

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

**JAMAICA**

**YOUTH DEVELOPMENT PROGRAM – PHASE I**

**(JA-L1005)**

**LOAN PROPOSAL**

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## RESOLUTION PROJECT

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ELECTRONIC LINKS	
<b>REQUIRED</b>	
1.	Annual Operating Plan <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1550502">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1550502</a>
2.	Monitoring and Evaluation Arrangements <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1550539">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1550539</a>
3.	Procurement Plan <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1572615">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1572615</a>
4.	Safeguard Policy Filter and Safeguard Screening Form <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1547131">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1547131</a>
<b>OPTIONAL</b>	
1.	Report on the Institutional Assessment of the National Youth Service <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1576359">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1576359</a>
2.	Evaluation of the National Youth Service <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1576364">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1576364</a>
3.	Note on Recurrent Costs <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1597587">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=1597587</a>

## **ABBREVIATIONS**

CTA	Chief Technical Advisor
GOJ	Government of Jamaica
HEART	Human Employment and Resource Training
IDB	Inter-American Development Bank
IT	Information Technology
JFLL	Jamaica Foundation for Lifelong Learning
MICYS	Ministry of Information, Culture, Youth and Sports
MOE	Ministry of Education
NCYD	National Center for Youth Development
NTA	National Training Agency
NYS	National Youth Service
PIU	Program Implementation Unit
PMSC	Project Management Steering Committee
STATIN	Statistical Institute of Jamaica
YIC	Youth Information Centers

**PROJECT SUMMARY**  
**JAMAICA**  
**YOUTH DEVELOPMENT PROGRAM – PHASE I**  
**(JA-L1005)**

<b>Financial Terms and Conditions</b>				
Borrower: The Government of Jamaica (GOJ) Executing Agency: Ministry of Education (MOE)		Amortization period:		25 years
		Grace period:		Same as disbursement period
		Disbursement period:		4.5 years
Source	Phase I	Phase II	Supervision and inspection fee:	*
IDB (OC)	US\$11 million	US\$20 million	Interest Rate:	Libor
Local	US\$ -	US\$ -	Credit Fee:	*
Total	US\$11 million	US\$20 million	Currency:	US\$ single currency facility
<b>Project at a Glance</b>				
<b>Project objective/description:</b> <p>The main objective of the Program is 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.</p> <p>The Program is designed as a multiphase operation in order to provide systemic and long-term support, both financial and technical, to the youth sector over an estimated minimum period of eight years. Program activities will be financed in two phases of approximately four years each one. The first phase of the Program will strengthen institutional capacity to implement, monitor and evaluate youth policies and programs; support the ongoing transformation of the NYS; expand Youth Information Centers (YIC); and test new modalities for unattached youth. The second phase would build upon the results of the first phase, taking into account the results of the external evaluation and lessons learned. In particular, Phase II aims to complete the transformation of NYS expand new initiatives that prove successful to reach a larger percentage of the target group, and continue support to NCYD. Readiness for Phase II of the Program will be triggered by the achievement of key implementation benchmarks (Table I-2) and contingent upon the outcome of the external evaluation of Phase I program performance.</p>				
<b>Special contractual clauses:</b> <p>The loan agreement will contain the following special contractual conditions precedent to the first disbursement: (i) the Program's Operations Manual has been approved by the Bank; (ii) the Program Manager, Financial Specialist and Procurement Specialist for the Program Implementation Unit (PIU) of MOE have been contracted; (iii) the Technical Coordinators for both NYS and NCYD have been contracted; and (iv) the Project Management Steering Committee (PMSC) has been established. A special condition prior to the first disbursement of Subcomponent 1.3 will be the signing of a memorandum of understanding between NYS, Human Employment and Resource Training/National Training Agency (HEART/NTA) and Jamaica Foundation for Lifelong Learning (JFLL) for the pilot initiatives (see par. 3.9).</p>				
<b>Exceptions to Bank policies:</b> <p>None.</p>				
<b>Project qualifies for:</b> SEQ[ X ]    PTI [ X ]    Sector [ X ]    Geographic[ ]    Headcount [ ]				

(\*) The credit fee and inspection and supervision fee will be established periodically by the Board of Executive Directors as part of its review of the Bank's lending charges, in accordance with the applicable provision of the Bank's policy on lending rate methodology for ordinary capital loans. In no case will the credit fee exceed 0.75% or the inspection and supervision fee exceed, in a given six-month period, the amount that would result from applying 1% to the loan amount divided by the number of six-month periods included in the original disbursement period.

## **I. DESCRIPTION AND RESULTS MONITORING**

### **A. Background, problem addressed, justification**

- 1.1 Jamaica has a relatively young population, with 55% of the population below the age of 30 and about 17% between the ages of 15–24 years. While approximately 14% of the population lives below the poverty line, youth are disproportionately represented, accounting for more than a quarter of the poor. The youth unemployment rate is approximately 28%, more than three times the adult average and one in three youth is unemployed. Based on these data alone, it is clear that youth will remain an important demographic group for many years to come, and that investing in their development remains a critical task.<sup>1</sup>
- 1.2 Positive youth development<sup>2</sup> is a high priority in Jamaica, both for the Government of Jamaica (GOJ) and civil society. The National Youth Policy provides a common framework for promoting positive youth development and optimizing the potential of each young Jamaican. Approved in 2004,<sup>3</sup> the policy was the result of a collaborative effort between the GOJ, the private sector, stakeholders and donors. With unemployment and education related issues considered critical, the policy highlights the need for youth to build the competencies and skills necessary to ease their transition into adulthood and enable them to become active, responsible and productive citizens.
- 1.3 An important area of concern is that of unattached youth. Unattached youth is defined as those youth that are not employed, not enrolled in school, and not engaged in any other form of training; estimates indicate that there are 140,000 unattached youth in Jamaica. For all of these individuals, if their potential is left unharnessed, risky behavior all too often fills the void and perpetuates the cycle of poverty, unemployment and lost opportunity.
- 1.4 Youth unemployment coexists with unmet demand for skilled labor in certain sectors, thus signaling some mismatch between the supply of training offered and labor market demand as well as shortcomings in existing intermediation services. A recent labor market study showed that 80% of employers in sectors such as construction, mining, manufacturing, education, health and social services, reported some form of skilled labor shortage.<sup>4</sup> For all occupations, Information Technology (IT) skills were highlighted as being of increasing demand. With 77%

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<sup>1</sup> Standard of Living Conditions (2006) and data from the Statistical Institute of Jamaica.

<sup>2</sup> Positive youth development is understood as a series of interrelated skills (e.g., communicational, employability, academic, responsibility, conflict-resolution and citizenship) that provide the basis for a successful transition into adulthood.

<sup>3</sup> Jamaica's first comprehensive national policy on youth was developed in 1994. However, given the changing profile and factors associated with youth, policy review is essential every five years. The next update is planned for 2010.

