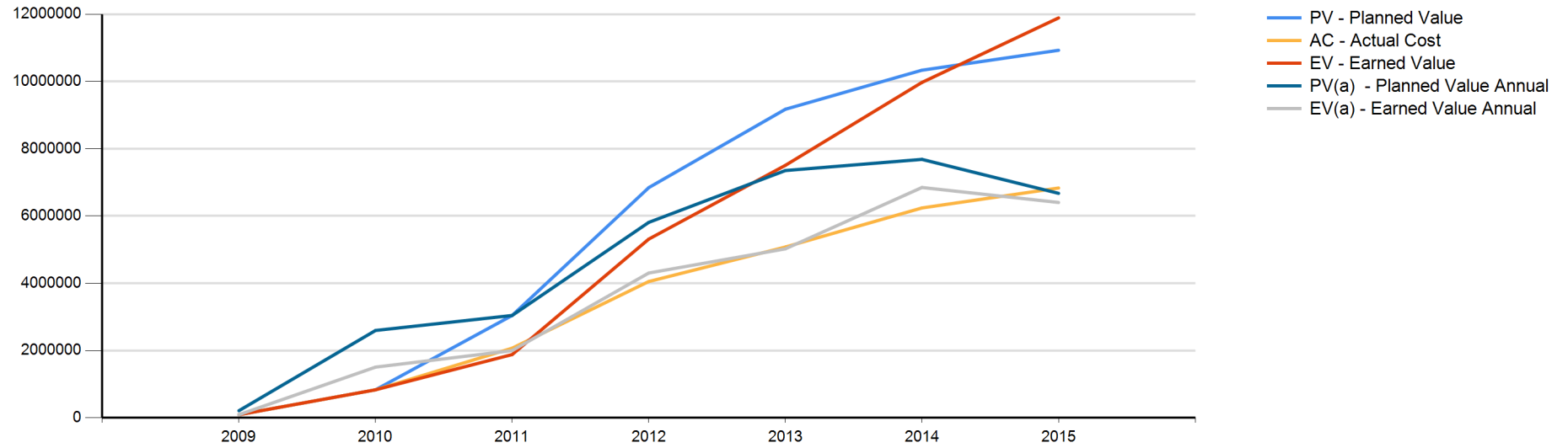
Indicator (I)	Project Indicator Value	Benchmark Indicator Value				Traffic light
		Satisfactory	Alert	Problem	Outlier	
Accumulated disbursements to country's historic disbursements	0.89	$1 \geq I > 0.83$	$0.83 \geq I \geq 0.70$	$0.70 > I \geq 0$	N/A	SATISFACTORY
Cost Performance Index-CPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Cost Performance Index (annual)-CPI(a)	1.81	$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	SATISFACTORY
Schedule Performance Index-SPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Schedule Performance Index (annual) - SPI(a)	0.58	$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	SATISFACTORY
Expected additional execution duration (months)	0.94	N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the plan at operation start up	1.03	N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the re-planned end of project (EOP)	0.91	N/A	N/A	N/A	N/A	For tracking purpose only
Environmental and social safeguard performance rating	0	N/A	N/A	N/A	N/A	For tracking purpose only

Accumulated disbursements as proportion of the total amount



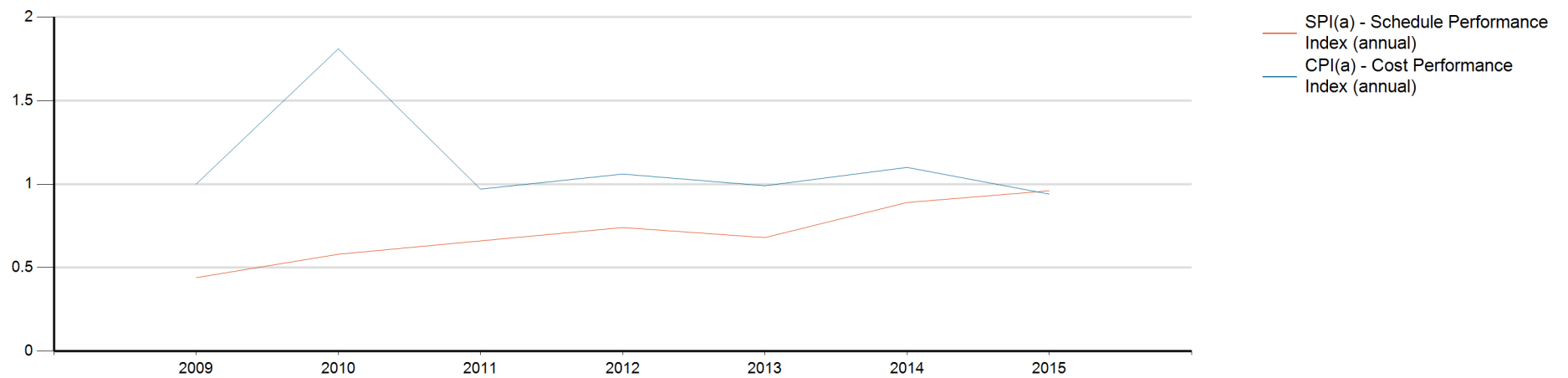
PV, AC, EV, PV(a), EV(a)

	2009	2010	2011	2012	2013	2014	2015
PV	91,470.00	831,644.00	3,041,762.00	6,842,213.00	9,172,475.00	10,333,961.41	10,926,495.97
AC	91,470.00	831,644.00	2,069,285.00	4,050,512.00	5,076,975.00	6,238,461.41	6,830,995.97
EV	91,470.00	831,644.00	1,878,969.33	5,311,844.75	7,505,092.45	9,970,757.00	11,888,486.28
PV(a)	210,000.00	2,595,470.00	3,041,762.00	5,809,110.00	7,350,767.00	7,682,645.23	6,673,156.68
EV(a)	91,470.00	1,506,351.00	1,996,904.33	4,303,750.33	5,022,528.78	6,846,841.33	6,401,632.27

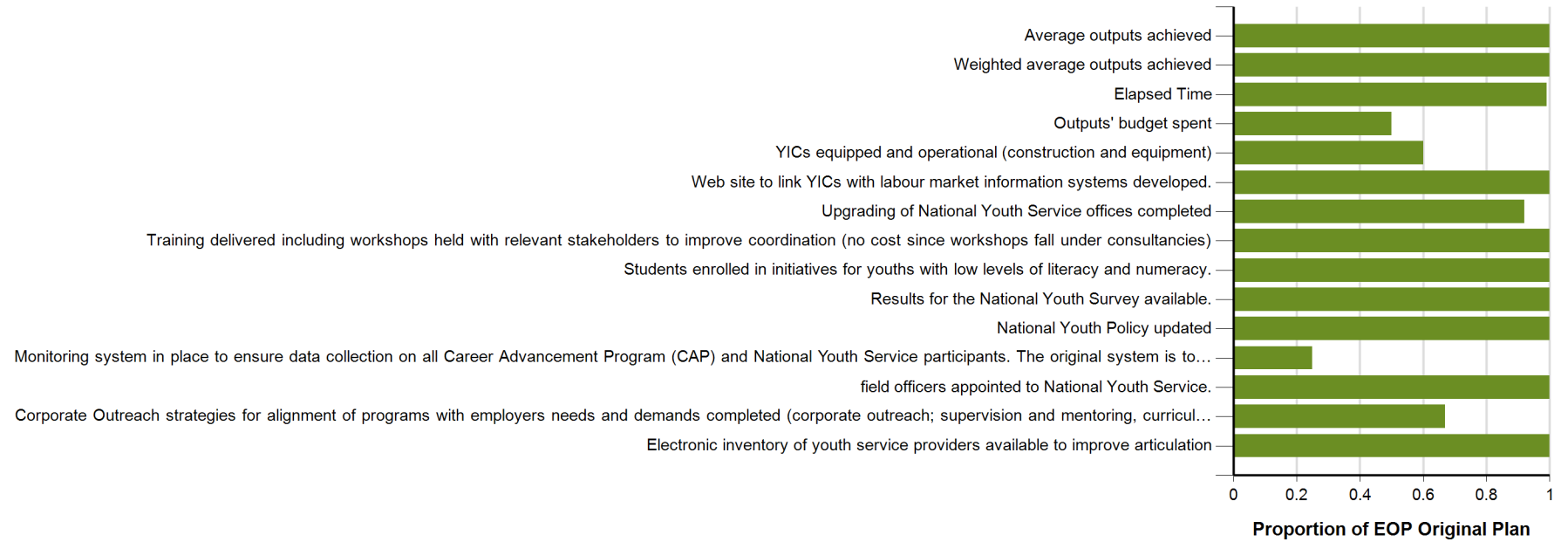


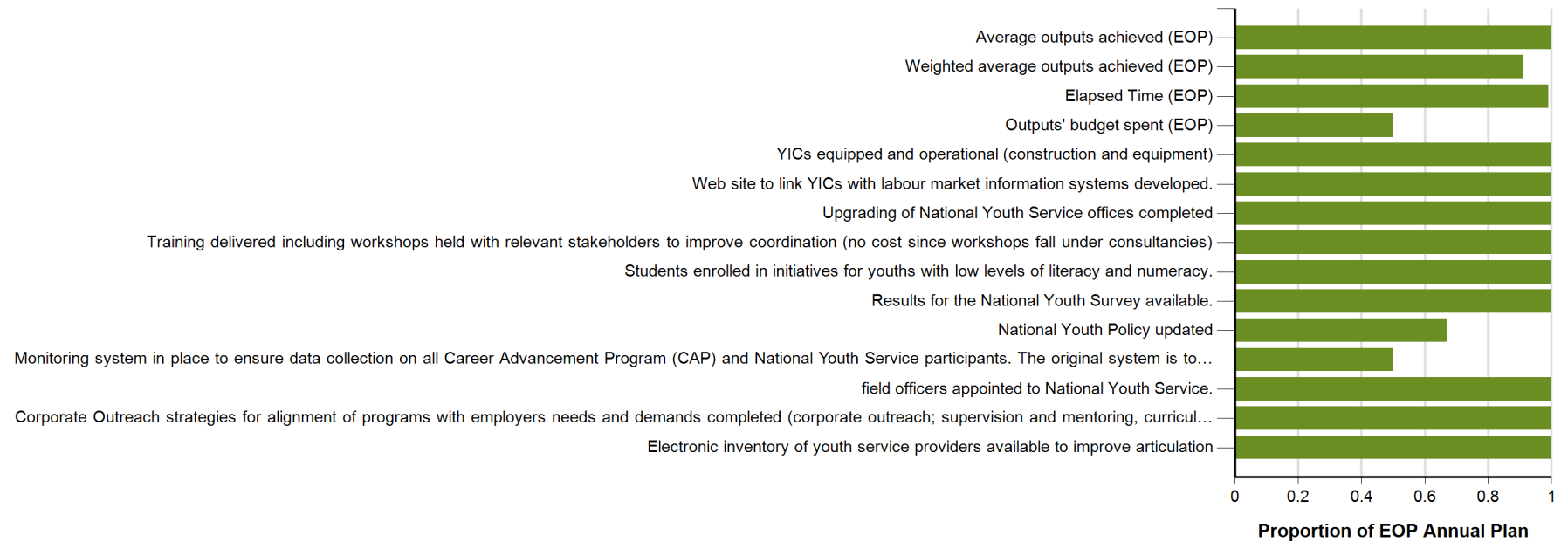
CPI, Annual CPI, SPI, Annual SPI

	2009	2010	2011	2012	2013	2014	2015
SPI							
CPI							
SPI(a)	0.44	0.58	0.66	0.74	0.68	0.89	0.96
CPI(a)	1.00	1.81	0.97	1.06	0.99	1.10	0.94



% of Outputs Achieved of the plan at the project start up



% of Outputs Achieved of the re-planned End of project (EOP)**Validation Process Status**

Date	User	Action	Comment	Classification	Workflow
10/19/2015	cynthiah	Completado por el Líder de Equipo	Progress on all outputs has been reported.	N/A	
10/22/2015	harolda	Validado por los Jefes de Operaciones			
11/3/2015	evegas	Validada por el Jefe de División		null	
11/13/2015	harolda	Validada por el Representante de País		null	

Changes to the Matrix

Section	Name	Type of Change	Subtype	Modified by	Reasons	Entered in the System	Agreed with Executing Agency
Producto	Web site to link YICs with labour market information systems developed.	Modify Physical EOP P(a)	Modificar Producto	cynthiah	EOP output was adjusted to reflect one website developed. The Actual unit across the years was used to indicate ongoing maintenance of the website to correspond with financial progress – but there is only one website.	19-Oct-15	9/21/2015
Producto	field officers appointed to National Youth Service.	Modify Physical EOP P(a)	Modificar Producto	cynthiah	The EOP output was adjusted to reflect the same 7 field officers appointed each year, not a cumulative number across the project.	19-Oct-15	9/21/2015
Producto	field officers appointed to National Youth Service.	Modify Physical EOP P	Modificar Producto	aron	The EOP output was adjusted to reflect the same 7 field officers appointed each year, not a cumulative number across the project.	15-Oct-15	9/21/2015
Producto	Web site to link YICs with labour market information systems developed.	Modify Output EOP to Not-Autocalculated	Modificar Producto	aron	EOP output was adjusted to reflect one website developed. The Actual unit across the years was used to indicate ongoing maintenance of the website to correspond with financial progress – but there is only one website.	15-Oct-15	9/21/2015
Producto	field officers appointed to National Youth Service.	Modify Output EOP to Not-Autocalculated	Modificar Producto	aron	The EOP output was adjusted to reflect the same 7 field officers appointed each year, not a cumulative number across the project.	15-Oct-15	9/21/2015

Findings and recommendations

Findings and Recommendations : Delays in achievement of annual plans for Outputs and Outcomes

Type of Delay	Name	Explain both physical and financial delays	Findings	Recommendations	Is the issue solved?	Last update
Atraso del Producto	National Youth Policy updated	The draft Green Paper of the policy was approved by Cabinet in April 2015. Island-wide consultations were carried out in June to inform the final policy paper.	Delays in the approval process required an extension to the project closing date.	Constant staffing changes and the Minister's decision to merge the National Youth Service with the National Centre for Youth Development delayed the timely completion of the policy. The IDB requested notification of such changes but had no influence over them.	Yes	10/11/2015

Findings and Recommendations : Other Delays

No information related to this operation.