<sup>4</sup> Labor Market Dynamics in Jamaica, Kevin St. Croix Morrison, September 2006.

of the Jamaican labor force having no vocational, technical or professional certification, 23% of firms reported that they have to hire workers from abroad. Also noteworthy was the fact that qualitative aspects were poignant in worker demand by industry: in ranking the major issues that need to be addressed by education and training organizations, firms cited punctuality, self initiative, commitment, teamwork, ethics and moral behavior.

- 1.5 Given the wide spectrum of individuals classified as unattached, from the easily trainable youth to those at the other end, one program cannot and should not try to do everything. Responses must be tailored to different subgroups and sequenced in such a way to allow for evaluation and adjustments as necessary. Two of the most important programs that provide vocational and job training opportunities are the Human Employment and Resource Training/National Training Agency (HEART/NTA)<sup>5</sup> and the National Youth Service (NYS), both statutory agencies under the Ministry of Education (MOE). HEART/NTA is the facilitating body for workforce development and certification in specific areas, providing access to training and competence assessment to working-age Jamaicans. Enrollment requires applicants to be at least 17 years old and to have passed an entrance test set at the Grade 9 level. Meanwhile, NYS, is specifically targeted to youth between the ages of 17 and 24 who are out of school and unemployed. The NYS is aimed at young people who have completed Grade 11 and seeks to provide a bridge from school to career. A number of non-governmental organizations undertake similar efforts, but neither their scope nor scale parallels those of HEART/NTA or the NYS.
- 1.6 **National Youth Service.** NYS is guided by principles of the National Youth Service Act of 1998, which mandates the agency to: (i) facilitate the provision of work experience for young persons with a view towards employment; (ii) encourage participants to develop a sense of responsibility and service to the country; and (iii) promote values of discipline, democracy and citizenship. The NYS is at its essence a national service model that allows young people to gain the knowledge and skills that will facilitate their transition into adulthood and into the world of work.<sup>6</sup> NYS seeks to achieve these goals primarily through its Corps Program, the most prominent of the programs it offers.
- 1.7 The Corps Program consists of a one-month residential program that emphasizes positive youth development and provides some occupational orientation, immediately followed by a six-month internship/job placement consistent with the work-related focus of the respective Corp. The NYS operates 13 Corps Programs, eight of which are offered on a regular, rotating basis to accommodate participant

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<sup>5</sup> A statutory organization operating under the auspices of the MOE, HEART/NTA is funded by a 3% earmarked deduction on the wage bill of firms.

<sup>6</sup> A review of service programs by Innovations in Civic Participation (2004) confirmed that structured service programs not only provide constructive alternatives to negative behaviors but also provide hands on learning opportunities where youth develop transferable skills than can be applied to future employment or further education.

interest and demand.<sup>7</sup> Curricula are divided into two main components: a common core curriculum given to all participants, which consists of employability, IT and soft skills and totals 41 hours of instruction<sup>8</sup>; and a special orientation curriculum dedicated to a given occupational orientation, totaling 77 hours of instruction. To date, and consistent with the NYS mandate of service to country, the overwhelming majority of placements (90%) are in the public sector, ideally intended to match the area in which the participant was trained. During their placement, participants are exposed to general workplace requirements along with some exposure to specific skill training related to their Corps Program.

- 1.8 A 2004 tracer study of 495 youth in the 2001 and 2002 cohorts<sup>9</sup> found that over 93% had no skills training before entering the program and at the time of recruitment, unemployment was the dominant activity. The two main motivating factors for applying to the NYS were as a step to further education (48%) and the prospect of future employment (31%).<sup>10</sup> In this respect, the study showed that the NYS program had a positive impact on participants: two years after completion of the program the unemployment rate within the participant group had decreased by 52% (from 87% at the time of recruitment to 35% at the time of the study) as compared with the control group where the decrease was only 34%. In addition, studentship within the participant group increased by 20% (from 11% to 31%) compared with the control group where the increase was 6% (from 12% to 18%). However, the study also found that approximately one-third of NYS graduates failed to progress within a year into further education, training or work, signaling the need for adjustments in program content and methodology as well as the need for mentoring and follow-up to ensure a successful transition.
- 1.9 At present, monitoring and evaluation efforts of the NYS are limited and there is no formal follow-up of participants once they complete the program. Little information currently exists on the level of employer satisfaction with the occupational oriented skills of NYS graduates, the percentage of graduates that are permanently placed in the public versus private sector, the percentage that are employed by the company in which they did their placement, and the transition time from graduation to further education or employment.
- 1.10 In order to improve the impact of its programs, NYS is in the process of collecting baseline data for a randomized impact evaluation of its Corps Program. The findings will provide an empirical basis for adjusting program offerings in the

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<sup>7</sup> The 13 Corps are: Clerical Administration, Customer Care, Sales and Administration, Tourism, Agriculture, Early Childhood Education, Primary Education, Micro-entrepreneurial, Uniform, Conservation, Emergency, Health Facilitator and Peace Facilitator.

<sup>8</sup> The core curriculum includes information technology, leadership, writing and speaking for success, personal and behavioral development, social studies and gender sensitization.

<sup>9</sup> Representative at 92% (sampling error of plus/minus 4).

<sup>10</sup> Post program benefits include financial assistance for matriculation in tertiary institutions; first priority for employment in government institutions assuming qualification criteria are met; recommendations and assistance to access microcredit loans to start a small business; scholarships; and youth exchanges.



future and be an important input for the NYS as it explores new alternatives for meeting the increased demand for its services. Over the last four years, demand for the Corps Program has quadrupled and is projected to increase by another 1,000 by the end of 2008, bringing the total number of participants served per year to 8,000. However, various issues need to be addressed if the NYS is to accommodate such demand with quality services and smooth the transition between school and career.

- 1.11 A recent institutional analysis<sup>11</sup> confirmed earlier findings of the tracer study, indicating that the NYS Corps Program is effective at providing the soft skills that employers require (e.g., resilience, self esteem, motivation, attitude, reliability), however it needs to improve the quality of the occupational orientation provided in its courses and the corresponding work placements. Specifically, the NYS curricula needs to be more competency-based and articulated with both HEART/NTA standards and Jamaica's National Skills Qualification Framework to facilitate the transfer of learning from the training environment to the workplace, as well as allow for multiple entry points in the training system; the link between the NYS and the private sector needs to be tightened through better corporate outreach, marketing and the creation of incentives to increase the number of quality work experience opportunities for youth; job placement opportunities need to be aligned with the occupational program of the participant; a framework for supervision and mentoring of participants needs to be developed; and monitoring and evaluation mechanisms strengthened.
- 1.12 **Limitations of existing programs.** Even though service delivery continues to expand, one of the bottlenecks in the training market at present is that more than 50% of the unattached youth approximately, in Jamaica, do not possess the basic skills required to participate in the programs offered by HEART/NTA or the NYS. Within this group, young males with weak literacy and numeracy skills have become a greater concern given their lack of opportunities and the increasing levels of crime and violence. While there are some small projects targeted to these individuals,<sup>12</sup> the overall consensus is that new initiatives are needed to support them in acquiring basic literacy, numeracy and life skills, including job-readiness skills.
- 1.13 **Youth Information Centers (YIC).** Currently there are four YIC in the country operated by National Center for Youth Development (NCYD). These are youth-friendly sites that aim to empower youth by providing information in an easily accessible manner.<sup>13</sup> They provide information on educational and training opportunities, entrepreneurial programs and scholarships; organize workshops and outreach seminars; provide referral services for career guidance, personal development and counseling; and serve as a clearinghouse of information relating

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<sup>11</sup> Institutional Analysis of the National Youth Service, Darrell Hull, December 2007.

<sup>12</sup> An example is the Kingston Urban Renewal Project (ATN/SF-7635-JA).

<sup>13</sup> The YIC include a cyber cafe and a resource centre with computers available for research, e-mail access, and other related activities.

to youth. In many instances, youth are channeled into the NYS Corps Program and other training programs via the YIC.

- 1.14 A user survey conducted of the centers<sup>14</sup> revealed that they have had a positive impact on youth, increasing levels of self-esteem and awareness of youth issues. The main factors for visiting the YIC included: to access the internet (44%), to get information on youth issues (11%), to improve self image (10%), to get information on scholarships (8%), to improve chances for employment (6%). The findings supported an expansion of the YIC: however, recommendations were made to increase data collection on users; and improve marketing and coordinating mechanisms with relevant agencies so as to enhance labor intermediation efforts.
- 1.15 **Sector management.** NCYD is responsible for fostering collaboration and coordination of youth initiatives. However, this task has been challenging due to weak inter-institutional linkages, the multisectoral characteristics of the youth portfolio, and the shifts in portfolio responsibility from one ministry to another.<sup>15</sup> In addition, the lack of up-to-date information on youth and youth service providers limits monitoring and evaluation activities as well as policy and program development. While there have been some initial efforts to develop and track indicators on the strategic objectives of the National Youth Policy, a more comprehensive approach is needed.
- 1.16 Given the challenges of the youth sector, the GOJ has requested Bank support to strengthen its efforts to design and implement policies and programs that foster positive youth development. Key priorities include: a tighter articulation between the curriculum and skills offered by the NYS and employer demand; new modalities for addressing the needs of youth with low levels of literacy and numeracy, particularly males; increased accessibility of information on education, training and work opportunities; and a more cohesive governance and policy framework.

## **B. Objective, components and costs**

- 1.17 The main objective of the Program is 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 NYS; (ii) promotion of youth information centers building upon ongoing efforts in this area; and (iii) institutional

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<sup>14</sup> An Evaluation of the Youth Information Centers in Jamaica, Jimmy Kazaara Tindigarukayo, University of the West Indies, Jamaica, 2004.

<sup>15</sup> NCYD was originally established in 2000 as a unit of the Ministry of Local Government, Youth and Community Development, and in 2001 was moved to the Ministry of Education. With the change in government in 2007, NCYD was transferred to the new Ministry of Information, Culture, Youth and Sports (MICYS).

strengthening, including technical assistance to the NCYD to support governance and articulation between various sectors.

- 1.18 The Program is designed as a multiphase operation in order to provide systemic and long-term support, both financial and technical, to the youth sector over an estimated minimum period of eight years. Program activities will be financed in two phases of approximately four years each one. The first phase of the Program will strengthen institutional capacity to implement, monitor and evaluate youth policies and programs; support the ongoing transformation of the NYS; expand the YIC; and test new modalities for unattached youth. The second phase will build upon the results of the first phase, taking into account the results of the external evaluation and lessons learned. In particular, Phase II aims to complete the transformation of NYS, expand new initiatives that prove successful to reach a larger percentage of the target group, and continue support to NCYD. Described below are activities that will be included in the first phase.

**1. Component 1. Quality improvement and strengthening of the NYS Corps Program**

- 1.19 While NYS has been successful in expanding its client base by taking in more youth each year and offering more programming, key institutional and operational changes are needed in order to improve both the quality and impact of its services. To ensure a more efficient and effective delivery of services the loan will support: (i) alignment with employer needs and demands; (ii) upgrading and modernization of NYS facilities; (iii) piloting of new initiatives; and (iv) institutional strengthening.
- 1.20 **Subcomponent 1.1. Alignment with employer needs and demands.** In order to ensure that NYS courses are demand driven, technical assistance will be provided to develop and maintain corporate contacts in the private sector to increase their participation in the NYS Corps Program. A consulting firm will be hired to work closely with the NYS during Phase I to develop a system for corporate outreach, establishing and maintaining private sector contacts, and for placing NYS participants in internships directly related to the occupational areas of the course taken. The consultancy will examine to what extent incentives and cost-sharing mechanisms can help to ensure quality work experiences for youth. Opportunities for incorporating the private sector in the provision of training will also be explored.<sup>16</sup> In addition, a relational database will be developed with detailed information on participants and firms, including monthly satisfaction ratings by firm representatives and participants. The database will have a web-accessible portal and login availability by all corporate services staff to regularly update and ensure quality placements.

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<sup>16</sup> Within the current institutional framework, training offered under the NYS Corps Program is at present publicly provided.

- 1.21 To strengthen the capacity of the NYS to provide supervision of its programs and to ensure a more dynamic relationship with employers, the Program will support the design and implementation of supervision and mentoring program. Emphasis will be placed on ensuring that NYS can provide the type of support participants need during their internships (e.g., adjustment to the workplace) and upon graduation to facilitate their transition to further training, education or employment. Mentors will provide on-site support to NYS participants, advising on issues ranging from job performance to career trajectories.
- 1.22 The Program will also support efforts to review the special orientation curricula in the 13 areas outlined above (see fn. <sup>7</sup>) and to align the competencies required of each with national qualification standards. This will allow for a smoother transition of NYS participants into HEART/NTA and other training programs, and also generate a better response to employer demands for trained personnel. At present, national standards have been identified for some components of four Corps Programs (early childhood education, clerical administration, sales and administration, and customer care). Insofar as all NYS curricula include competencies common to a number of basic level training programs, each curriculum will be reviewed on the basis of the competencies they develop. To the extent possible, a set of general competencies will be identified and aligned with HEART/NTA competency standards. A manual outlining the competencies and standards (where applicable) will be prepared for each curriculum.
- 1.23 **Subcomponent 1.2. Upgrading of NYS facilities.** The Program will support limited upgrading to NYS field and head offices to facilitate outreach and recruitment efforts, as well as onsite workshops and training seminars. Program financing will also be used to develop and implement a management information system, including accounting and human resources software. Phase I will also support the development of a site acquisitions plan and upgrading of newly acquired facilities, required for expansion of services in Phase II.
- 1.24 **Subcomponent 1.3. Testing new initiatives.** In order to address an area that has become of increasing concern, the proposed operation will support the piloting of new modalities targeted towards youth with levels of numeracy and literacy below those required for entry into the regular NYS corps and HEART/NTA programs. These new initiatives will be designed in collaboration with the HEART/NTA and Jamaica Foundation for Lifelong Learning (JFLL).<sup>17</sup>
- 1.25 The Program will be designed to increase the basic numeracy and literacy skills of participants through innovative, technology-driven means and hands-on skills training. Specifically, the initiatives will provide: (i) intensive remedial support in literacy, bringing the reading level of participants up to at least 9 grade level; (ii) initial hands-on skills training; (iii) an internship of varying length (minimum of three months); and (iv) the NYS core curriculum with its emphasis on positive