Findings and Recommendations : Overall Project Management

Stage	Dimension	Category	Findings	Recommendations	Last update
Ejecución	Dimensiones Fiduciarias	e. Presupuesto insuficiente como resultado de la falta de fondos en nombre de la contraparte	The GOJ did not provide sufficient budget to complete all the project activities. The executing agency identified the priority activities and will finalize them by the current closing date. Any remaining funds will be cancelled, and there will be no second phase.	Given the relevance of youth development in Jamaica, ongoing dialogue should be maintained to allow for future lending in the pipeline. Capacity building in the Ministry of Youth and Culture would be critical if they were to manage any other loans or TCs.	9/30/2015
Programando	Otra dimensión	Otro	Due to budget constraints, and given that the GOJ has stated that there will not be a second phase, an evaluation of the project was never carried out.	A qualitative evaluation of the project will be included in the PCR in order to provide the MYC with feedback on the use of the studies, usefulness of the YICs (based on data from the YICs M&E framework) and recommendations to be considered in future operations and implementation of the updated sector policy and strategic framework.	9/30/2015

Programando	Otra dimensión	Otro	The MYC requested an extension to the final disbursement date in order to finalize the national Youth Policy, set up the database management system for the YICs and carry out the final external audit.	The IDB granted the extension to December 30,2015.	10/11/2015
Ejecución	Otra dimensión	Otro	The expenses for the YICs (2.1) include the adjoining NYS offices in the new buildings in Hanover and Spanish Town. The NYS upgrades (1.2) were completed in 2014 in the existing offices.	The GOJ is to be congratulated for seeking a structural solution to bring the YICs and NYS offices closer together. Including them in the same building should facilitate YIC referrals to NYS training programs.	10/14/2015

Disbursements

YEAR		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS
2015	P	\$0.00			\$0.00	\$216,000.00	\$0.00	\$183,000.00		\$0.00		\$0.00		\$399,000.00
	D	\$0.00			\$0.00	\$0.00	\$0.00	\$0.00		\$0.00		\$0.00		\$0.00
2016	P	\$0.00	\$0.00	\$0.00	\$1,136,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,136,000.00
	D	\$9,786,736.12	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,786,736.12
2017	P	\$0.00												\$0.00
	D	\$0.00												\$0.00

Risks

Identifier	Operation Number	Description	Type	Status	Probability	Impact	Risk Level	Description Mitigation Measure
1	JA-L1005	Fiscal constrains at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	High	Medium	Alto	Prioritize project activities to ensure full completion of those that were started.
2	JA-L1005	Delays in gathering and reporting information persist.	Monitoring and Accountability	Activo	Medium	Medium	Medio	Provide additional technical assistance to ensure monitoring and evaluation framework for Youth Information Centres, and encourage hiring of YIC staff to carry out this function.
3	JA-L1005	Changes in the institutional arrangements for the management of the Youth portfolio in the country.	Gestión Pública y Gobernanza	Activo	Medium	Medium	Medio	Include in the PCR an assessment of the impact of changes on sector activities. (upcoming) Carry out an institutional assessment of the Ministry of Youth and Culture to assess its capacity to manage the Bank-financed project and the broader Youth portfolio. (completed in 2012)
4	JA-L1005	Complex and slow procurement delay execution.	Desarrollo	Activo	Medium	Medium	Medio	Provide procurement training to EA staff.
5	JA-L1005	Natural disasters and other contingencies may affect construction of YICs	Sustentabilidad Ambiental y Social	Migados	Low	Low	Bajo	
6	JA-L1005	Fiscal constraints at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	High	Medium	Alto	Prioritize project activities to ensure full completion of those that were started.
7	JA-L1005	Changes in institutional arrangements for management of the Youth portfolio may affect project execution and priorities.	Gestión Pública y Gobernanza	Activo	Medium	Medium	Medio	Provide Bank with timely updates on institutional arrangements to determine how to prioritize project activities.



Operation Number: **JA-L1005**
 Year- PMR Cycle: **Segundo período enero-diciembre 2015**
 Last Update: **3/29/2016**
 PMR Validation Stage: **Validada por el Representante de País**

Chief of Operations validation date: **3/29/2016**
 Division Chief validation date: **4/8/2016**
 Country Representative validation date: **4/14/2016**

1/13/2017 3:35:26 PM - 134
 Inter-American Development Bank - IDB
 Office of Strategic Planning and Development Effectiveness
 Current Validated Classification
 (validated as of 4/14/2016)
SATISFACTORY

Operation Profile

Basic Data

Operation name:	Programa de Desarrollo Juvenil - Fase I	Loan Number:	2039/OC-JA
Executing Agency (EA):	MINISTRY OF EDUCATION AND CULTURE		
Team Leader:	Hobbs,Cynthia Marie	Sector/Subsector:	VOCATIONAL & TECHNICAL EDUCATION
Operation Type:	Loan Operation	Overall Stage:	Cerrado (todas las operaciones están cerradas)
Lending Instrument:	Investment Loan	Country:	JAMAICA
Borrower:	JAMAICA	Convergence related Operation(s):	
		PMR not required	YES

Operation Objective:

To facilitate the transition of unattached youth to adulthood and the world of work through training, on-the-job experience, information dissemination and labor intermediation services. Activities will be financed in three mutually supporting strategic areas: (i) enhancement of youth training and life skills offered by the National Youth Service (NYS); (ii) promotion of youth information centers building upon ongoing efforts in this area; and (iii) institutional strengthening to NYS and the National Center for Youth Development (NCYD), including technical assistance, to support governance and articulation between various sectors.

Events Data

Supervision	
Signature	05-Dec-08
Ratification	
Legal effectiveness	05-Dec-08
Total Eligibility	15-Sep-09
Partial Eligibility	15-Sep-09
First Disbursement	21-Sep-09
Original Disbursement Expiration	05-Jun-13
Current Disbursement Expiration	30-Dec-15
Preparation	
On pipeline	
Start date	
ERM	
PP Approved	
POD Approved	
DLP Approved by OPC	
Negotiation	
Operation Approved	

Development Effectiveness Matrix

	Main Operation JA-L1005
Economic Analysis	
Undefined	Yes
Cost benefit analysis	
Cost effectiveness analysis	
General economic analysis (Economic rate of return)	
Evaluation	
Undefined	Yes
Random assignment	
Non-experimental method	
Ex-post cost benefit analysis	
Ex-post cost effectiveness analysis	
Before/after or With/without comparison	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Total Cost and Source

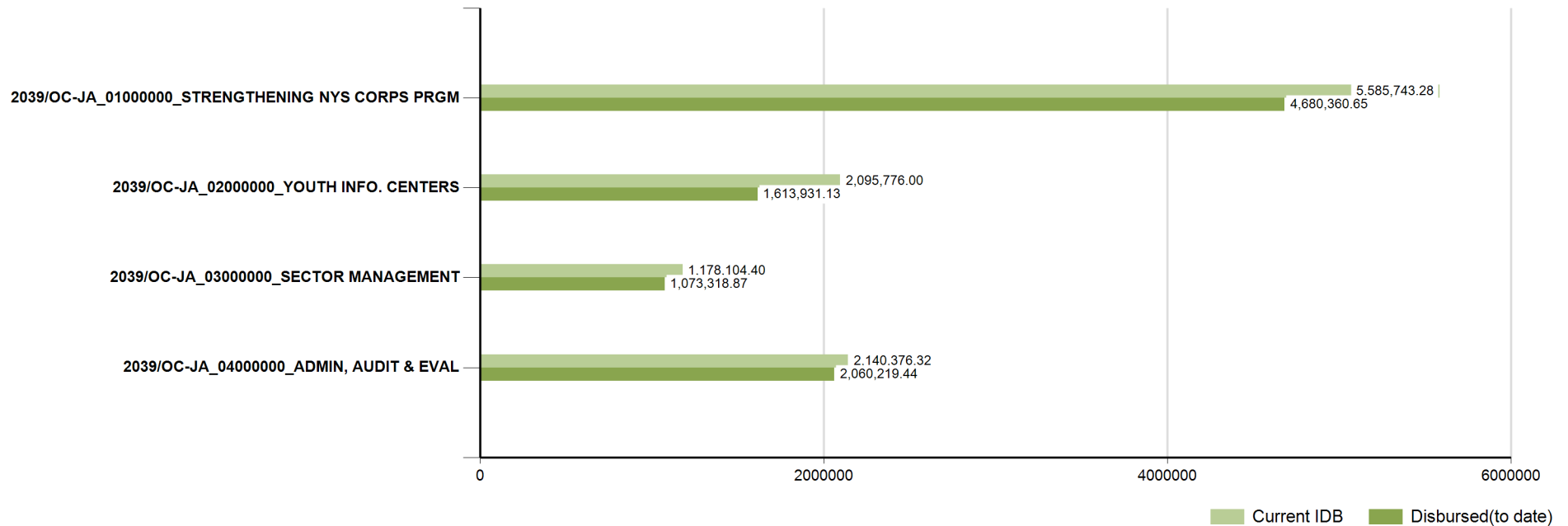
	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
JA-L1005	\$11,000,000.00	\$11,000,000.00	\$0.00	\$0.00	\$11,000,000.00

Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
JA-L1005	\$11,000,000.00	\$9,786,736.12	88.97%	\$1,213,263.88

Environmental and Social Safeguards

Operación Principal	
Impacts Category:	C
Risk:	
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Expense Categories by Loan Contract (cumulative values)**Result Matrix****Impacts**

Impact:	1 Unattached youths (not studying or working between 17-24) who successfully complete the MOE/NYS programs.											
Observation:	There were sufficient funds to continue supporting the program in 2014. In total, 6,190 youth benefited from CAP under the YDP.											
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2012	2013	2014	2015	EOP

1.1 Unattached youth enrolled in CAP.						The CAP is a two year program, so there will be 1500 students from the 2010-2012 cohort, and 1500 from the 2011-2013 cohort benefited.	P	1,500.00	1,500.00				3,000.00
		#	0.00	2008	Registros del programa		P(a)	1,500.00	1,500.00				3,000.00
							A	1,500.00	1,442.00				6,190.00

 RF - Contribution

 RF - Alignment

 RF - Strategic Alignment

 RF - Strategic Alignment during Execution

 SI - Sector Indicator

 CI - Country Indicator

 PG - Pro-Gender

 PE - Pro-Ethnicity

Outcomes

Outcome:	1 Articulation among Youth programs improved
Observation:	
Outcome:	2 National Youth Service and Career Advancement Program offerings are aligned with employer demands.
Observation:	In 2014 (most recent data available), NYS placed 30.8% of summer program participants in a 3-week work experience and 65.7% of Graduate Work Experience program participants in private sector internships; programs were not developed under the project, but the Bank notes increased awareness of NYS staff to the importance of job placements.

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	2014	2015
2.1 benefited youth placed in internships in the private sector		%	10.00	2008	NYS data base		P			20.00		
							P(a)			20.00		
							A			0.00		

Outcome:	3 delete
Observation:	The contract for the consultancy for the corporate outreach strategy was terminated due to a shift in NYS policy. Notwithstanding, other related programs have continued under NYS and CAP. The Bank confirms number of youth who benefited from the programs as reported above.
Outcome:	5 Youths are participating in supervision and mentoring programs during on the job training.
Observation:	This was part of the corporate outreach strategy that was discontinued as described above.

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	2014	2015
5.1 placement firms that have mentoring programs in place		%	0.00	2008			P		10.00	20.00		
							P(a)		10.00	20.00		
							A			0.00		

Outcome:	6 Youth with access to information provided by Youth Information Centers (YICs) increased.
Observation:	The new centers were not completed in 2013 as planned. The 2,106 youth represent new users with access to existing centers. Overall, the five existing centers were used 49,112 times. The number should increase in 2014 since the May Pen and Spanish Town centers will be opened.

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	2014	2015
6.1 Youth with access to Youth Information Centers						The target is to provide access to 1.500 youth per year in each new center. Increased access for 7.500 youth. The results matrix indicates 15000 youth per year by mistake.	P		3,000.00	3,500.00		
							P(a)		3,000.00	3,500.00		
		youth	6,000.00	2008			A	0.00		2,106.00		6,149.00

Outcome:	7 Unattached youth that are channelled via the Youth Information Centers into training or job opportunities increased.
-----------------	--

2 Youth Information Centers (YIC)

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP	Means of ve
2.1 YICs equipped and operational (construction and equipment)		YICS	P		0.00	2.00	2.00	1.00			5.00	
			P(a)			2.00	2.00	2.00	3.00	2.00	3.00	
			A		0.00	0.00	0.00	0.00	1.00	2.00	3.00	
2.2 Web site to link YICs with labour market information systems developed.		web site	P		0.00	1.00					1.00	
			P(a)			1.00				1.00	1.00	
			A		0.00	1.00	0.00	0.00	1.00	1.00	1.00	

3 Sector Management

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP	Means of ve
3.1 Results for the National Youth Survey available.		Report	P		0.00	1.00					1.00	
			P(a)			1.00				0.00	1.00	
			A		0.00	1.00	0.00	0.00	0.00	0.00	1.00	
3.2 National Youth Policy updated		Policy	P		0.00		1.00				1.00	
			P(a)				1.00	1.00	1.00	1.00	3.00	
			A		0.00	0.00	2.00	0.00	0.00	0.00	2.00	
3.3 Electronic inventory of youth service providers available to improve articulation		Inventory	P		0.00	1.00					1.00	
			P(a)			1.00				0.00	2.00	
			A		0.00	0.00	2.00	0.00	0.00	0.00	2.00	
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)		training sessions	P		3.00	3.00	2.00	2.00			10.00	
			P(a)		3.00	3.00	2.00	2.00	2.00	0.00	50.00	
			A		3.00	3.00	32.00	10.00	2.00	0.00	50.00	

4 Administration, audit and evaluation

5 Contingencies

 RF - Contribution	 RF - Alignment	 RF - Strategic Alignment	 RF - Strategic Alignment during Executio
 SI - Sector Indicator	 CI - Country Indicator	 PG - Pro-Gender	 PE - Pro-Ethnicity

Outputs Financial Progress

										Component Revised Cost
1 Quality improvement and strengthening of Youth Development Programs										\$4,766,407.39
Outputs		2009	2010	2011	2012	2013	2014	2015		Cost
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).	P	\$2,340.00	\$4,852.00	\$200,000.00	\$450,000.00	\$200,000.00				\$857,192.00
	P(a)	\$20,000.00	\$330,000.00	\$200,000.00	\$450,000.00	\$450,000.00	\$346,000.00	\$10,905.33		\$246,919.92
	A	\$2,340.00	\$4,852.00	\$82,558.00	\$13,920.00	\$95,209.00	\$37,135.59	\$10,905.33		\$246,919.92
1.2 Upgrading of National Youth Service offices completed	P	\$11,840.00	\$68,551.00	\$300,000.00	\$1,108,000.00	\$520,000.00				\$2,008,391.00
	P(a)	\$30,000.00	\$300,000.00	\$300,000.00	\$1,108,000.00	\$1,000,450.00	\$975,466.00			\$1,764,030.00
	A	\$11,840.00	\$68,551.00	\$37,544.00	\$415,018.00	\$255,611.00	\$378,032.59	\$56,781.00		\$1,223,377.59
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.	P		\$230,000.00	\$420,000.00	\$550,000.00	\$502,000.00				\$1,702,000.00
	P(a)		\$400,000.00	\$420,000.00	\$550,000.00	\$263,000.00				\$1,625,103.00
	A		\$230,000.00	\$463,560.00	\$668,543.00	\$126,041.00	\$61,199.23			\$1,549,343.23
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)	P		\$51,756.00	\$20,000.00	\$20,000.00					\$91,756.00
	P(a)	\$30,000.00	\$370,000.00	\$20,000.00	\$20,000.00	\$234,450.00	\$75,000.00	\$26,580.47		\$377,162.47
	A		\$51,756.00	\$84,259.00	\$63,080.00	\$76,487.00	\$75,000.00	\$59,601.50		\$410,183.50

rification
rification

1.5 field officers appointed to National Youth Service.	P		\$51,756.00	\$250,000.00	\$350,000.00	\$348,000.00			\$999,756.00
	P(a)		\$250,000.00	\$250,000.00	\$350,000.00	\$188,450.00	\$180,000.00		\$753,192.00
	A		\$51,756.00	\$144,668.00	\$180,346.00	\$196,422.00	\$78,563.65		\$651,755.65
									Component Revised Cost

2 Youth Information Centers (YIC) \$1,656,438.30

Outputs		2009	2010	2011	2012	2013	2014	2015	Cost
2.1 YICs equipped and operational (construction and equipment)	P		\$33,142.00	\$550,000.00	\$850,000.00	\$432,447.00			\$1,865,589.00
	P(a)	\$20,000.00	\$300,000.00	\$550,000.00	\$850,000.00	\$814,455.00	\$708,555.00	\$360,000.00	\$1,409,725.68
	A		\$33,142.00	\$39,276.00	\$431,632.00	\$182,941.00	\$362,734.68	\$525,282.70	\$1,575,008.38
2.2 Web site to link YICs with labour market information systems developed.	P	\$24,910.00	\$20,000.00	\$52,000.00	\$100,000.00	\$59,213.00			\$256,123.00
	P(a)	\$25,000.00	\$52,000.00	\$52,000.00	\$100,000.00	\$49,000.00	\$50,000.00	\$37,209.47	\$246,712.62
	A	\$24,910.00	\$20,000.00	\$20,052.00	\$26,018.00	\$1,637.00	\$116,886.15	\$8,289.26	\$217,792.41
									Component Revised Cost

3 Sector Management \$1,036,960.00

Outputs		2009	2010	2011	2012	2013	2014	2015	Cost
3.1 Results for the National Youth Survey available.	P	\$52,380.00	\$192,000.00	\$245,000.00					\$489,380.00
	P(a)	\$55,000.00	\$430,000.00	\$245,000.00					\$489,380.00
	A	\$52,380.00	\$192,000.00	\$214,615.00	\$17,704.00				\$476,699.00
3.2 National Youth Policy updated	P			\$70,000.00	\$200,000.00				\$270,000.00
	P(a)			\$70,000.00	\$200,000.00	\$300,450.00	\$209,450.00		\$406,345.00
	A			\$33,935.00	\$70,845.00	\$92,115.00	\$51,934.52	\$16,575.18	\$265,404.70
3.3 Electronic inventory of youth service providers available to improve articulation	P		\$24,336.00	\$53,118.00					\$77,454.00
	P(a)	\$30,000.00	\$20,000.00	\$53,118.00					\$77,454.00
	A		\$24,336.00	\$117,174.00	\$94,121.00				\$235,631.00
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)	P		\$63,781.00	\$50,000.00	\$60,626.00	\$100,000.00			\$274,407.00
	P(a)		\$52,000.00	\$50,000.00	\$0.00	\$0.00			\$63,781.00
	A		\$63,781.00	\$0.00					\$63,781.00
									Component Revised Cost

4 Administration, audit and evaluation

									Component Revised Cost
--	--	--	--	--	--	--	--	--	------------------------

5 Contingencies

Other Cost		2009	2010	2011	2012	2013	2014	2015	Cost
Consultants for technical Support NYS in place	P	\$30,490.00	\$76,000.00	\$150,000.00	\$150,000.00	\$43,460.00			\$449,950.00
	P(a)	\$40,000.00	\$100,000.00	\$150,000.00	\$150,000.00	\$81,690.00	\$100,000.00	\$2,360.00	\$408,443.28
	A	\$30,490.00	\$76,000.00	\$61,488.00	\$59,699.00	\$114,182.00	\$64,224.28	\$2,336.11	\$408,419.39
Consultants for technical Support NCYD in place	P	\$73,070.00	\$87,901.00	\$130,000.00	\$130,000.00	\$89,900.00			\$510,871.00
	P(a)	\$75,000.00	\$110,000.00	\$130,000.00	\$130,000.00	\$89,150.00	\$80,000.00	\$1,991.23	\$514,555.72
	A	\$73,070.00	\$87,901.00	\$100,265.00	\$97,325.00	\$102,824.00	\$51,179.49	\$1,978.35	\$514,542.84
Consultants for technical Support MOE in place	P	\$107,100.00	\$153,316.00	\$260,000.00	\$300,000.00	\$246,340.00			\$1,066,756.00
	P(a)	\$100,000.00	\$250,000.00	\$260,000.00	\$300,000.00	\$233,576.00	\$190,000.00	\$105,988.83	\$1,339,547.62
	A	\$107,100.00	\$153,316.00	\$218,327.00	\$238,516.00	\$306,021.00	\$210,278.79	\$61,346.56	\$1,294,905.35
Contingencies	P								
	P(a)					\$151,000.00		\$1,208,223.29	\$1,208,223.29
	A				\$0.00			\$0.00	\$0.00

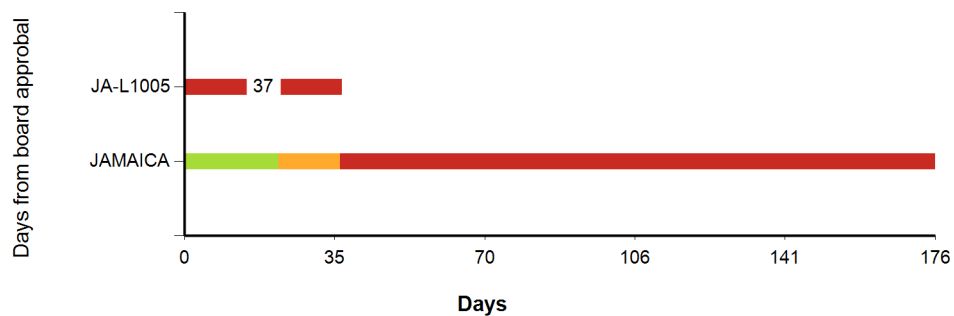
Administration ,audit and evaluation	P								\$0.00
	P(a)								\$0.00
	A								\$0.00
Total Cost		2009	2010	2011	2012	2013	2014	2015	Total Cost
	P	\$302,130.00	\$1,057,391.00	\$2,750,118.00	\$4,268,626.00	\$2,541,360.00			\$10,919,625.00
	P(a)	\$425,000.00	\$2,964,000.00	\$2,750,118.00	\$4,208,000.00	\$3,855,671.00	\$2,914,471.00	\$1,753,258.62	\$10,930,575.60
	A	\$302,130.00	\$1,057,391.00	\$1,617,721.00	\$2,376,767.00	\$1,549,490.00	\$1,487,168.97	\$743,095.99	\$9,133,763.96

Monitoring Indicators

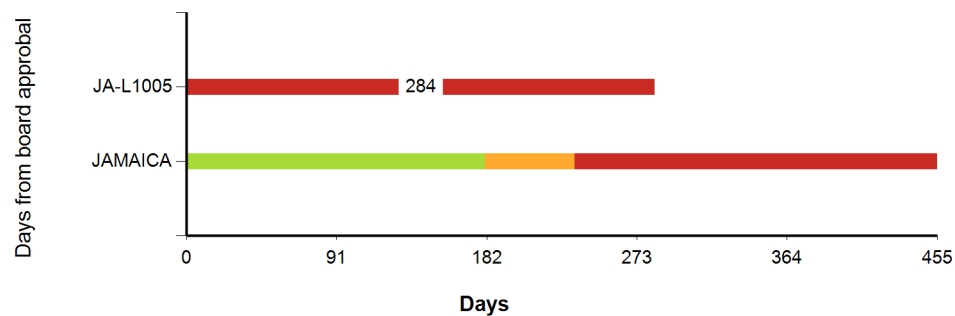
Stage 1: From Approval to Eligibility stage

Indicator (I)	Project Indicator Value	Benchmark Indicator Value			
		Satisfactory	Alert	Problem	Traffic light
Days elapsed from approval to Legal Effectiveness	37.00	$0 \leq I \leq 22.00$ days	$22.00 < I \leq 36.50$ days	> 36.50 days	PROBLEM
Days elapsed Legal Effectiveness to Eligibility	284.00	$0 \leq I \leq 181.00$ days	$181.00 < I \leq 235.50$ days	> 235.50 days	PROBLEM
% of General conditions prior achieved	100 %	N/A	N/A	N/A	For tracking purpose only
% of Special conditions prior achieved	0	N/A	N/A	N/A	For tracking purpose only

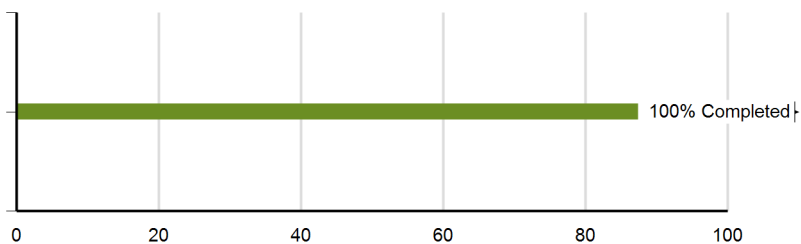
Days elapsed from Approval to Legal Effectiveness



Days elapsed from Legal Effectiveness to Eligibility



% of General Conditions Achieved Prior



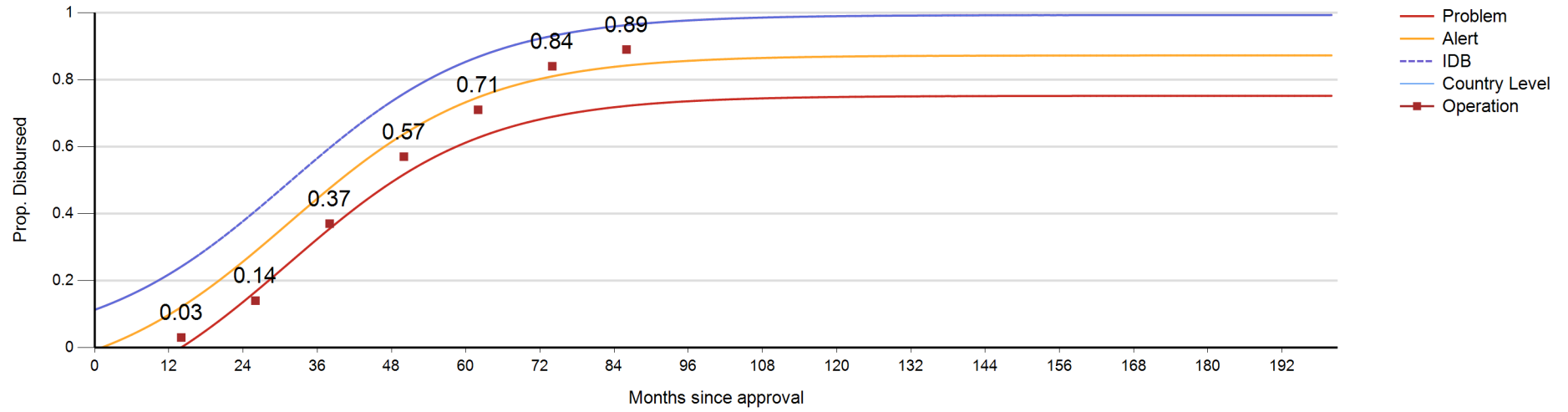
% of Special Conditions Achieved Prior

There are no special clauses for this operation

Stage 2: After Eligibility

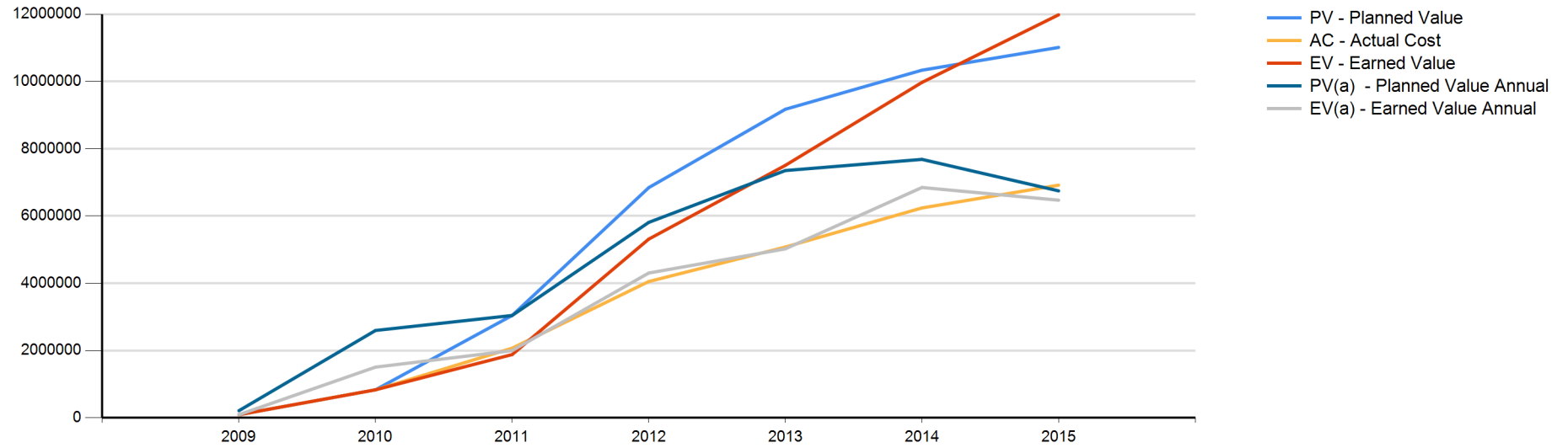
Indicator (I)	Project Indicator Value	Benchmark Indicator Value				Traffic light
		Satisfactory	Alert	Problem	Outlier	
Accumulated disbursements to country's historic disbursements	0.89	$1 \geq I > 0.84$	$0.84 \geq I \geq 0.72$	$0.72 > I \geq 0$	N/A	SATISFACTORY
Cost Performance Index-CPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Cost Performance Index (annual)-CPI(a)	1.10	$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	SATISFACTORY
Schedule Performance Index-SPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Schedule Performance Index (annual) - SPI(a)	0.89	$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	SATISFACTORY
Expected additional execution duration (months)	0.94	N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the plan at operation start up	1.03	N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the re-planned end of project (EOP)	0.91	N/A	N/A	N/A	N/A	For tracking purpose only
Environmental and social safeguard performance rating	0	N/A	N/A	N/A	N/A	For tracking purpose only