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Established in 2007, JFLL seeks to promote literacy, numeracy and life-skills.

youth development. Four basic modalities will be tested: residential versus non-residential based, and web-based versus contact (presencial) literacy and numeracy training. In the case of web-based training, preliminary evidence indicates that this modality is particularly appealing to males with low levels of literacy, allowing them to work at their own pace and without peer pressure, however whether it is as effective needs to be tested. In terms of the residential modality, evidence suggests that this allows a more comprehensive development of the social capital skills of the participants, however it is more costly and its residential nature limits the number of participants. The curriculum will be modular in format with specific learning activities and goals. For each modality approximately 100 participants will be accepted, with an emphasis on recruiting males. Upon completion, participants will be able to transition into an entry level HEART program.

- 1.26 Both the development and piloting of the four modalities will be financed. Resources will also be provided to evaluate the pilots in terms of literacy and numeracy goals, and transition into further training opportunities.
- 1.27 **Subcomponent 1.4. Institutional strengthening.** To meet increasing participant demand and in line with the proposed NYS expansion plans, additional Corporate Service Officers in each of the field offices will be financed. In addition, key staff of the NYS will be given professional development opportunities, including specialized training, international seminars and conferences. At the end of Phase I, an impact evaluation of the NYS Corps Programs will be undertaken (baseline data currently being collected). The evaluation capacities of the NYS Head Office will be strengthened through specialized consultancies and support from a Chief Technical Advisor (see par. 3.4).

## **2. Component 2. Youth Information Centers (YIC)**

- 1.28 This component aims to facilitate the empowerment of young people by increasing access to information, technology and training opportunities, complementing existing systems of information dissemination. In light of the positive evaluation to date, the Program will support the establishment of YIC in five additional parishes. Each of the five YIC financed will include a cyber center with at least 14 computers; a resource centre with information on education and training opportunities, entrepreneurial programs, career guidance, job search skills, personal development, among others; and a multipurpose room. Technical assistance will be provided to develop a website to link the YIC with the existing Labor Market Information System and the Electronic Labor Exchange managed and operated by the Ministry of Labor and Social Security in order to increase access for youth and to maximize the effectiveness of the system for matching job supply and demand. An evaluation to examine the impact of these activities on youth and the effectiveness of the YIC as a tool for facilitating the transition of unattached youth into training, education and work opportunities will be carried out at the end of Phase I.

### 3. Component 3. Sector management

- 1.29 In order to improve sector management of the youth portfolio, the operation will include financing to support NCYD efforts to revise the National Youth Policy and monitor its implementation as well as strengthen coordination mechanisms among relevant ministries and agencies involved in youth initiatives.
- 1.30 Given the lack of updated comprehensive information about the status, needs and prospects of the youth population, the Program will finance the design, implementation and analysis of a youth survey representative at the parish level. The results of this survey, in conjunction with results from national consultations with major stakeholders, will be used to update the Youth Policy and to define measurable indicators that will allow subsequent monitoring and evaluation of its implementation. Technical assistance will be provided to develop mechanisms and procedures for systematic data collection and analysis. In addition, the Program will support other activities deemed important for sector management of the youth portfolio including: (i) an electronic inventory of youth service providers; (ii) a comprehensive review of existing research about youth (situational analysis 2009/2010); (iii) corporate relationship, social communication and marketing initiatives; (iv) development of instruments to support mainstreaming of youth issues in government programs; and (v) professional development.
- 1.31 **Cost.** The Program has been designed as a comprehensive multi-phase operation totaling US\$31 million in ordinary capital loan resources over an eight-year period. Each phase will be funded by a separate loan. The total cost for Phase I is US\$11 million to be financed by the Bank.

**Table I-1**  
**Cost of Program (US\$)**

Category	IDB	%
<b>1. Strengthening of NYS Corps Program</b>	<b><u>5,848,770</u></b>	<b><u>53</u></b>
1.1 Alignment with employer needs and demands	900,000	
1.2 Upgrading of NYS facilities	2,008,000	
1.3 Pilots for youth with low literacy & numeracy skills	1,507,470	
1.4 Institutional strengthening, monitoring and evaluation	1,433,300	
<b>2. Youth Information Centers (YIC)</b>	<b><u>2,095,776</u></b>	<b><u>19</u></b>
2.1 Construction and equipment	1,832,563	
2.2 Supervision and quality control	263,213	
<b>3. Sector management</b>	<b><u>1,235,754</u></b>	<b><u>11</u></b>
3.1 Youth survey	600,000	
3.2 Update of the National Youth Policy	270,010	
3.3 Professional development	262,626	
3.4 Articulation, outreach and coordination	103,118	
<b>4. Administration, audit and evaluation</b>	<b><u>1,819,700</u></b>	<b><u>17</u></b>
4.1 MOE	956,340	
4.2 NYS	423,460	
4.3 NCYD	439,900	
<b>TOTAL</b>	<b><u>11,000,000</u></b>	<b><u>100.00</u></b>

## C. Triggers for the evaluation of Phase I

- 1.32 An external evaluation will be conducted using loan resources to evaluate Phase I activities and assess readiness for Phase II. Advancement from the first to the second phase will be subject to the level of disbursed resources (at least 50% of resources disbursed) and the reaching of milestones defined by specific indicators (see Table I-2).

**Table I-2**  
**Triggers for the evaluation of Phase I**

Triggers	Time of measurement	Reason for selection
A quality enhancement plan for NYS has been prepared based on evaluation findings related to the quality of work placements and their link to the training area of participants; the transition of graduates into further training, education or employment; and the development of corporate contacts and relationships.	End of Phase I	The quality enhancement plan will inform the design of Phase II, indicating where further technical assistance may be warranted.
The competencies of the NYS curricula have been aligned with national qualification standards.	End of year 3	The alignment of curricula will allow for a smoother transition of NYS participations into HEART programs or other training opportunities.
At least 20% of NYS participants carry out their job training internships in private sector firms.	End of Phase I	The NYS operates three corps that target partnership with private sector companies, strategically seeking their expertise, financial support and job facilitation to maximize the impact of NYS programs. Given the limited absorption capacity of the public sector, more placements are needed in the private sector to accommodate increasing participant demand for NYS services and to facilitate future labor market insertion.
A framework for supervision and mentoring of NYS participants on-the-job and post graduation is in operation.	Year 3	Mentoring has proven to be effective in similar programs in the region, helping to ensure a quality work experience and successful transition to further training, education or employment.
New initiatives targeted to youth with low levels of numeracy and literacy have been evaluated, and a plan for expansion in Phase II prepared based on the recommendations made.	End of Phase I	The modalities to be tested will be targeted towards a sector of youth for whom there are few options. The evaluation will provide key inputs for expansion of successful efforts in Phase II.
The National Youth Policy has been revised and updated, including measureable indicators for monitoring and evaluation and a baseline established.	End of Phase I	The updated youth policy and the systematic monitoring of its indicators will set a comprehensive and coherent framework for the development of future youth policies and programs, informing the design of Phase II.
Instruments for mainstreaming of youth policies and programs have been created and disseminated within Government ministries and agencies.	Year 3	This will help to strengthen NCYD's role as the coordinating entity for all youth related initiatives.

- 1.33 The evaluation report will highlight the degree to which the goals and indicators agreed between the borrower and the Bank were achieved. It will also contain relevant recommendations for changes or adjustments to Phase II. The triggers

presented above have been selected because they are considered relevant to the proposed initiatives, and will provide information needed to plan and advance to Phase II. For the purpose of this Program, five out of the seven triggers should be achieved. Key results indicators are included in Annex I.

## **II. FINANCING STRUCTURE AND MAIN RISKS**

### **A. Financing instruments**

- 2.1 The GOJ will establish and maintain specific bank accounts for the purposes of managing Bank loan funds. The Program funds will be deposited in a special account with two separate sub-accounts for accounting purposes: one for NYS and the other for NCYD, to be used by MOE exclusively for the execution of the Program. To facilitate execution, and in accordance with the Bank policies, the team recommends the establishment of a revolving fund of up to 10% of the amount of the financing that correspond to the activities that will be executed under the loan.

### **B. Environmental and social safeguard risks**

- 2.2 The environmental and social safeguard classification is “C”, according to the toolkit. The Program will support the minor rehabilitation of NYS parish offices, refurbishment of residential facilities, and the construction of five YIC. These activities constitute relatively minor works, therefore the Program is not expected to have significant negative environmental impacts. All construction and rehabilitation work will comply with national planning and environmental laws.

### **C. Fiduciary risk**

- 2.3 The proposed operation is expected to have medium fiduciary risk given that the executing agency, MOE has experience in the execution of Bank financed projects. In order to reduce fiduciary risk, a procurement specialist and a financial specialist will be contracted to work in the Program Implementation Unit (PIU), providing support in the execution of activities (see par. 3.2). In terms of structure, loan activities have been grouped into components and subcomponents so that responsibilities and related financing is clear for all of the entities involved.

### **D. Other key issues and risks**

**Table II-1**  
**Risk**

<b>Risk</b>	<b>Mitigation measures</b>
Some increase in recurrent expenditures due to additional personnel for the NYS Parish Offices and also due to the establishment of new YIC.	GOJ has committed to absorbing this additional expenditure during Phase II of the Program given that it is consistent with the priority being placed on the youth sector and the plans for expansion of both NYS and the YIC.
Capacity to meet project procurement in a timely manner.	MOE will contract a dedicated procurement officer and training will be provided on Bank procurement policies.



- 2.4 **Audits.** In accordance with the Bank policies and procedures, the executing agency will hire an independent firm of public accountants acceptable to the Bank to conduct an annual external audit of Program operation, financing and compliance. The firm will be hired on the basis of the selection and contracting procedures for audit firms approved by the Bank.

### **III. IMPLEMENTATION AND MANAGEMENT PLAN**

#### **A. Summary implementation arrangements**

- 3.1 The structure of the Program and the corresponding execution scheme take into account the institutional capacity of the entities involved as well as the activities that will be financed. Given that the youth operation will support initiatives that correspond to two separate ministries, in order to facilitate loan execution, activities have been clearly delimited by ministry in terms of responsibilities and financing.
- 3.2 **Executing agency.** MOE will act as the executing agency for the Program. An integrated implementation model will be used whereby MOE will be responsible for all financial, procurement and administration arrangements for Program activities. To this end, a PIU will be established within MOE consisting of a Program Manager, Financial Specialist, Procurement Specialist and Support Staff. This arrangement will enhance the timely execution of Phase I, as the PIU will provide the level of specialized project management skills that are required to fast-track services and will work in close coordination with the NYS and NCYD who will retain technical responsibility for Program activities.
- 3.3 Specifically, NYS will have technical responsibility for activities to be financed under Component 1 (strengthening of NYS) while NCYD will have technical responsibility for Component 2 (YIC) and Component 3 (sector management). To facilitate execution and coordination with the PIU, a Technical Coordinator and Project Assistant will be contracted to work with NYS; for NCYD, two Technical Coordinators will be contracted (one for each component) along with a Project Assistant. All positions related to project management and execution that will be financed through the Program will be filled on a competitive basis and in accordance with Bank procurement policies for the contracting of individual consultants.
- 3.4 In addition, NYS will contract a Chief Technical Advisor (CTA) to support the institutional strengthening and transformational activities. The main functions of the CTA will be to provide periodic technical assistance and guidance in the hiring of the agreed upon consultancies and evaluations, review and provide feedback on consultant reports, and facilitate the implementation of the recommendations.
- 3.5 The participation of both NYS and NCYD in a youth development program will allow synergies to be created given that their roles are complementary. While

NCYD is primarily responsible for ensuring coherency of youth policies and for collaboration among the various programs, NYS is one of the main vehicles that the Government utilizes for promoting positive youth development. In addition, through their interaction with youth via the YIC, NCYD has the opportunity to channel individuals to key education and training programs.