Accumulated disbursements as proportion of the total amount



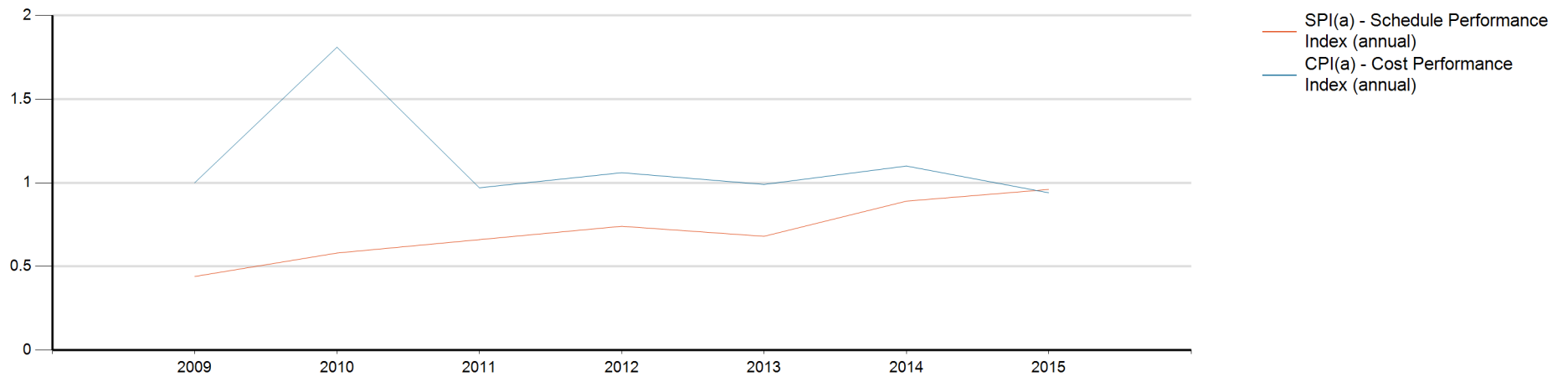
PV, AC, EV, PV(a), EV(a)

	2009	2010	2011	2012	2013	2014	2015
PV	91,470.00	831,644.00	3,041,762.00	6,842,213.00	9,172,475.00	10,333,961.41	11,011,396.38
AC	91,470.00	831,644.00	2,069,285.00	4,050,512.00	5,076,975.00	6,238,461.41	6,915,896.38
EV	91,470.00	831,644.00	1,878,969.33	5,311,844.75	7,505,092.45	9,970,757.00	11,980,976.41
PV(a)	210,000.00	2,595,470.00	3,041,762.00	5,809,110.00	7,350,767.00	7,682,645.23	6,746,512.86
EV(a)	91,470.00	1,506,351.00	1,996,904.33	4,303,750.33	5,022,528.78	6,846,841.33	6,469,463.39

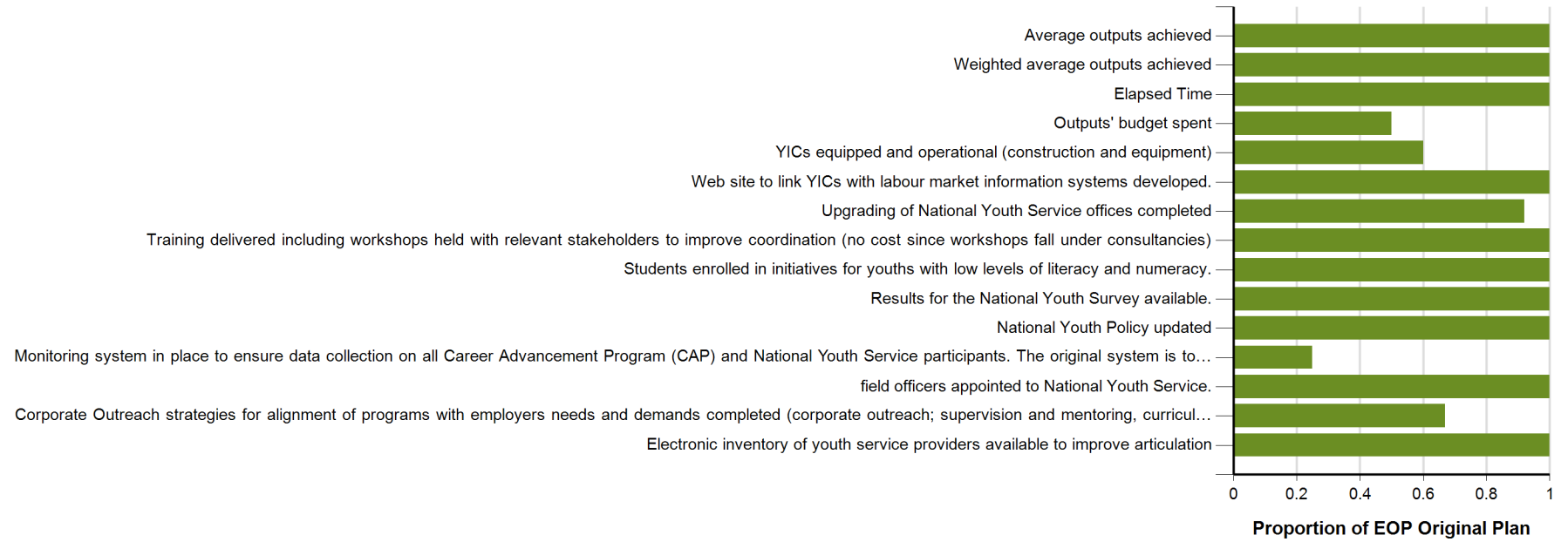


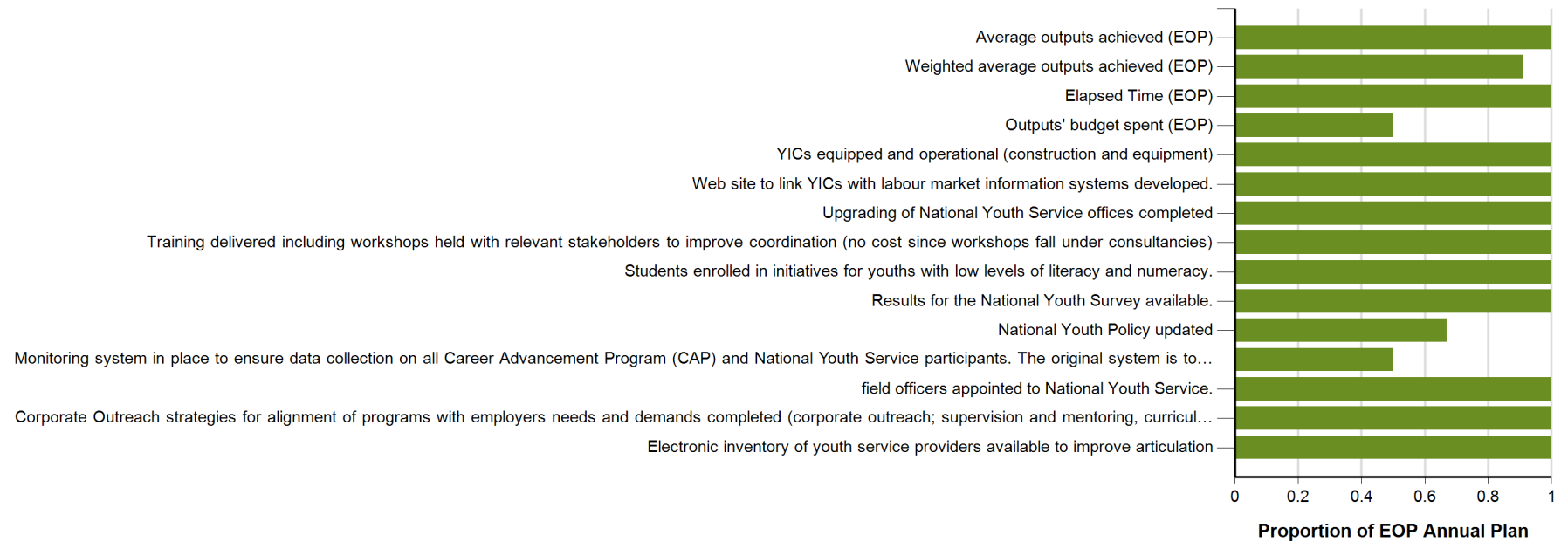
CPI, Annual CPI, SPI, Annual SPI

	2009	2010	2011	2012	2013	2014	2015
SPI							
CPI							
SPI(a)	0.44	0.58	0.66	0.74	0.68	0.89	0.96
CPI(a)	1.00	1.81	0.97	1.06	0.99	1.10	0.94



% of Outputs Achieved of the plan at the project start up



% of Outputs Achieved of the re-planned End of project (EOP)**Validation Process Status**

Date	User	Action	Comment	Classification	Workflow
3/29/2016	cynthiah	Completado por el Líder de Equipo	This project suffered many changes, including a shift from the Ministry of Education to the Ministry of Youth and Culture (MYC) mid-way through the project. Constant staffing changes in the MYC from 2012 forward, as well as policy changes, led to cancellation of some project activities and delayed or eliminated the possibility of accomplishing some project outputs and outcomes. These are explained in the PMR and will be further expounded in the Project Completion Report (PCR). The final costs will be verified during the preparation of the PCR.	SATISFACTORY	
3/29/2016	harolda	Validado por los Jefes de Operaciones		SATISFACTORY	
4/8/2016	evegas	Validada por el Jefe de División		SATISFACTORY	
4/14/2016	harolda	Validada por el Representante de País		SATISFACTORY	

Changes to the Matrix

Section	Name	Type of Change	Subtype	Modified by	Reasons	Entered in the System	Agreed with Executing Agency
Producto	Electronic inventory of youth service providers available to improve articulation	Modify Financial P(a) value	Modificar Producto	cynthiah	This output was finalized in 2012. There have been no further changes.	22-Mar-16	
Producto	National Youth Policy updated	Modify Financial P(a) value	Modificar Producto	cynthiah	The draft Green Paper of the policy was approved by Cabinet in April 2015. Island-wide consultations were carried out in June to inform the final policy paper. These account for the expenditure in 2015.	22-Mar-16	
Producto	Results for the National Youth Survey available.	Modify Financial P(a) value	Modificar Producto	cynthiah	This output was finalized in 2012. There have been no further changes.	22-Mar-16	
Producto	field officers appointed to National Youth Service.	Modify Financial P(a) value	Modificar Producto	cynthiah	There were no changes to this output.	22-Mar-16	
Producto	Students enrolled in initiatives for youths with low levels of literacy and numeracy.	Modify Financial P(a) value	Modificar Producto	cynthiah	Funds were available under this component to support one additional cohort of students in 2014.	22-Mar-16	
Producto	Upgrading of National Youth Service offices completed	Modify Financial P(a) value	Modificar Producto	cynthiah	The expenditure in 2015 relates to final works and equipping of the NYS facilities tied to the YICs in Hanover and Spanish Town.	22-Mar-16	

Findings and recommendations

Findings and Recomendations : Delays in achievement of annual plans for Outputs and Outcomes

Type of Delay	Name	Explain both physical and financial delays	Findings	Recommendations	Is the issue solved?	Last update
Indicador del resultado de retardo	benefited youth placed in internships in the private sector	The contract for the consultancy for the corporate outreach strategy was terminated due to a shift in NYS policy.	No youth benefited from internships, as envisioned under the original project design.	Other related programs have continued under NYS and CAP. The Bank is seeking further information regarding the number of youth who benefited. This information would be included in the PCR.	No	3/23/2016
Indicador del resultado de retardo	placement firms that have mentoring programs in place	The contract for the consultancy for the corporate outreach strategy was terminated due to a shift in NYS policy.	No placement firms were set up, directly related to the project. However, the IDB brought an international consultant to Jamaica to work with the Youth Empowerment and NYS Officers, and the importance of mentoring programs was underscored, especially when working with youth at risk.	Other related programs have continued under NYS and CAP. The Bank is seeking further information regarding whether they work with established placement firms and whether they have mentoring programs in place. This information would be included in the PCR.	No	3/23/2016
Atraso del Producto	Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).	The curricular review was completed in 2015. However, the contract for the consultancy for the corporate outreach strategy was terminated due to a shift in NYS policy, and the supervision and mentoring consultancy never took place.	This output was only partially accomplished. The curriculum was reviewed and revised in line with employer needs and demands. But with no clear corporate outreach strategy, the programs continued to function as they had and no youth benefited as a direct result of the project.	Constant staffing changes and major policy changes led to this outcome. The changes were beyond the IDB's control. However, the Bank's task team made efforts to bring together staff from similar programs (CAP, NYS, JFLL, HEART) and would encourage these meetings to take place more regularly in order to strengthen internship and job opportunities for youth enrolled in the programs.	No	3/23/2016
Atraso del Producto	National Youth Policy updated	The draft Green Paper of the policy was approved by Cabinet in April 2015. Island-wide consultations were carried out in June to inform the final policy paper. However, the final policy was not approved by Cabinet in 2015, and the change in Government in February 2016 now would require additional consultations prior to final approval.	The national youth policy was not approved prior to the project closing.	Constant staffing changes in the Ministry of Youth and Culture and a seeming lack of political will led to this outcome. With the recent change in government, the youth programs will be moved back to the Ministry of Education. The IDB's task team will meet with the new Minister to discuss the way forward with the policy.	No	3/23/2016

Findings and Recommendations : Overall Project Management

[illegible]

Risks

Identifier	Operation Number	Description	Type	Status	Probability	Impact	Risk Level	Description Mitigation Measure
1	JA-L1005	Fiscal constrains at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	High	Medium	Alto	Prioritize project activities to ensure full completion of those that were started.
2	JA-L1005	Delays in gathering and reporting information persist.	Monitoring and Accountability	Activo	Medium	Medium	Medio	Provide additional technical assistance to ensure monitoring and evaluation framework for Youth Information Centres, and encourage hiring of YIC staff to carry out this function.
3	JA-L1005	Changes in the institutional arrangements for the management of the Youth portfolio in the country.	Gestión Pública y Gobernanza	Activo	Medium	Medium	Medio	Include in the PCR an assessment of the impact of changes on sector activities. (upcoming) Carry out an institutional assessment of the Ministry of Youth and Culture to assess its capacity to manage the Bank-financed project and the broader Youth portfolio. (completed in 2012)
4	JA-L1005	Complex and slow procurement delay execution.	Desarrollo	Activo	Medium	Medium	Medio	Provide procurement training to EA staff.
5	JA-L1005	Natural disasters and other contingencies may affect construction of YICs	Sustentabilidad Ambiental y Social	Migados	Low	Low	Bajo	
6	JA-L1005	Fiscal constraints at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	High	Medium	Alto	Prioritize project activities to ensure full completion of those that were started.
7	JA-L1005	Changes in institutional arrangements for management of the Youth portfolio may affect project execution and priorities.	Gestión Pública y Gobernanza	Activo	Medium	Medium	Medio	Provide Bank with timely updates on institutional arrangements to determine how to prioritize project activities.