- 3.6 A Project Management Steering Committee (PMSC) will be established and meet at least on a quarterly basis to ensure the integrated planning and programming of activities, as well as to enable strategic decision-making. The PMSC will be co-chaired by MOE and MICYS and will have representatives from Ministry of Finance and Public Service, Planning Institute of Jamaica (PIOJ), NYS, NCYD, HEART/NTA and the private sector. **The establishment of the PMSC will be a condition prior to first disbursement.**
- 3.7 **Procurement of works, goods and services.** Procurement of works, goods and related services, and contracts for the services of consultants will be executed in accordance with Bank procurement policies and procedures (GN-2349-7 and GN-2350-7).
- 3.8 **Youth survey.** GOJ has proposed and the Project Team recommends that the implementation of the youth survey (see par. 1.30) be conducted under single-source selection (direct administration) by the Statistical Institute of Jamaica (STATIN) in accordance with section 3.10(d) of the Banks Policies for the Selection and Contracting of Consultants (GN-2350-7). STATIN has as its main functions the collection, compilation, analysis, and publication of statistical information in relation to commercial, industrial, social and economic conditions in Jamaica. The surveys that it undertakes on a regular basis include: consumer price index (monthly), labor force survey (quarterly), and the survey of living conditions (annually). Furthermore, STATIN is equipped with the expertise in sampling methodology, questionnaire design and data analysis: hence, it has experience of exceptional worth, as well as the institutional advantage to satisfactorily undertake this work.
- 3.9 **Special conditions prior to the first disbursement of the Program.** The loan agreement will contain the following special contractual conditions precedent to the first disbursement: (i) the Program's Operations Manual has been approved by the Bank; (ii) the Program Manager, Financial Specialist and Procurement Specialist for the PIU of MOE have been contracted; (iii) the Technical Coordinators for both NYS and NCYD have been contracted; and (iv) the PMSC has been established. **A special condition prior to the first disbursement of Subcomponent 1.3 will be the signing of a memorandum of understanding between NYS, HEART and JFLL for the pilot initiatives (see par. 1.24).**
- 3.10 **Special disbursement.** In order to accelerate the completion of prior conditions as well as start-up of activities related to the pilot modalities that will be tested for youth with low levels of literacy, the project team proposes the disbursement of up to US\$400,000 to MOE, upon compliance with the conditions prior to first

disbursement as outlined in Article 4.01 (a), (b) and (g) of the General Conditions of the Loan Contract. These funds will only be used to: (i) contract key personnel for the PIU, including the Program Manager; (ii) finalize the operational design of the modalities to be tested; and (iii) finalize the evaluation framework.

**B. Summary of arrangements for monitoring results**

3.11 **Monitoring.** Both NYS and NCYD will maintain a permanent monitoring system to evaluate the progress of all Program activities. As part of this system, both entities will collect and retain updated information on performance indicators, annual implementation plans, and all evaluations. Program monitoring will be based on the Annual Operating Plans (AOP), the Results Framework and the Matrix of Phase I Triggers, all of which will be examined on a regular basis as part of the review process for production of the semiannual progress reports which will be to be presented to the Bank by the Executing Agency.

3.12 **Evaluation.** In order to evaluate the impact of the NYS and improve the quality and relevance of programs targeted towards unattached youth, an evaluation with an experimental design will be undertaken. Baseline data are currently being collected on the social, emotional, educational, and work-preparedness states of all applicants to the NYS Corps Programs, as well as information on current earning and employment related indicators using internationally proven instruments. Phase I will also include evaluations of the new modalities for youth with low literacy and numeracy levels. With respect to the YIC, technical assistance will be provided to develop an overarching monitoring and evaluation framework that will improve the tracing of unattached youth and their placement in employment, education and/or training programs. The methodology will improve and expand existing data collection mechanisms currently employed at the YIC to collect background information on YIC users and to monitor the use of the Labor Market Information System.

**C. Significant design activities post approval**

3.13 The designs for the four pilot modalities targeted to youth with low levels of literacy and numeracy will be finalized during the transition period between approval and start-up of this Program.

**D. Other**

3.14 A consultant has been contracted to work with MOE, NYS and NCYD on the preparation of the Operations Manual and it is expected that this will be finalized shortly after Board consideration of the Program.

## YOUTH DEVELOPMENT PROGRAM – PHASE I (JA-L1005)

### ANNEX I – RESULTS FRAMEWORK

<b>Project Objective:</b>	The main objective of the Program is 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.
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<b>Component 1. Quality improvement and strengthening of NYS</b>	<b>Base</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Target Phase I</b>	<b>Comments</b>
<b>Outputs</b>							
Database of corporate contacts created to facilitate work placement opportunities for NYS youth participants.		Completed					
NYS offices upgraded in order to improve the quality of services provided to youth.	1	4 offices + head office	6 additional offices	2 additional offices		13	
New initiatives for youth with low levels of literacy and numeracy designed, piloted and evaluated. Based on the findings and recommendations, a plan for roll out of successful initiatives prepared.		Program design finalized	New initiatives piloted	New initiatives piloted	Evaluation completed and plan for expansion prepared		This will be a combined effort of NYS, HEART/NTA and JFLL, for which a MOU will be necessary. It is expected that these new modalities will allow a broader segment of youth to be reached in Phase II.
Key NYS staff receive training and/or participate in professional development activities that will enable them to lead the transformation of NYS.			5 staff receive training	5 staff receive training		10	
Comprehensive data on all incoming NYS participants collected and analyzed.		50% of NYS participants have data profiles		75% of NYS participants have data profiles	90% of NYS participants have data profiles	90%	
Supervision and mentoring program for youth designed and validated.		Program designed	Program implemented	Adjustments made if necessary			The mentoring program will provide support to participants during their internships and upon graduation to facilitate their

							transition to further training, education or employment.
<b>Intermediate Outcomes</b>							
Corporate outreach strengthened.				Completed			A firm will be hired to provide TA to NYS throughout Phase I, ensuring that the work placement experience has value for both the participants and the firm.
Administrative and accounting capacities of NYS strengthened.				Completed			
More unattached youth participate in NYS programs.	Baseline*		5% increase in number of youth participating in NYS programs			10% increase in number of youth participating in NYS programs	Expansion is limited during Phase I since priority is being given to institutional strengthening and transformation.
NYS curricula aligned with HEART/NTA trust standards in order to allow for a smoother transition of participants into HEART and other training programs.		5	5	4		14	13 specialized curricula plus core curriculum will be reviewed on the basis of the competencies they develop.
Impact evaluation of NYS conducted to examine social, educational, earning and employment related data.	Baseline data collected and analyzed				Completed		The evaluation will provide rigorous data on the quality and relevance of NYS programs.
Supervision and mentoring program for youth participants in operation.			25% of placement firms have supervision and mentoring program in operation		40% of placement firms have supervision and mentoring program in operation	40%	Since this is a new activity, emphasis will be placed on ensuring its effectiveness in Phase I, with roll out expected for Phase II.

\* Baseline data are currently being collected.

<b>Outcomes</b>							
NYS Corps Programs offerings better aligned with employer demand.	Less than 10% of placements in private sector					20% of placements in private sector	NYS is in a transition phase whereby it is increasing its alliances with the private sector to ensure more quality placements for participants and facilitate future labor insertion.
Youth from lower socioeconomic strata acquire key skills and absorbed into the labor market.	Baseline*						Increase in the % of NYS participants who are absorbed into the labor market within a year after graduating from Program. Increased participation from youth with lower levels of literacy.
<b>Component 2. Youth Information Centers (YIC)</b>	<b>Base</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Target Phase I</b>	<b>Comments</b>
<b>Outputs</b>							
YICs fully equipped and operational.	4		2 additional YIC	3 additional YIC		9 YIC	The YIC will increase youth access to information, technology and training opportunities.
# of YIC with operational NCYD website and link to LMIS.	4		2	3		9 YIC	The link with LMIS will enhance efforts to match job supply and demand.
<b>Intermediate Outcomes</b>							
# of youth with access to facilities and information provided by YIC.	60,000	60,000	90,000	135,000	135,000	Increased access for 75,000 additional youth	Target is to provide access to 15,000 youth/year per Parish (i.e. parishes that have a YIC).
# of YIC sponsored activities on education, training and/employment in partnership with the Ministry of Labor and Social Security, Jamaica Business Development Center, NYS, HEART/NTA, the Social Development Commission, among others.		2 sponsored events per YIC	3 sponsored events per YIC	4 sponsored events per YIC	4 sponsored events per YIC	98	These activities will help facilitate the transition of youth to the world of work.
% of unattached youth that are channeled via the YIC into a training or education program or work opportunity.		40%	45%	50%	60%	60%	Technical assistance will be provided to improve data collection on youth participants in the YICS in order to accurately capture this information.

<b>Component 3. Sector management</b>	<b>Base</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Target Phase I</b>	<b>Comments</b>
<b>Outputs</b>							
Youth survey carried out in order to obtain up to date comprehensive information about the status, needs and prospects of the youth population.			Application of survey	Analysis of data and dissemination			The results of this survey will be disseminated broadly and used to generate discussions on the Youth Policy.
Youth Policy updated to reflect key issues and emerging priorities for youth as they transition into adulthood.			Stakeholder workshops and focus groups realized		Policy finalized and disseminated		
NCYD staff skills upgraded to enhance their effectiveness with sector management issues.	2		15	15		30 staff upgrade their skills	30 NCYD staff obtain youth work certificate.
Electronic inventory of youth service providers established.		Completed					
Workshops held with representatives from all government ministries and agencies involved with youth issues to improve coordination and collaboration of youth policies and programs.		3	3	2	2	10	
Manual and guidelines for youth mainstreaming across government agencies distributed and training provided.				Completed			Given that many government ministries and agencies have youth focused projects, a coherent unified approach is needed.
<b>Intermediate Outcomes</b>							
Systematic monitoring and evaluation of the National Youth Policy indicators.				Indicators established with corresponding framework for M and E		Dissemination of the situational profile of youth in Jamaica	Once established, the goal will be to produce annual progress reports on the indicators.

Outcomes							
Improved articulation of youth policies and programs among government ministries and agencies.					Strategic five- year plan for youth development produced and disseminated		The Strategic Plan will show the contributions of each government ministry and agency, highlighting relevant policies and programs as well as their roles and responsibilities.



**YOUTH DEVELOPMENT PROGRAM – PHASE I  
(JA-L1005)**

**ANNEX II – SUMMARY PROCUREMENT PLAN**

Description of the contract and estimated cost of procurement	Procurement method <sup>1</sup>	Review (prior or post)	Source of financing and percentage		Prequalification (Yes/No)	Estimated dates		Status (pending, in process, awarded, cancelled) <sup>2</sup>	Comments
			IDB %	Local/ other %		Publication of specific procurement notice	Completion of contract		
<b>1. <u>Goods</u></b>									
<b>Component 1</b>									
NYS instructional materials. Estimated cost (US\$45,000)	PC	Post	100%		No	N/A	II/2009		
Career guidance materials. Estimated cost (US\$20,000)	PC	Post	100%		No	N/A	II/2009		
Furniture and equipment. NYS HQ and parish offices. Estimated cost (US\$ 170,000)	NCB	Prior	100%		Yes	I/2009	III/2009		

<sup>1</sup> **ICB:** International competitive bidding; **LIB:** limited international bidding; **NCB:** national competitive bidding; **PC:** price comparison; **DC:** direct contracting; **FA:** force account; **PSA:** Procurement through specialized agencies; **PAs:** Procurement agents; **IA:** Inspection agents; **PLFI:** Procurement in loans to financial intermediaries; **BOO/BOT/BOOT:** Build, own, operate/build, operate, transfer/build, own, operate, transfer; **PBP:** Performance-based procurement; **PLGB:** Procurement under loans guaranteed by the Bank; **PCP:** Community participation procurement; **QCBS:** Quality- and cost-based selection; **QCII:** Selection based on comparison of qualifications of international individual consultants; **QCNI:** Selection based on comparison of qualifications of national individual consultants; **QBS:** Quality-based selection **FBS:** Selection under a fixed budget; **LCS:** Least-cost selection; **CQS:** Selection based on the consultants' qualifications; **SSS:** Single-source selection.

<sup>2</sup> All contracts are pending at the moment.

Description of the contract and estimated cost of procurement	Procurement method <sup>1</sup>	Review (prior or post)	Source of financing and percentage		Prequalification (Yes/No)	Estimated dates		Status (pending, in process, awarded, cancelled) <sup>2</sup>	Comments
			IDB %	Local/ other %		Publication of specific procurement notice	Completion of contract		
ICT. NYS HQ and parish offices. Estimated cost (US\$200,000)	NCB	Prior	100%		Yes	II/2009	IV/2009		The same instruments used for the NYS baseline impact study will be acquired for the final impact study.
Instruments for impact evaluation. Estimated cost (US\$100,000)	DC	Prior	100%		No	N/A	IV/2010		
4 x 4 vehicles (2). Estimated cost (US\$71,000)	PC	Prior	100%		No	N/A	I/2009		
<b>Component 2</b>									
ICT and equipment for Youth Information Centers. Estimated cost (US\$ 300,000)	NCB	Prior	100%		Yes	IV/2009	III/2010		
<b>Execution</b>									
Computers, software and printers. Estimated cost (US\$14,000)	PC	Post	100%		No	N/A	II/2009		
<b>2. <u>Consulting Services</u></b>									
<b>Component 1</b>									
Corporate marketing and alignment of NYS. Alignment with	QCBS	Prior	100%		Yes	I/2009	II/2010		

Description of the contract and estimated cost of procurement	Procurement method <sup>1</sup>	Review (prior or post)	Source of financing and percentage		Prequalification (Yes/No)	Estimated dates		Status (pending, in process, awarded, cancelled) <sup>2</sup>	Comments
			IDB %	Local/ other %		Publication of specific procurement notice	Completion of contract		
employer needs and demands. Estimated cost (US\$400,000)									
Curriculum revision and alignment. Estimated cost (US\$300,000)	QCBS	Prior	100%		Yes	I/2009	II/2010		
Development and implementation of supervision and mentoring program. Estimated cost (US\$27,000)	QCNI	Post	100%		No	N/A	I/2010		
Recruitment tools. Estimated cost (US\$150,000)	QCII	Prior	100%		Yes	I/2009	IV/2009		
Web portal relationship database. Estimated cost (US\$30,000)	QCNI	Post	100%		No	N/A	IV/2009		
Facility expansion plan. Estimated cost (US\$50,000)	QCNI	Post	100%		Yes	III/2010	III/2011		
HR management system. Estimated cost (US\$75,000)	QCBS	Prior	100%		No	I/2009	I/2010		
Program and curriculum development. New initiatives for youth with low literacy levels. Estimated cost (US\$500,000)	QCBS	Prior	100%		Yes	IV/2008	II/2009		