Operation Number: **JA-L1005**
 Year- PMR Cycle: **Primer período enero-junio 2016**
 Last Update: **3/29/2016**
 PMR Validation Stage: **Borrador**

Chief of Operations validation date:
 Division Chief validation date:
 Country Representative validation date:

1/13/2017 3:35:26 PM - 153
 Inter-American Development Bank - IDB
 Office of Strategic Planning and Development Effectiveness
 Current Validated Classification
 (validated as of 4/14/2016)
SATISFACTORIO

Operation Profile

Basic Data

Operation name:	Programa de Desarrollo Juvenil - Fase I	Loan Number:	2039/OC-JA
Executing Agency (EA):	MINISTRY OF EDUCATION AND CULTURE		
Team Leader:	Hobbs,Cynthia Marie	Sector/Subsector:	VOCATIONAL & TECHNICAL EDUCATION
Operation Type:	Loan Operation	Overall Stage:	Cerrado (todas las operaciones están cerradas)
Lending Instrument:	Investment Loan	Country:	JAMAICA
Borrower:	JAMAICA	Convergence related Operation(s):	
		PMR not required	YES

Operation Objective:

To facilitate the transition of unattached youth to adulthood and the world of work through training, on-the-job experience, information dissemination and labor intermediation services. Activities will be financed in three mutually supporting strategic areas: (i) enhancement of youth training and life skills offered by the National Youth Service (NYS); (ii) promotion of youth information centers building upon ongoing efforts in this area; and (iii) institutional strengthening to NYS and the National Center for Youth Development (NCYD), including technical assistance, to support governance and articulation between various sectors.

Events Data

Supervision	
Signature	05-Dec-08
Ratification	
Legal effectiveness	05-Dec-08
Total Eligibility	15-Sep-09
Partial Eligibility	15-Sep-09
First Disbursement	21-Sep-09
Original Disbursement Expiration	05-Jun-13
Current Disbursement Expiration	30-Dec-15
Preparation	
On pipeline	
Start date	
ERM	
PP Approved	
POD Approved	
DLP Approved by OPC	
Negotiation	
Operation Approved	

Development Effectiveness Matrix

	Main Operation JA-L1005
Economic Analysis	
Undefined	Yes
Cost benefit analysis	
Cost effectiveness analysis	
General economic analysis (Economic rate of return)	
Evaluation	
Undefined	Yes
Random assignment	
Non-experimental method	
Ex-post cost benefit analysis	
Ex-post cost effectiveness analysis	
Before/after or With/without comparison	

Reformulation Information

Main Operation	
Was/Were the objective(s) of this operation reformulated?	NO
Date of approval:	

Total Cost and Source

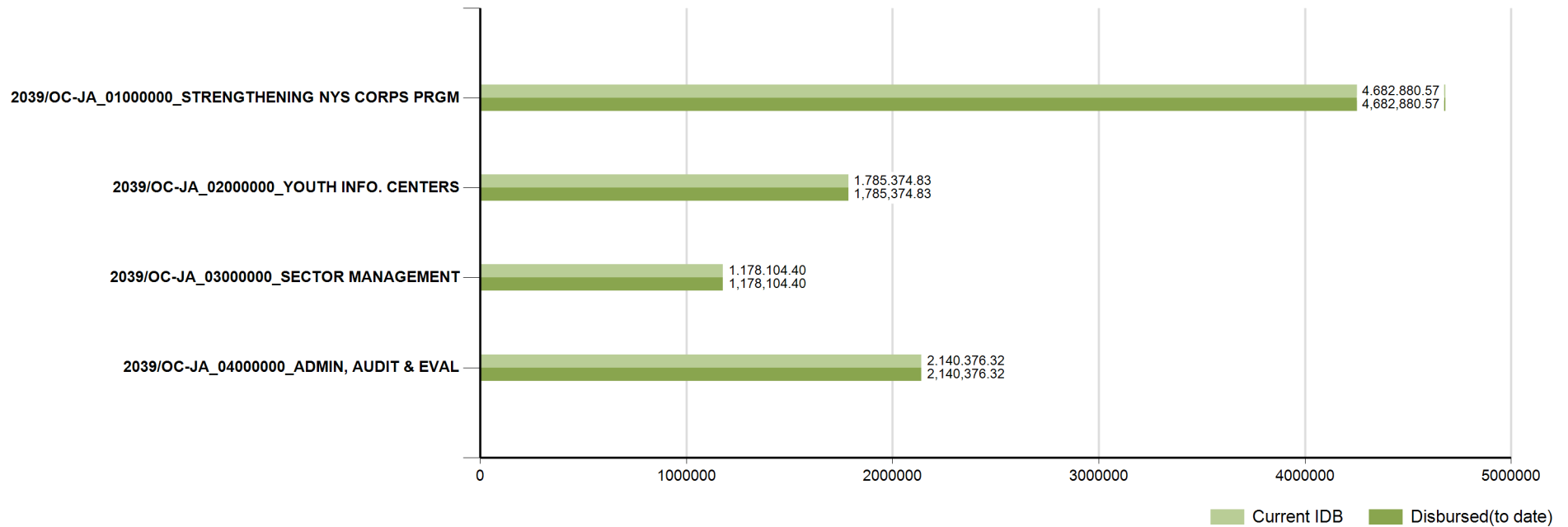
	Original IDB	Current Active IDB	Local Counterpart	Co-Financing/Country	Total operation cost - Original Estimate
JA-L1005	\$11,000,000.00	\$9,786,736.12	\$0.00		\$11,000,000.00

Available Funds (US\$)

	Current IDB	Disb. Amount to Date	% Disbursed	Undisbursed Balance
	\$0.00	\$0.00		\$0.00

Environmental and Social Safeguards

Operación Principal	
Impacts Category:	C
Risk:	
Safeguard Performance Rating:	
Safeguard Performance Rating - Rationale:	

Expense Categories by Loan Contract (cumulative values)**Result Matrix****Impacts**

Impact:	1 Unattached youths (not studying or working between 17-24) who successfully complete the MOE/NYS programs.											
Observation:	There were sufficient funds to continue supporting the program in 2014. In total, 6,190 youth benefited from CAP under the YDP.											
Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2012	2013	2014	2015	EOP

1.1 Unattached youth enrolled in CAP.		#	0.00	2008	Registros del programa	The CAP is a two year program, so there will be 1500 students from the 2010-2012 cohort, and 1500 from the 2011-2013 cohort benefited.	P	1,500.00	1,500.00				3,000.00
							P(a)	1,500.00	1,500.00				3,000.00
							A	1,500.00	1,442.00				6,190.00

 RF - Contribution

 RF - Alignment

 RF - Strategic Alignment

 RF - Strategic Alignment during Execution

 SI - Sector Indicator

 CI - Country Indicator

 PG - Pro-Gender

 PE - Pro-Ethnicity

Outcomes

Outcome:	1 Articulation among Youth programs improved
Observation:	
Outcome:	2 National Youth Service and Career Advancement Program offerings are aligned with employer demands.
Observation:	In 2014 (most recent data available), NYS placed 30.8% of summer program participants in a 3-week work experience and 65.7% of Graduate Work Experience program participants in private sector internships; programs were not developed under the project, but the Bank notes increased awareness of NYS staff to the importance of job placements.

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	2014	2015
2.1 benefited youth placed in internships in the private sector		%	10.00	2008	NYS data base		P			20.00		
							P(a)			20.00		
							A			0.00		

Outcome:	3 delete
Observation:	The contract for the consultancy for the corporate outreach strategy was terminated due to a shift in NYS policy. Notwithstanding, other related programs have continued under NYS and CAP. The Bank confirms number of youth who benefited from the programs as reported above.
Outcome:	5 Youths are participating in supervision and mentoring programs during on the job training.
Observation:	This was part of the corporate outreach strategy that was discontinued as described above.

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	2014	2015
5.1 placement firms that have mentoring programs in place		%	0.00	2008			P		10.00	20.00		
							P(a)		10.00	20.00		
							A			0.00		

Outcome:	6 Youth with access to information provided by Youth Information Centers (YICs) increased.
Observation:	The new centers were not completed in 2013 as planned. The 2,106 youth represent new users with access to existing centers. Overall, the five existing centers were used 49,112 times. The number should increase in 2014 since the May Pen and Spanish Town centers will be opened.

Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	2014	2015
6.1 Youth with access to Youth Information Centers		youth	6,000.00	2008		The target is to provide access to 1,500 youth per year in each new center. Increased access for 7,500 youth. The results matrix indicates 15,000 youth per year by mistake.	P		3,000.00	3,500.00		
							P(a)		3,000.00	3,500.00		
							A	0.00		2,106.00		6,149.00

Outcome:	7 Unattached youth that are channelled via the Youth Information Centers into training or job opportunities increased.
-----------------	--





EOP
20.00
20.00
0.00





EOP
20.00
20.00
0.00

EOP
13,500.00
13,500.00

Observation: The number of unattached youth (9,934) comprised 20% of the overall users for 2013. Of those nearly 10,000 youth, 80% were referred to training or job-related services.


Indicators	Flags*	Unit of Measure	Baseline	Baseline Year	Means of verification	Observations	2010	2011	2012	2013	2014	2015
7.1 Youth referred to other services		%	40.00	2008	National Center for Youth Development (NCYD) information system.	Expected percentage increase was modified in accordance with new timelines.	P		40.00	45.00	60.00	
							P(a)		40.00	45.00	60.00	
							A		66.00	42.00	80.00	

 RF - Contribution
  RF - Alignment
  RF - Strategic Alignment
  RF - Strategic Alignment during Execution

 SI - Sector Indicator
  CI - Country Indicator
  PG - Pro-Gender
  PE - Pro-Ethnicity

Outputs Physical Progress

1 Quality improvement and strengthening of Youth Development Programs

Outputs	Flags*	Unit of Measure		2009	2010	2011	2012	2013	2014	2015	EOP		Means of v
1.1 Corporate Outreach strategies for alignment of programs with employers needs and demands completed (corporate outreach; supervision and mentoring, curricular review).		strategies	P			2.00	1.00				3.00		
			P(a)	0.00	0.00	2.00	1.00	1.00	1.00	1.00	2.00		
			A			1.00	0.00	0.00	0.00	1.00	2.00		
Milestone													
Firm to conduct consultancy selected.		#	P		1.00						1.00		
			P(a)		1.00						4.00		
			A		1.00	3.00					4.00		
1.2 Upgrading of National Youth Service offices completed		offices upgraded	P			5.00	5.00	3.00			13.00		
			P(a)			0.00	0.00	6.00	2.00		12.00		
			A			0.00	5.00	6.00	1.00		12.00		
Milestone													
Advance in office upgrading		%	P		33.00	60.00	80.00	100.00			273.00		
			P(a)			60.00	80.00	100.00			185.00		
			A		33.00			52.00	100.00		185.00		
1.3 Students enrolled in initiatives for youths with low levels of literacy and numeracy.	 RF-C	Students (#)	P		1,500.00	1,500.00	1,500.00	1,500.00			6,000.00		
			P(a)		1,500.00	1,500.00	1,500.00	1,500.00			6,190.00		
			A		1,500.00	1,748.00	1,442.00		1,500.00		6,190.00		

EOP
60.00
60.00

erification

Dissaggregation Categories											
Afro-descendant	P										
	P(a)										
	A										
Boys	P										
	P(a)										
	A										
Girls	P										
	P(a)										
	A										
Indigenous	P										
	P(a)										
	A										
Men	P										
	P(a)										
	A										
Post-secondary	P										
	P(a)										
	A										
Pre-primary	P										
	P(a)										
	A										
Primary	P										
	P(a)										
	A										
Secondary	P										
	P(a)										
	A										
Women	P										
	P(a)										
	A										
(a) girls	P										
	P(a)										
	A										
(b) boys	P										
	P(a)										
	A										
1.4 Monitoring system in place to ensure data collection on all Career Advancement Program (CAP) and National Youth Service participants. The original system is to be improved yearly (Institutional Strengthening)	P		1.00	1.00	1.00	1.00			4.00		
	P(a)		1.00	1.00	1.00	1.00	0.00	1.00	2.00		
	A		1.00	0.00	0.00	0.00	0.00	0.00	1.00		
1.5 field officers appointed to National Youth Service.	P		7.00	7.00	7.00	7.00			7.00		
	P(a)		7.00	7.00	7.00	7.00	7.00		7.00		
	A		7.00	7.00	7.00	7.00	7.00		7.00		
2 Youth Information Centers (YIC)											
Outputs	Flags*	Unit of Measure	2009	2010	2011	2012	2013	2014	2015	EOP	Means of v
2.1 YICs equipped and operational (construction and equipment)		YICS	P		0.00	2.00	2.00	1.00		5.00	
	P(a)				2.00	2.00	2.00	3.00	2.00	3.00	
	A			0.00	0.00	0.00	0.00	1.00	2.00	3.00	

ification

Outputs		2009	2010	2011	2012	2013	2014	2015	Cost
2.1 YICs equipped and operational (construction and equipment)	P		\$33,142.00	\$550,000.00	\$850,000.00	\$432,447.00			\$1,865,589.00
	P(a)	\$20,000.00	\$300,000.00	\$550,000.00	\$850,000.00	\$814,455.00	\$708,555.00	\$360,000.00	\$1,409,725.68
	A		\$33,142.00	\$39,276.00	\$431,632.00	\$182,941.00	\$362,734.68	\$525,282.70	\$1,575,008.38
2.2 Web site to link YICs with labour market information systems developed.	P	\$24,910.00	\$20,000.00	\$52,000.00	\$100,000.00	\$59,213.00			\$256,123.00
	P(a)	\$25,000.00	\$52,000.00	\$52,000.00	\$100,000.00	\$49,000.00	\$50,000.00	\$37,209.47	\$246,712.62
	A	\$24,910.00	\$20,000.00	\$20,052.00	\$26,018.00	\$1,637.00	\$116,886.15	\$8,289.26	\$217,792.41
									Component Revised Cost

3 Sector Management

Outputs		2009	2010	2011	2012	2013	2014	2015	Cost
3.1 Results for the National Youth Survey available.	P	\$52,380.00	\$192,000.00	\$245,000.00					\$489,380.00
	P(a)	\$55,000.00	\$430,000.00	\$245,000.00					\$489,380.00
	A	\$52,380.00	\$192,000.00	\$214,615.00	\$17,704.00				\$476,699.00
3.2 National Youth Policy updated	P			\$70,000.00	\$200,000.00				\$270,000.00
	P(a)			\$70,000.00	\$200,000.00	\$300,450.00	\$209,450.00		\$406,345.00
	A			\$33,935.00	\$70,845.00	\$92,115.00	\$51,934.52	\$16,575.18	\$265,404.70
3.3 Electronic inventory of youth service providers available to improve articulation	P		\$24,336.00	\$53,118.00					\$77,454.00
	P(a)	\$30,000.00	\$20,000.00	\$53,118.00					\$77,454.00
	A		\$24,336.00	\$117,174.00	\$94,121.00				\$235,631.00
3.4 Training delivered including workshops held with relevant stakeholders to improve coordination (no cost since workshops fall under consultancies)	P		\$63,781.00	\$50,000.00	\$60,626.00	\$100,000.00			\$274,407.00
	P(a)		\$52,000.00	\$50,000.00	\$0.00	\$0.00			\$63,781.00
	A		\$63,781.00	\$0.00					\$63,781.00
									Component Revised Cost