Description of the contract and estimated cost of procurement	Procurement method <sup>1</sup>	Review (prior or post)	Source of financing and percentage		Prequalification (Yes/No)	Estimated dates		Status (pending, in process, awarded, cancelled) <sup>2</sup>	Comments
			IDB %	Local/ other %		Publication of specific procurement notice	Completion of contract		
Evaluation of new initiatives. Estimated cost (US\$75,000)	QCII	Prior	100%		No	III/2010	I/2011		
Information management system. Estimated cost (US\$250,000)	QCBS	Prior	100%		Yes	I/2009	I/2010		
Accounting system. Estimated cost (US\$100,000)	FBS	Prior	100%		No	I/2009	I/2010		
Impact evaluation. Estimated cost (US\$215,000)	QCII	Prior	100%		No	IV/2010	III/2011		
Monitoring and evaluation framework. Estimated cost (US\$45,000)	QCII	Prior	100%		No	I/2009	IV/2009		
Evaluation specialist. Estimated cost (US\$30,000/yr)	QCNI	Prior	100%		No	I/2009	IV/2012		
<b>Component 2</b>									
Architect for YIC. Estimated cost (US\$58,000)	QCNI	Prior	100%		No	I/2009	IV/2010		These services will be procured on a retainer basis for each of the five YIC.
Quantity surveyor for YIC. Estimated cost (US\$35,000)	QCNI	Prior	100%		No	I/2009	IV/2010		
Project manager (for construction). Estimated cost (US\$29,000)	QCNI	Prior	100%		No	I/2009	IV/2011		

Description of the contract and estimated cost of procurement	Procurement method <sup>1</sup>	Review (prior or post)	Source of financing and percentage		Prequalification (Yes/No)	Estimated dates		Status (pending, in process, awarded, cancelled) <sup>2</sup>	Comments
			IDB %	Local/ other %		Publication of specific procurement notice	Completion of contract		
Consultant for website construction, maintenance. Estimated cost (US\$19,500)	QCNI	Prior	100%		No	I/2009	IV/2012		Website Consultant on retainer for four years.
Consultant for developing Monitoring and Evaluation (M&E) framework. Estimated cost (US\$10,500)	QCNI	Prior	100%		No	I/2009	III/2009		
Consultant for data collection M&E. Estimated cost. (US\$77,000)	QCNI	Prior	100%		No	I/2009	IV/2011		M&Econsultant (data collection) for four years.
<b>Component 3</b>									
Youth survey. Estimated cost (US\$550,000)	DC (per project document)	Prior	100%		No	N/A	II/2010		STATIN will be hired to undertake the youth survey.
Development of indicators for youth policy. Estimated cost (US\$30,000)	QCNI	Prior	100%		Yes	III/2010	I/2011		
Youth service provider inventory. Estimated cost (US\$ 22,000)	QCNI	Prior	100%		No	IV/2010	IV/2011		
Situational analysis. Estimated cost (US\$32,000)	QCNI	Prior	100%		No	II/2009	IV/2009		

Description of the contract and estimated cost of procurement	Procurement method <sup>1</sup>	Review (prior or post)	Source of financing and percentage		Prequalification (Yes/No)	Estimated dates		Status (pending, in process, awarded, cancelled) <sup>2</sup>	Comments
			IDB %	Local/ other %		Publication of specific procurement notice	Completion of contract		
Development MA program for youth development. Estimated cost (US\$200,000)	QCBS	Prior	100%		Yes	I/2009	II/2010		
Marketing and communication. Estimated cost (US\$160,000)	QCBS	Prior	100%		No	I/2009	II/2010		
Upgrade of internet capacity in four existing YIC. Estimated cost (US\$80,000)	QCNI	Prior	100%		No	II/2009	I/2010		
<b>Execution MOE</b>									
Program Manager. Estimated cost (US\$50,000/yr)	QCNI	Prior	100%		No	IV/2008	IV/2012		
Financial Specialist. Estimated cost (US\$35,000/yr)	QCNI	Prior	100%		No	IV/2008	IV/2012		
Procurement Specialist. Estimated cost (US\$35,000/yr)	QCNI	Prior	100%		No	IV/2008	IV/2012		
Assistants (2). Estimated cost (US\$20,000/yr)	QCNI	Prior	100%		No	IV/2008	IV/2012		
Evaluation Phase I. Estimated cost (US\$100,000)	QCII	Prior	100%		No	IV/2010	IV/2012		

Description of the contract and estimated cost of procurement	Procurement method <sup>1</sup>	Review (prior or post)	Source of financing and percentage		Prequalification (Yes/No)	Estimated dates		Status (pending, in process, awarded, cancelled) <sup>2</sup>	Comments
			IDB %	Local/ other %		Publication of specific procurement notice	Completion of contract		
<b>NYS</b>  Chief Technical Advisor. Estimated cost (US\$25,000/yr)  Technical Coordinator. Estimated cost (US\$40,000/yr)  Program assistant. Estimated cost (US\$20,000/yr)  <b>NCYD</b> Coordinator (2). Estimated cost (US\$40,000/yr)  Program assistant (2). Estimated cost (US\$20,000/yr)	QCII  QCNI  QCNI  QCNI  QCNI	Prior  Prior  Prior  Prior  Prior	100%  100%  100%  100%  100%		No  No  No  No  No	II/2009  II/2009  II/2009  IV/2008  IV/2008	I/2012  IV/2012  IV/2012  IV/2012  IV/2012		To be hired on a retainer basis.
<b>3. <u>Civil works</u></b>  <b>Component 1</b>  Upgrades NYS parish offices. Estimated cost (US\$90,000)  Rehabilitation. NYS new camp facilities. Estimated cost (US\$450,000)	NCB  NCB	Prior  Prior	100%  100%		No  Yes	I/2009  III/2009	I/2012  III/2011		

Description of the contract and estimated cost of procurement	Procurement method <sup>1</sup>	Review (prior or post)	Source of financing and percentage		Prequalification (Yes/No)	Estimated dates		Status (pending, in process, awarded, cancelled) <sup>2</sup>	Comments
			IDB %	Local/ other %		Publication of specific procurement notice	Completion of contract		
<b>Component 2</b>  Youth Information Centers (five). Estimated cost (US\$300,000) each	NCB	Prior	100%		Yes	II/2009 and II/2012	IV/2012		