4 Administration, audit and evaluation

									Component Revised Cost
--	--	--	--	--	--	--	--	--	------------------------

5 Contingencies

Other Cost		2009	2010	2011	2012	2013	2014	2015	Cost
Consultants for technical Support NYS in place	P	\$30,490.00	\$76,000.00	\$150,000.00	\$150,000.00	\$43,460.00			\$449,950.00
	P(a)	\$40,000.00	\$100,000.00	\$150,000.00	\$150,000.00	\$81,690.00	\$100,000.00	\$2,360.00	\$408,443.28
	A	\$30,490.00	\$76,000.00	\$61,488.00	\$59,699.00	\$114,182.00	\$64,224.28	\$2,336.11	\$408,419.39
Consultants for technical Support NCYD in place	P	\$73,070.00	\$87,901.00	\$130,000.00	\$130,000.00	\$89,900.00			\$510,871.00
	P(a)	\$75,000.00	\$110,000.00	\$130,000.00	\$130,000.00	\$89,150.00	\$80,000.00	\$1,991.23	\$514,555.72
	A	\$73,070.00	\$87,901.00	\$100,265.00	\$97,325.00	\$102,824.00	\$51,179.49	\$1,978.35	\$514,542.84
Consultants for technical Support MOE in place	P	\$107,100.00	\$153,316.00	\$260,000.00	\$300,000.00	\$246,340.00			\$1,066,756.00
	P(a)	\$100,000.00	\$250,000.00	\$260,000.00	\$300,000.00	\$233,576.00	\$190,000.00	\$105,988.83	\$1,339,547.62
	A	\$107,100.00	\$153,316.00	\$218,327.00	\$238,516.00	\$306,021.00	\$210,278.79	\$61,346.56	\$1,294,905.35
Contingencies	P								
	P(a)					\$151,000.00		\$1,208,223.29	\$1,208,223.29
	A				\$0.00			\$0.00	\$0.00
Administration ,audit and evaluation	P								\$0.00
	P(a)								\$0.00
	A								\$0.00

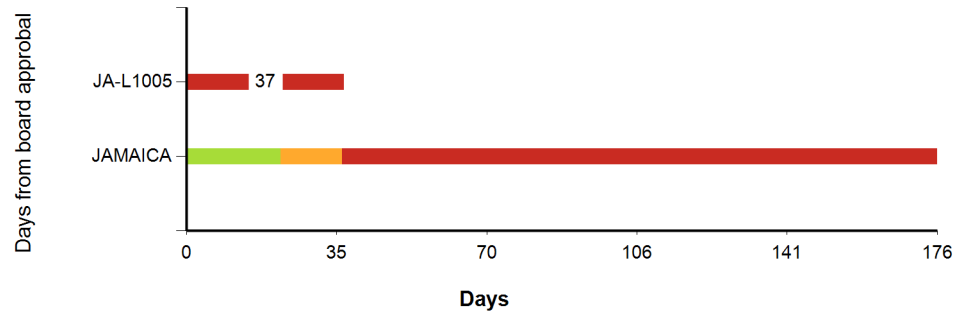
Total Cost		2009	2010	2011	2012	2013	2014	2015	Total Cost
	P	\$302,130.00	\$1,057,391.00	\$2,750,118.00	\$4,268,626.00	\$2,541,360.00			\$10,919,625.00
	P(a)	\$425,000.00	\$2,964,000.00	\$2,750,118.00	\$4,208,000.00	\$3,855,671.00	\$2,914,471.00	\$1,753,258.62	\$10,930,575.60
	A	\$302,130.00	\$1,057,391.00	\$1,617,721.00	\$2,376,767.00	\$1,549,490.00	\$1,487,168.97	\$743,095.99	\$9,133,763.96

Monitoring Indicators

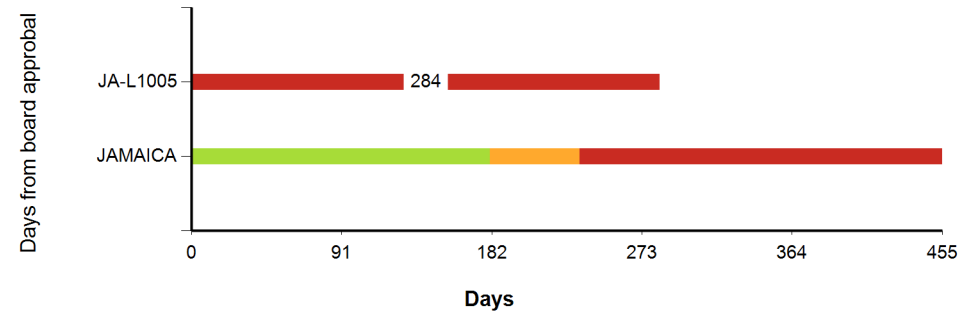
Stage 1: From Approval to Eligibility stage

Indicator (I)	Project Indicator Value	Benchmark Indicator Value			
		Satisfactory	Alert	Problem	Traffic light
Days elapsed from approval to Legal Effectiveness	37.00	$0 \leq I \leq 22.00$ days	$22.00 < I \leq 36.50$ days	> 36.50 days	PROBLEM
Days elapsed Legal Effectiveness to Eligibility	284.00	$0 \leq I \leq 181.00$ days	$181.00 < I \leq 235.50$ days	> 235.50 days	PROBLEM
% of General conditions prior achieved	100 %	N/A	N/A	N/A	For tracking purpose only
% of Special conditions prior achieved	0	N/A	N/A	N/A	For tracking purpose only

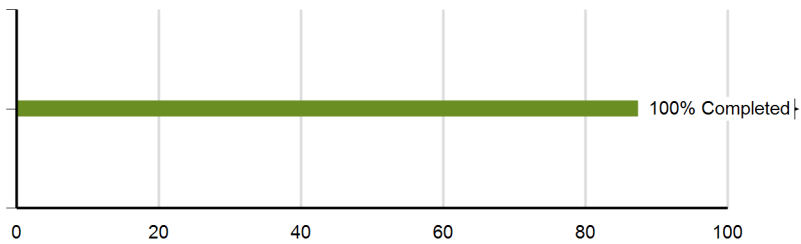
Days elapsed from Approval to Legal Effectiveness



Days elapsed from Legal Effectiveness to Eligibility



% of General Conditions Achieved Prior



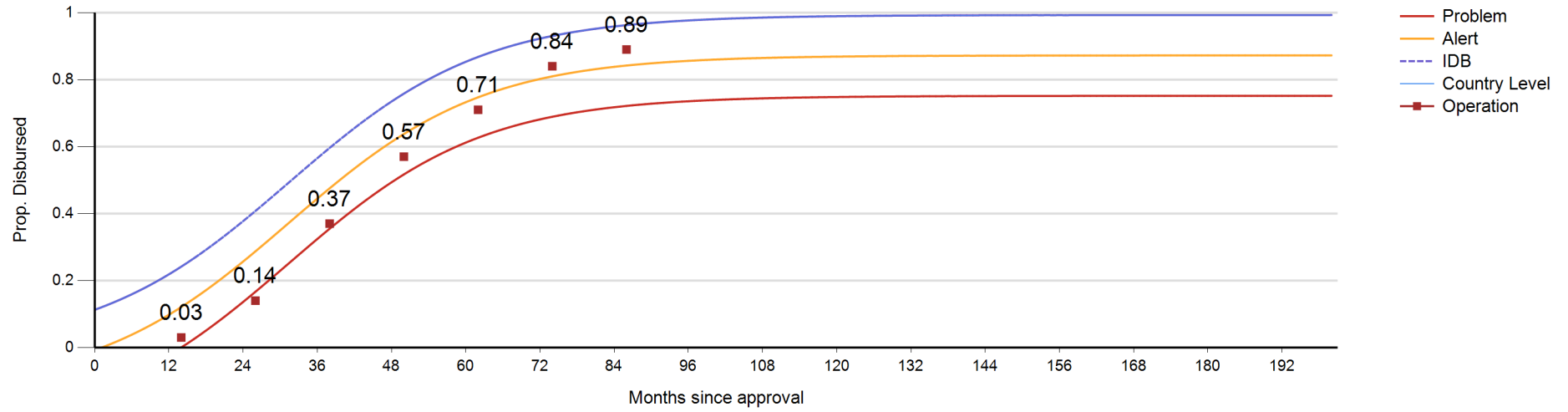
% of Special Conditions Achieved Prior

There are no special clauses for this operation

Stage 2: After Eligibility

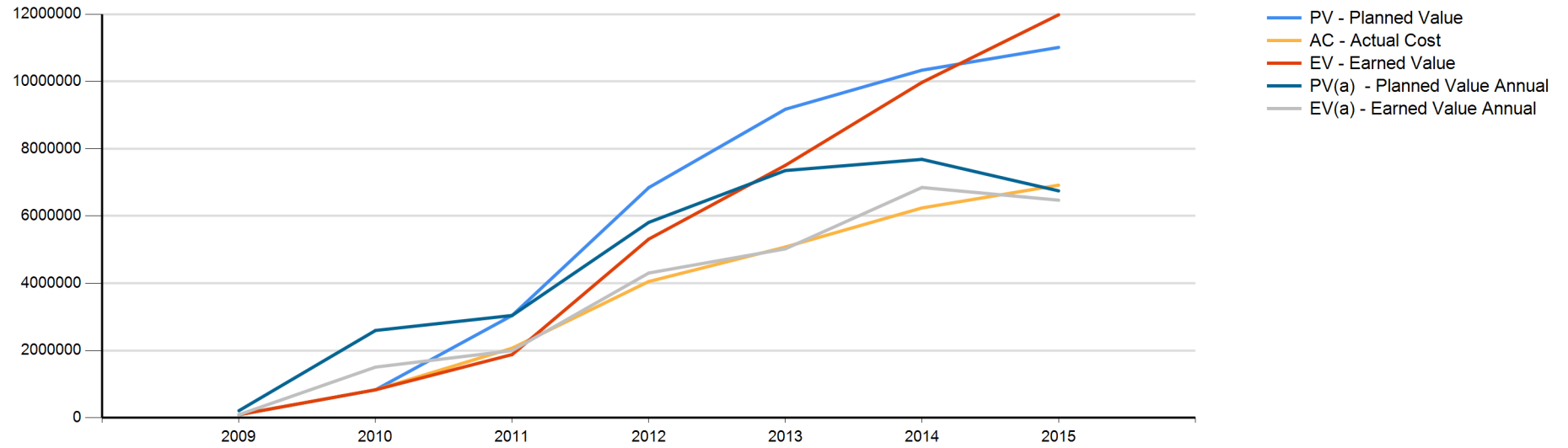
Indicator (I)	Project Indicator Value	Benchmark Indicator Value				Traffic light
		Satisfactory	Alert	Problem	Outlier	
Accumulated disbursements to country's historic disbursements	0.89	$1 \geq I > 0.84$	$0.84 \geq I \geq 0.72$	$0.72 > I \geq 0$	N/A	SATISFACTORY
Cost Performance Index-CPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Cost Performance Index (annual)-CPI(a)	1.10	$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	PROBLEM
Schedule Performance Index-SPI		$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	
Schedule Performance Index (annual) - SPI(a)	0.89	$0.80 \leq I \leq 2.00$	$0.40 \leq I < 0.80$	$0.00 \leq I < 0.40$	> 2.00	PROBLEM
Expected additional execution duration (months)		N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the plan at operation start up	1.03	N/A	N/A	N/A	N/A	For tracking purpose only
% outputs achieved of the re-planned end of project (EOP)	0.91	N/A	N/A	N/A	N/A	For tracking purpose only
Environmental and social safeguard performance rating	0	N/A	N/A	N/A	N/A	For tracking purpose only

Accumulated disbursements as proportion of the total amount



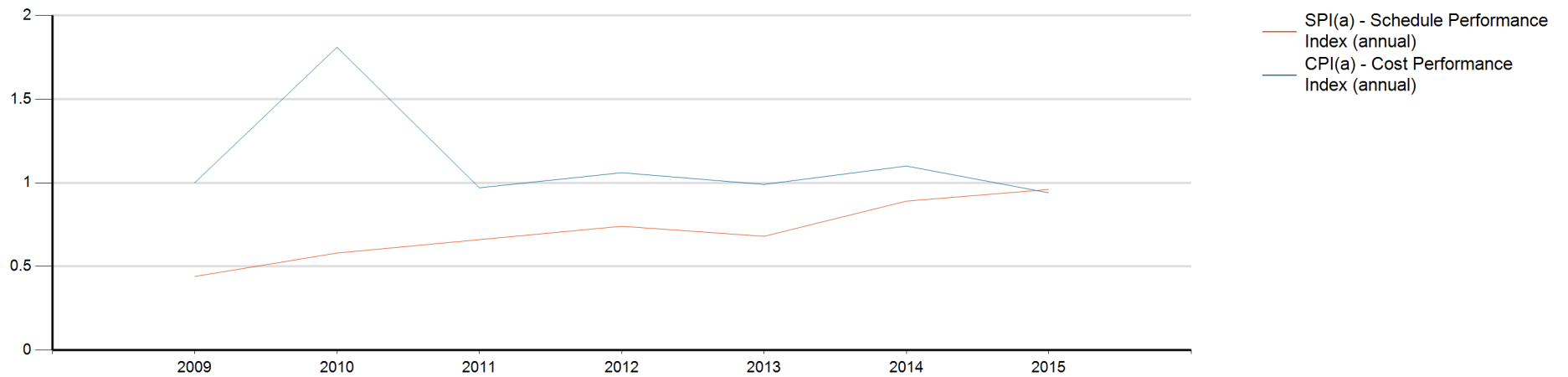
PV, AC, EV, PV(a), EV(a)

	2009	2010	2011	2012	2013	2014	2015
PV	91,470.00	831,644.00	3,041,762.00	6,842,213.00	9,172,475.00	10,333,961.41	11,011,396.38
AC	91,470.00	831,644.00	2,069,285.00	4,050,512.00	5,076,975.00	6,238,461.41	6,915,896.38
EV	91,470.00	831,644.00	1,878,969.33	5,311,844.75	7,505,092.45	9,970,757.00	11,980,976.41
PV(a)	210,000.00	2,595,470.00	3,041,762.00	5,809,110.00	7,350,767.00	7,682,645.23	6,746,512.86
EV(a)	91,470.00	1,506,351.00	1,996,904.33	4,303,750.33	5,022,528.78	6,846,841.33	6,469,463.39

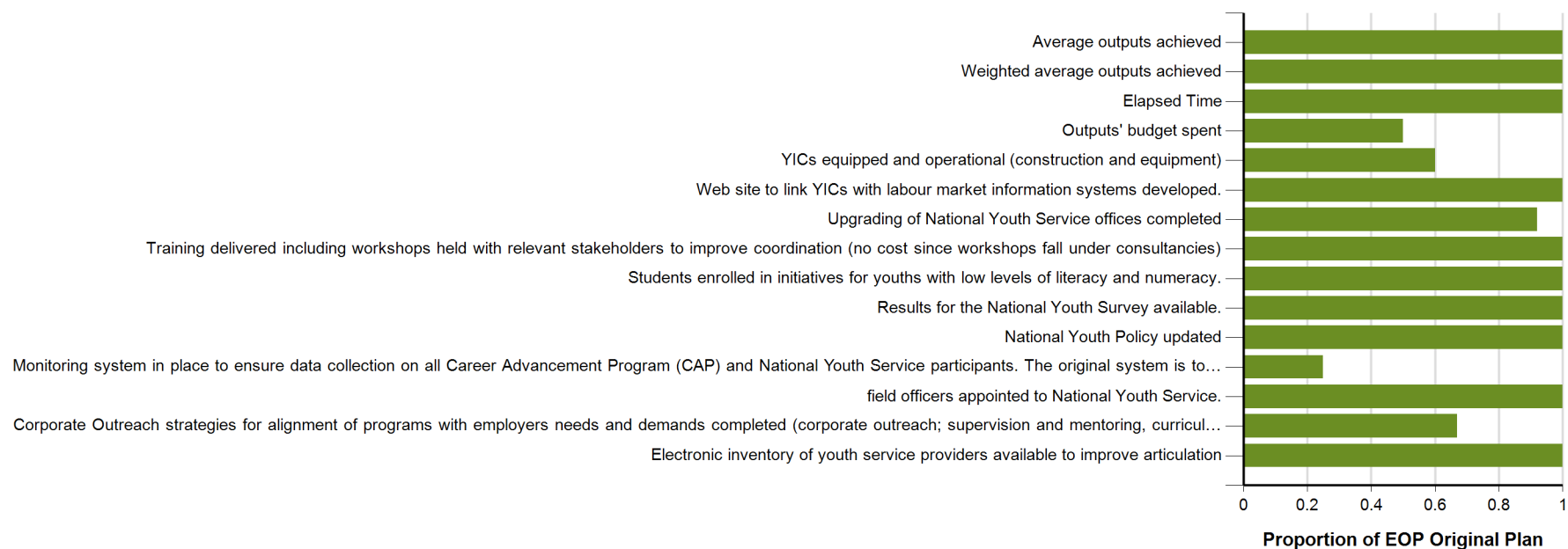


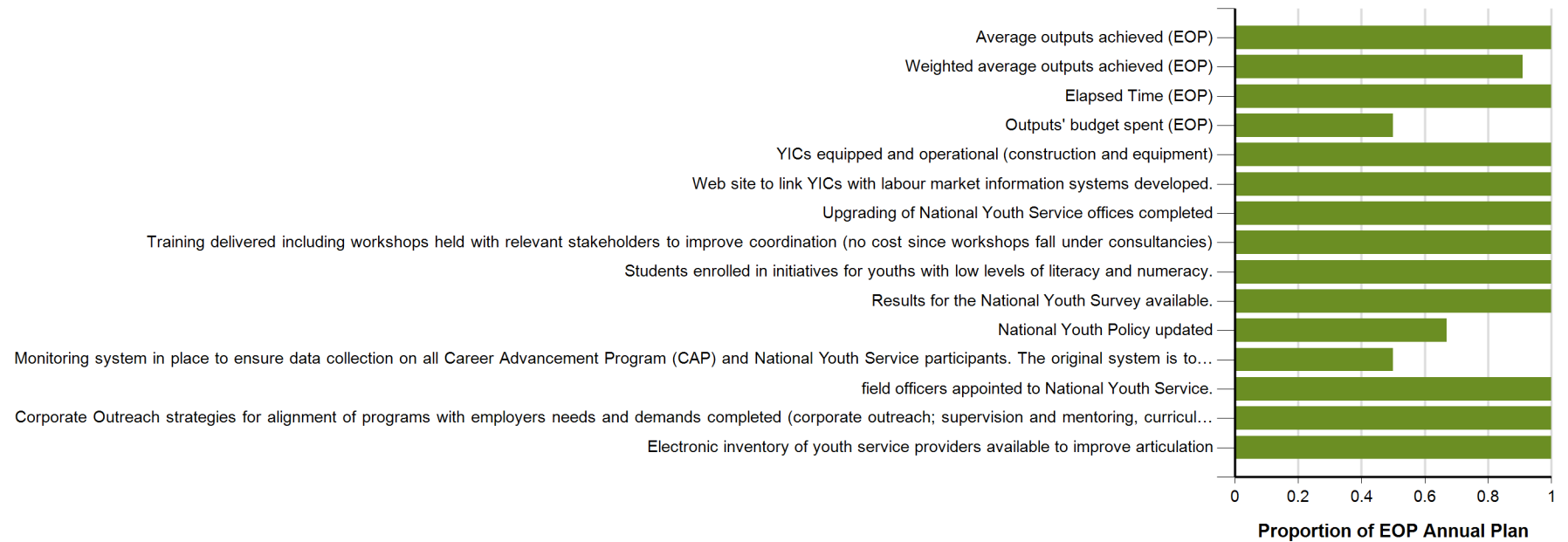
CPI, Annual CPI, SPI, Annual SPI

	2009	2010	2011	2012	2013	2014	2015
SPI							
CPI							
SPI(a)	0.44	0.58	0.66	0.74	0.68	0.89	0.96
CPI(a)	1.00	1.81	0.97	1.06	0.99	1.10	0.94



% of Outputs Achieved of the plan at the project start up



% of Outputs Achieved of the re-planned End of project (EOP)**Validation Process Status**

No information related to this operation.

Changes to the Matrix

No information related to this operation.

Findings and recommendations**Findings and Recommendations : Delays in achievement of annual plans for Outputs and Outcomes**

No information related to this operation.

Findings and Recommendations : Other Delays

No information related to this operation.

Findings and Recommendations : Overall Project Management

No information related to this operation.

Disbursements

YEAR		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS
2016	P	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	D	\$9,786,736.12	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,786,736.12
2017	P	\$0.00												\$0.00
	D	\$0.00												\$0.00

Risks

Identifier	Operation Number	Description	Type	Status	Probability	Impact	Risk Level	Description Mitigation Measure
1	JA-L1005	Fiscal constrains at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	High	Medium	Alto	Prioritize project activities to ensure full completion of those that were started.
2	JA-L1005	Delays in gathering and reporting information persist.	Monitoring and Accountability	Activo	Medium	Medium	Medio	Provide additional technical assistance to ensure monitoring and evaluation framework for Youth Information Centres, and encourage hiring of YIC staff to carry out this function.
3	JA-L1005	Changes in the institutional arrangements for the management of the Youth portfolio in the country.	Gestión Pública y Gobernanza	Activo	Medium	Medium	Medio	Include in the PCR an assessment of the impact of changes on sector activities. (upcoming) Carry out an institutional assessment of the Ministry of Youth and Culture to assess its capacity to manage the Bank-financed project and the broader Youth portfolio. (completed in 2012)
4	JA-L1005	Complex and slow procurement delay execution.	Desarrollo	Activo	Medium	Medium	Medio	Provide procurement training to EA staff.
5	JA-L1005	Natural disasters and other contingencies may affect construction of YICs	Sustentabilidad Ambiental y Social	Migados	Low	Low	Bajo	
6	JA-L1005	Fiscal constraints at a Macro Level result in budget cuts for the program.	Sustentabilidad Macroeconómica y Fiscal	Activo	High	Medium	Alto	Prioritize project activities to ensure full completion of those that were started.
7	JA-L1005	Changes in institutional arrangements for management of the Youth portfolio may affect project execution and priorities.	Gestión Pública y Gobernanza	Activo	Medium	Medium	Medio	Provide Bank with timely updates on institutional arrangements to determine how to prioritize project activities.

Please note that the Overall Stage represents the stage of the operation at the time of this report's publication, which might not necessarily match the stage of the operation during the PMR Cycle to which the report pertains.

Annex IV - NATIONAL YOUTH SERVICE (NYS) 2014-2015 Programs

Programs/Projects	Summary of Programs/Projects
Youth Road Map to Success	Guided by the feedback from Express YuhSelf, NYS provides a complete set of guidance materials, which can be presented in a classroom environment and complemented with youth friendly, on-line support facilities. These on-line resources include resume creation and self-assessment tools, relevant apps and links to appropriate data bases of how-to and other self-development documents. High schools host a NYS field team to introduce the tools and then track usage.
Empowerment Program	This program is oriented to youth with intellectual disabilities and geared towards providing basic personal and professional development skills. It will also expose them to possible career options and guides their participation in voluntary, cultural and sporting activities. The overall target is on social and economic inclusion. This is a 6-month engagement.
Enrichment Program	The Enrichment Program is geared at engaging at-risk youth in activities that focus on character building, career development, volunteerism and cultural awareness. Elements of this program were successfully piloted in 2013-14 at the NYS Summer Enrichment Camp Project.
Entrepreneurship Program	This program is geared towards training youth who have expressed an interest in and demonstrated aptitude for owning and operating a business. NYS assists with provision of coaching to develop business plans for seeking financing for their ventures. Roll out was carried out in selected parishes, initially. NYS' Entrepreneurship Program was piloted as Entrepreneurship Camps in 2013-14.
Entrepreneurship 101	Entrepreneurship 101 sensitization sessions took place in all parishes. The experience from the sessions will be used to gauge the youth entrepreneurship interest for future roll out of the Entrepreneurship Program in those parishes. 10% of the participants were to be young persons with disabilities.
Events Production Assistants	This program was piloted in March 2014. NYS will now include this as an established program offering to young persons. They will develop skills which they will use as part of the formal structure and/or in their communities where they are likely to be involved in planning events such as a sports competition.
Information, Communication and Technology (ICT) Program	The program is proposed to engage youth in animation, graphic design and videography training and relevant exposure/internship opportunities to develop their technical expertise for careers in those disciplines.
Summer Program (July – August)	The Summer Program is an annual NYS engagement of young people in three weeks of work experience during the months of July and August. The objective of this program is to expose the participants to the key employability skills as well as developing the characteristics that are important for gaining and retaining employment.

Program/Projects	Summary of Program/Projects
Financial Assistance Program	Financial Assistance is a grant to post-service participants pursuing tertiary education. These students are eligible to receive up to 20% of their tuition paid for by the NYS over a period of three (3) years.
Access to Higher Education Program	This is a partnership program between the Northern Caribbean University and the NYS where financial assistance is provided to participants to pursue tertiary studies at the Northern Caribbean University. Participants are engaged in personal development sessions, group mentorship as well as work experience and volunteerism opportunities. This will now be expanded to CASE as we wish to support Youth in Agriculture.
Graduate Work Experience Program	This program was developed to provide valuable work experience to tertiary graduates up to 24 years of age. It is a response to the dual challenges of graduates unable to gain jobs without experience and who cannot gain meaningful experience without jobs. Participants are placed for up to six (6) months during which NYS pays a stipend to assist with their expenses. 25% of these will be for Young Persons with Disabilities. The NYS will be collaborating with the MLSS on the PWD element.
Volunteer Program	This Program is designed to re-establish NYS' volunteerism emphasis by providing opportunities for young people across Jamaica to undertake community based development projects. Youth participating in this program will be drawn from those already engaged in other NYS programs, hence no additional youth targets are contemplated

NYS Programs and Summary of Participants by year

				FY 2015/2016	
	FY 2012/2013	FY 2013/2014	FY 2014/2015	Target	Actual
Summer Program	3,766	3,784	4,772	5,000	5,205
GWEP	11	318	307	300	309
Enrichment		179	75	155	173
Empowerment		35	104	50	
Access to Higher Education Partnership		56	119	230	80
Entrepreneurship Program		115	123	200	
Entrepreneurship 101		188	3,370	4,000	3,503
Access to Success through Knowledge Initiative			3,074	4,200	4,105
Volunteerism		885	1,049	100	708
Financial Assistance program	426	505	266	300	120
Movements				6	3
Youth Forum		5,120			
Logistics 101		717	196		
Corps Program	547	443			
Events production program		50	50		
Youth Month					4,000
Total	4,750	12,395	13,505	14,451	18,206
	Cumulative 2012-2015				48,856

Annex V – Summary of Impact Evaluation of the National Youth Service of Jamaica Non-Residential Corps Programme.

Purpose of Study

The NYS Corps Programme was the primary vehicle by which the NYS sought to fulfill its mission. This study, conducted over a two-year period from 2011 to 2013, was designed as an impact evaluation of the *non-residential* Corps Programme in place since 2010. The objectives of the study were to establish outcome effects on academic, social functioning, and workplace skills development, as well as the economic and social benefits provided to participants resulting from their participation in the programme. The study also provided the opportunity to compare with results of a similar impact evaluation conducted for the NYS *residential* Corps Programme from 2008 to 2009.¹

Methodology

A quasi-experimental design using propensity score matching was employed in the study. Propensity scores, also referred to as “balancing scores”, are based on characteristics known to be stable over time (i.e. personality, general cognitive ability). Scoring and matching of participants provides for establishing a study “control group”, non-NYS participants in this case, that is very closely matched to the study “treatment group”, NYS participants in this study. This matching greatly reduces or eliminates potential bias in the treatment group, and the possibility of confounding of causal claims regarding the impact of the programme. Once matched, study results for the control (non-NYS) and treatment (NYS) group could be compared to evaluate the impact of participation in the Corps Programme.

A total of ten (10) instruments were used to collect data from participants over the duration of the study. The initial wave of data collection (T0) was conducted in August 2011 with the non-NYS and NYS participants, providing data for establishing control and treatment groups through the propensity score matching described above. This process resulted in a total of 600 participants continuing in the study, including two-thirds female, one-third male, closely reflecting the NYS Corps Programme enrolment across the 13 parishes. Collection of measurement data for both the treatment and control groups was then conducted at four time points (T1 to T4) between September 2011 and July 2013. T1 and T2 occurred during the phase 2 internship for the NYS participants, while T3 and T4 were scheduled beyond the NYS participants’ completion of the programme to enable observation of lasting programme effects on participants. A

¹ Hull, D. M., Saxon, T. F., Williams, L. O., Verdisco, A. & Tindigarukayo, J. (2010). *Policy brief: Impact evaluation of the National Youth Service of Jamaica.*

qualitative research component, including six focus groups with NYS participants, was also added to the primary quantitative component of the study.²

Study Findings

Academic Skills Outcomes

The current NYS Corps programme has a significant effect on reading skills, and even more so on skills in mathematics. While in the Corps Programme, participants retained or grew their skills in reading and math more so than those not in the programme. However, after programme completion, NYS participant scores converged toward non-participant scores, and, over time scores declined in both groups. While the NYS programme appears to support reading and math skills, the study results suggest that unattached youth who do not practice these academic skills quickly lose them.

Workplace and Career Training Outcomes

The NYS non-residential programme is effective in imparting workplace and career competencies. In particular, gains in communication, problem-solving and adapting to change indicate the curriculum and practical training is developing these critical workplace skills while participants are in the programme, though some gains appear to be lost after programme completion. The study results demonstrate a positive overall impact on workplace skills, though a lack of impact on teamwork skills, and signs of diffused impact, possibly stemming from the decentralized nature of programme delivery, were also noted.

The non-residential programme has a clear impact on participants' career decision making self-efficacy, particularly with regard to confidence in ability to identify and obtain information about careers of interest to them. The one area where programme impact is negligible is in making plans for the future, which relates to confidence in one's ability to accomplish tasks such as setting a five-year plan.

Reported employment among programme participants and non-participants showed no significant differences at the end of the study in terms of the number of participants reporting holding a full time job.

Social/Emotional Outcomes

The evaluation employed a variation of the Caribbean Youth Risk and Resiliency scale to examine the extent to which the programme alters a variety of social/emotional outcomes. None of the outcomes from this portion of the evaluation indicated an impact resulting from programme participation. This result is perhaps most surprising, as it does

² Key findings from the focus groups are included with this executive summary; detailed results are included in the full report.

not appear that the non-residential programme establishes emotional connections supportive of participants' needs for supervision, leadership, empathy, and true assistance in obtaining their goals. These supports are critical for other outcome intervention effects to manifest, such as the career and workplace outcomes discussed. Results also demonstrated a lack of programme impact in reducing negative behavior, or lessening worry about negative life experiences.

Comparison to Residential NYS Programme Impact Evaluation, 2008-2009

The present study reveals less pronounced programme impact in comparison to the *residential* programme impact evaluation reported in 2010. This can be attributed, to a large extent, to pre-intervention differences in key characteristics of the NYS programme participants. Those in the *non-residential* programme demonstrated higher levels of reading and cognitive ability and represent a higher stratum of unattached youth compared to those served in the *residential* programme. In considering the findings of the current study it is important to recognize that higher initial levels of ability and level of socio-economic status among programme participants make it more difficult for a programme to demonstrate large improvements.

Both the current *non-residential* programme and the *residential* programme demonstrated effectiveness in imparting workplace skills in communication, problem-solving and adapting to change. The *residential* programme studied previously was also found to be effective in developing teamwork skills, likely due to the nature of the residential programme. Looking at participants' confidence in career related decision making, the results of the present study were similar to those found for the *residential* programme, demonstrating the programme's continuing strength in developing young people's confidence in seeking information and opportunities for training and employment.

The 2008-2009 *residential* programme study showed the Corps Programme to have a significant impact on participants' social/emotional outcomes, such as having the sense that others believe in them. One way this was accomplished was through challenges presented to participants at camp, where they needed to rely upon each other to overcome difficulties. This peer mentoring supported other career and workplace success, as youth became reliant upon their peers for support. This component appears to be missing now in the non-residential programme.

Recommendations

Based on the findings of this research, the following recommendations are offered for consideration in future NYS Corps Programme design and implementation.

Overall, the study supports the need for continued emphasis on helping participants transition to life beyond their participation in the NYS Corps programme. In nearly all outcome measures, effects from the programme decline after participation, sometimes to pre-participation levels.

Academic Skills: While not a central objective of the Corps Programme, the maintenance and development of skills in reading and mathematics is important to ensure that youth possess the basic skills needed for success in continuing education and employment. While the current NYS Corps programme has a significant effect on both reading and math skills, a decline in these skills post-programme supports a recommendation to provide scaffolded experiences to youth at the conclusion of the Corps programme. Rather than training that comes to an abrupt halt, there is a need for continuing experiences that require youth to practice their academic skills in order to maintain basic abilities needed for future success.

Workplace and Career Training: Efforts to ensure consistency in the delivery of training, and to support continued development of these skills beyond the programme, are recommended to ensure participants maintain and continue to grow in their employability. In addition, a lack of impact on teamwork, a critical workplace skill, suggests a need to identify key elements of the *non-residential* programme that developed teamwork skills and find ways to incorporate these into the current *non-residential* format.

The similar level of full-time employment among Corps Programme participants and non-participants, post-programme, suggests a need for increased support and follow-up in transition to employment. The decision to align the Corps programme training and work placements with HEART Trust/NTA, taken based on findings of the residential programme study, was an important and promising move in this regard. The outcome of efforts to incorporate skills certification into the Corps programme is not clear from the current study, suggesting a need to examine the process in place to ensure that participants receive the necessary training, supervision and assessment to successfully attain certification in their chosen skill area.

Social/Emotional Outcomes: The study findings point to a need for enhanced efforts to meet the social/emotional needs of programme participants. A Positive Youth Development (PYD) approach, focusing on the strengths, talents and interests of youth and recognizing the importance of social and emotional development, is recommended. As a PYD intervention, the NYS Corps programme can place priority on supporting the social and emotional development of youth in a variety of ways. One way this was done with the residential programme was to impose hardship on participants at camp, whereby they relied upon each other to overcome difficulties. This peer mentoring supported other career and workplace success, as youth became reliant upon their peers for support. Participants, who are older adolescents and young adults, need to develop

relationships with mentors and peers for support. This can be supported and advanced through controlled challenging experiences that youth can reflect upon and ultimately realize gains available to them through such support. As this component appears to be missing in the non-residential programme, it is recommended that key teamwork and relationship-building elements of the “camp” experience be incorporated into the *non-residential* format as fully as possible. A partially residential programme, with “retreats” may be considered, for example. The benefits of returning to a fully residential programme format are also worthy of consideration.

Summary of Recommendations from Qualitative Research, 2012

The following is a summary of recommendations based on six focus groups conducted with past NYS participants in September 2012.

Recommendations based on discussions with participants

Placements/ work experience:

- Develop a protocol for placements to ensure that clear expectations and boundaries exist for duties assigned to each participant.
- Conduct basic sensitization training among supervisors and other staff in organizations where NYS participants are placed in order to reduce the likelihood of negative placement experiences.
- Implement an appraisal system for NYS participants to evaluate their placement and supervisory experiences.
- Assess the geographical placement of participants and endeavour to place them as close as possible to their communities. A ceiling distance (such as within 25km) could be established.

Marketing and Recruitment:

- Reassess the 3-CXC subject requirement and consider lenience in cases where participants have experience and proven capability to commit to the training and placement.
- Revise the marketing and public relations strategy incorporating feedback from youth.

Funding:

- Develop fund-raising initiatives to assist needy participants whose daily costs associated with placement (lunch, transportation) exceed the stipend.

General:

- Conduct ongoing assessments of programme to determine necessary programme adjustments.

“Recommendations for Improvement” as stated by focus group participants

- Support transition to employment. *“no sense going out to work for a year and then you are going back home to sit down and do nothing”.*
- Listen to participants particularly re: placement experience / supervisors. *“...participants need to assess their supervisors as well...”*
- Enhance suitability of placements to provide solid training. *“...research the place before... participants are coming here, this is what NYS expects your organization offer. If your organization cannot offer please let me know before I am sending them there.”*
- Extend college percentage allowance... beyond 2-year deadline, or handed over to the NYS participant if not used within the stipulated time.
- Increase the stipend. The current amount was felt to be insufficient to meet travel and other basic costs, forcing some participants into a cycle of borrowing money to meet daily basic needs.
- Finally, recommendations for NYS Programmes to Attract Young People included various suggestions of specific programme areas, including some that have previously been offered by NYS, and terminated.

Annex VI- Career Advancement Program (CAP): enrollment figures and main findings of the 2014 impact evaluation

The CAP, instituted in January 2010, is one of several initiatives aimed at offering a second chance for educational attainment for the world of work or pursuit of further education, to students ages 16 to 18. These young people, who have not sufficiently succeeded in traditional school exit examinations, are placed in one of two (2) groups:

- i. Students reading at the grade nine level or above and those with Caribbean Secondary Examination Certificate (CSEC) subjects who elected to pursue Technical Vocational Education and Training (TVET) competencies (**Technical Component**)
- ii. Students reading below grade nine (**General Component**), who take courses enabling them to matriculate into the Technical Component or pursue higher qualifications.

The percentages of the CAP students who achieved the National Council on Technical Vocational Education and Training /National Vocational Qualification of Jamaica (NCTVET/NVQJ) and City and Guilds certifications are shown below.

Table 1: Results for CAP NCTVET/NVQJ Certification (2010 – 2014)

Year	Completed	Certified	Certified %
2010	5		0%
2011	593	150	25%
2012	2640	841	32%
2013	2370	715	30%
2014	1835	655	35%
	7443	2361	

Table 2: Results for City & Guilds Passes in English (2010 – 2014)

Year	Sat	Passed	Pass %
2010			
2011	3118	1451	47%
2012	4426	2349	53%
2013	3142	999	32%
2014	2229	1059	48%
	12915	5858	45%

Table 3: Results for City & Guilds Passes in Numeracy (2010 – 2014)

Year	Sat	Passed	Pass %
2010			
2011	3446	2225	64%
2012	4622	3514	78%
2013	3355	2669	80%
2014	3266	3979	82%
	14689	123878	84%

During the 2012 – 2014 period, the CAP was delivered at 96 centers at an overall cost of J\$619, 693,000.

<u>New Enrollment in CAP by year</u>	
Academic Year	Enrolment
2010/2011	9,376
2011/2012	12,668
2012/2013	14,732
2013/2014	6,183
2014/2015	5,697
2015/2016	5,160

Impact Evaluation Main Findings

The impact evaluation (IE) was carried out in June 2014. Data collection took place between February 2012 and December 2013. The main findings are as follow:

- Academic skills: the program had a small to medium impact on skills in Mathematics and minimal on reading skills. CAP participants were functioning below the 12th percentile in reading ability and the 17th percentile in Mathematics.
- Workplace and Career training outcomes: The IE showed that participants obtained medium to large gains in essential workplace skills. This is evidence of the quality and effectiveness of the career training provided by CAP. This was particularly the case in the areas of communication skills and abilities related to adapting to change. The IE also showed that participants did not show increased self-confidence in their ability to seek out and obtain employment (career decision making self-efficacy).
- Social and emotional outcomes: Results were discouraging in this regard. Participants did not appear to develop meaningful connections with a mentor or with other adults who supported them, and their outlook on life remained for the most part unchanged over the duration of the IE.

Overall IE findings indicate that the CAP is well focused, doing an excellent job of attracting and recruiting exactly the underserved part of the population who need the program. These are young people who lack the literacy and numeracy skills required to access other youth programs offered by the NYS, JFLL, and HEART/NTA. The program is doing a good job of imparting workplace skills for youth, especially in this group with low literacy and numeracy skills. The IE also highlighted the need for CAP to focus on seamlessly integrating the services of the JFLL and HEART, the key agencies that are best placed to leverage the skills the CAP training provides. Without a combined effort,

the effects sought by CAP will not be achieved and/or sustained, in particular if students do not have reading remedial support.

The IE found that the CAP was acting more as an extension of traditional schooling, since the program is located in schools, rather than as a youth positive development program. The IE recommended rebranding the program as a positive youth development program concerned about the future outcomes of youth and extending its reach to the community and family.

IE main recommendations

- Emphasize the attainment of essential academic skills as part of career training, through closer work with JFLL;
- Match strategies for instruction to students' ability and level and needs: career and technical staff need resources, training and assistance on how to adapt instruction for this particular population of learners, including methods for addressing the difficult behavior problems as a result of lower learning ability.
- Establish a meaningful connection with HEART that supports transition to work;
- Rebrand CAP as a Positive Youth Development Program: it should focus on strengths, talents and interest of youth and recognize the importance of social and emotional development. Youth at this age can become disconnected from their future and do not perceive additional education as a pathway to what they would consider success in their future.

Main findings of the qualitative research in 2013

The IE incorporated nine focus groups conducted in November and December 2013 with CAP students and former students:

- Their view is that the benefits from CAP outweigh the gaps regarding the enhancement of knowledge and skills for students participating in the program;
- Students perceived the CAP as disorganized and recommended strengthening the administrative systems;
- Communication with families and students should be strengthened to better explain the program, in order to avoid confusion, misunderstandings and disappointments, regarding the program;
- Students recommended carrying out personal interviews with each prospective participant to better assess their likelihood to drop out of the program;

The main Recommendations for Improvement as stated by focus group participants were as follows:

Curriculum-related

- Address certification issues such as to shorten level one, provide formal certification, conduct a formal graduation, offer additional skill areas, include sporting activities, and allow students to apply for multiple skill areas.
- Include more academic subjects other than Math and English.
- Provide more resources for students to use during practical sessions.
- Establish job or skills training placement following the program.
- Incorporate work experience into the program to allow students more practical exposure.
- Revise the length of class time – allow more time for practical classes.

Facility-related

- Offer canteen services for CAP students.
- Establish an institution exclusively for CAP rather than tie them to existing academic institutions.

Student-related

- Revise age requirements to allow for older youth to enroll.
- Provide stipends for financially challenged students.
- Conduct a needs assessment among at-risk students so their special needs can be addressed through counseling or other psycho-social attention.
- Stream students according to their learning capability.
- Establish harsh penalties for students who breach rules.

Programme Image-related

- Advertise the program widely to increase public awareness.
- Change the negative perception of the program by changing its name and offer it to everyone rather than tailor it to unattached youth.

Annex VII – YIC user data

Type of users	2012	2013	2014 (June-December)	2015
Actual users	n/a		12,888	25,817
New users	838	2,106	2,220	3,373
Repeat users	n/a		23,671	43,967
Unattached	3,512	9,934	5,275	8,321
Total users	38,473	49,112	35,591	51,443

Actual users: it counts individuals once per month.

New users: it counts users who come to use the YIC for the first time

Repeat users: it counts number of individuals who revisit the YIC after they register for the first time.

Total usage: it counts the total number of times a user uses a service. It does not count individuals but the number of times a service is used.

Data 2014: data is only available for the period June-December

**JAMAICA. Youth Development Program
(JA-L1005)
PROJECT COMPLETION REPORT
QUALITY AND RISK REVIEW (QRR) – RESULTS AND PROCEDURES REPORT**

A. QRR PROCEDURE

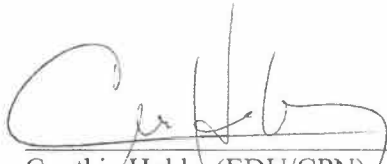
The Project Completion Report (PCR) was distributed for comments to the QRR on January 13, 2017. The document was sent to: McTigue, Kevin; Falkner-Olmedo, Katharina B.; VPC-FMP; IDB Finance Department, Accounting Control Unit; IDB Finance Department, Financial Services Unit; Galindo, Arturo Jose; SPD-SDV; Office of the Manager SPD; Betts, Tracy A.; Gray, Cheryl; Office of the Manager, RES; Ferretti, Janine; Arzu, Harold; Turner-Jones, Therese; Maraviglia, Adriana R. In addition, copy of this distribution was sent to: SCL-SCL; Salazar Sanchez, Hector; Rodriguez-Ortiz, Ana; Estevadeordal, Antoni; Ruiz Gomez, Jose Juan; Basanes, C. Federico; Office of the Manager - CID; Office of the Manager - CCB; Office of the General Manager CAN; Office of the Manager CSC; Office of the Manager CDH; ESRNET; Vegas, Emiliana; Alfonso, Mariana; Martinez, Ernesto; Elacqua, Gregory Michael; Hobbs, Cynthia Marie; Quarrie, Janet Jean; Jainauth-Umrao, Naveen; Bazan, Jorge Antonio; Mueller, Livia Elisa; Caycedo Duque, Juanita; Villa Gonzalez, Maria Fernanda; Rodriguez-Balza, Rafael A.; Asakura, Maya; Britton, Kathryn Elizabeth. No meeting was convened to discuss the document as a whole, nor specific issues.

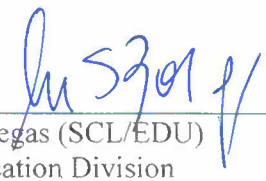
B. NON-RESOLVED ISSUES

None.

C. COMMENTS

No comments were received.


Cynthia Hobbs (EDU/CPN)
QRR Secretary


Emiliana Vegas (SCL/EDU)
Chief, Education Division