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JAMAICA

EVALUATION OF THE NATIONAL YOUTH SERVICE

(JA-T1035)

PLAN OF OPERATIONS

<p>This document was prepared by the project team consisting of: Aimee Verdisco (SCL/EDU), Project Team Leader; Jennelle Thompson (EDU/CPE), Claudia Cox (SCL/EDU), Amelia Cabrera (SCL/EDU), Denis Parchment (CCB/CJA), and Diego Buchara (LEG/SGO).</p>

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APPENDICES

N/A

BASIC SOCIOECONOMIC DATA

For basic socioeconomic data, including public debt information, please refer to the following address:

http://www.iadb.org/res/externallink_list.cfm?language=en&parid=1&itemlid=1&detail=Box1#b1

INFORMATION AVAILABLE IN THE FILES OF SCL/SCL

PREPARATION:

1. Institutional Analysis of the National Youth Service, Darrell Hull, November 2007.
2. A Tracer Study of Graduates of the National Youth Service Programme, Jamaica, 2001/2002. L.O. Williams and J.K. Tindigarukayo. Department of Economics, UWI. 2003.

EXECUTION:

3. [Terms of Reference: Project Coordination. Technical Oversight and Supervision.](#)
4. [Terms of Reference: Test Administration and Data Collection. Employer Survey.](#)
5. [Terms of Reference: Audit.](#)

ABBREVIATIONS

NEO-PI-R	Wonderlic Personal Characteristics Inventory
NTA	National Training Agency
NYS	National Youth Service of Jamaica
ORC-SOF	Special Program for Employment, Poverty Reduction and Social Development in Support of the Millennium Development Goals
PIOJ	Planning Institute of Jamaica
UWI	University of the West Indies

EVALUATION OF THE NATIONAL YOUTH SERVICE

(JA-T1035)

EXECUTIVE SUMMARY

Beneficiary:	National Youth Service of Jamaica	
Project team:	Aimee Verdisco (SCL/EDU), Project Team Leader; Jennelle Thompson (EDU/CPE), ClaudiaCox (SCL/EDU), Amelia Cabrera (SCL/EDU), and Diego Buchara (LEG/SGO)	
Executing agency:	The Bank, through SCL/EDU	
Target Beneficiaries:	The primary beneficiaries of this operation are the NYS and, through its Corps Program, unattached youth.	
Financing:	IDB (ORC-SOF):	US\$400,000
	Local:	US\$115,000
	Total:	US\$515,000
Objectives:	The objective of this operation is to undertake a randomized impact evaluation of the NYS Corps Program.	
Execution timetable:	Execution period:	16 months
	Disbursement period:	18 months
Special contractual conditions:	None	
Exceptions to Bank Policies and Procedures:	None	
Environmental and social review:	This TC was reviewed by the ESR Committee on March 7, 2008. No negative environmental or social effects were identified and the TC has been classified as a “C” according to the Safeguard Classification Tool (see paragraph 7.1).	
Coordination with other official development finance institutions:	This operation is being prepared in coordination with other donors supporting the National Youth Service, including the Korea International Cooperation Agency.	

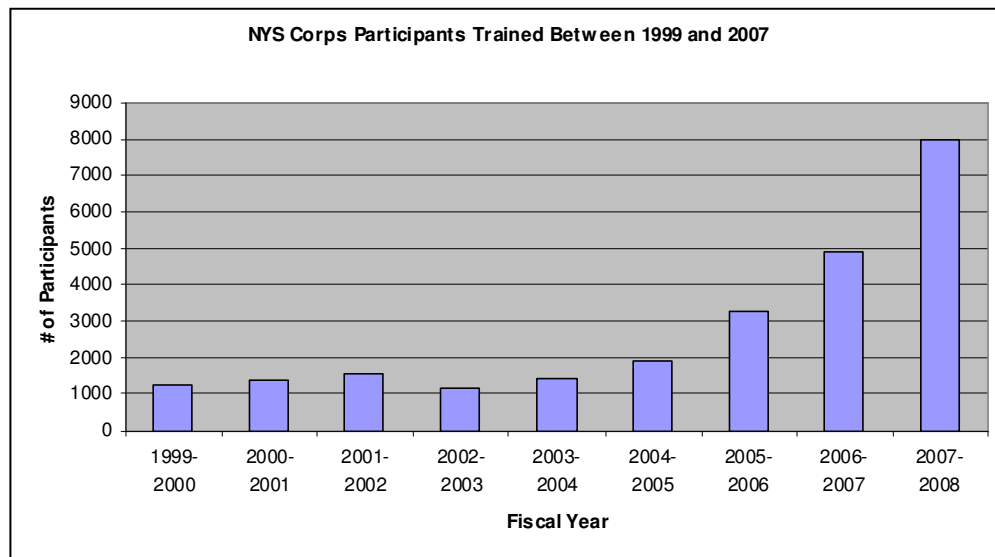
I. BACKGROUND AND JUSTIFICATION

- 1.1 The National Youth Service of Jamaica (NYS) operates a variety of programs that aim to provide work experience for young persons with a view to facilitating their employment, develop a sense of responsibility and of service to country, and promote values of discipline, democracy, citizenship and co-operation. The most prominent program it offers is the Corps Program. Participants in this program represent all geographic areas of Jamaica, males and females from ages 17-24 years. The majority are unattached youth from the lower socioeconomic strata. Unattached youth are 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.
- 1.2 The Corps Program is the only program offered by the NYS that targets unattached youth. It is the longest running program of the NYS and operates almost continuously throughout the year, with different Corps offered on a rotating basis.¹ The Corps Program is an intensive entry-level job preparation program for one month² followed by a six month internship/job placement. During their placement, participants are exposed to general workplace requirements and receive some skills training related to their selected Corps Program. Of the nine standard areas of specialization, Clerical/Administrative, Education, and Health Corps have been the most popular over the last seven years, training more than 60% of participants.
- 1.3 The approach implemented by the NYS towards unattached youth is one of positive youth development. This is a conceptual shift from older models of trying to fix youth problems, to one of providing positive opportunities for youth to develop across a broad range of capacities that prepare them for life as a productive adult. Youth perceive clear benefits of the Corps Program. The majority of participants indicate that the Program is the most expedient form of job training that can lead to employment upon completion. From the employer side, successful completion of a Corps Program is generally associated with perseverance, in that candidates who have completed a Corps Program have been directly exposed to ideas about appropriate workplace behavior and have obtained some relevant occupational skills.
- 1.4 As seen in the chart below, Corps Program growth has quadrupled over the four years since 2002-2003, and further growth is expected over the next decade. During the 2007-2008 fiscal year the NYS will operate 27 Corps Programs with a

¹ Other apprenticeship programs targeted towards wider populations also exist in Jamaica. Among these is the Kingston Urban Renewal Project (also supported by the Bank; ATN/SF-7635-JA), which offers vocational training courses ranging in duration from one week to six months to non-and semi-skilled workers and entrepreneurs. The project then places some graduates in six-month apprenticeship programs in private businesses inside and outside Central Kingston.

² The one month program includes a core curriculum focusing on soft or employability skills and a special orientation curriculum focusing on the occupational requirements of the given Corp program.

target of 300 participants each. A non-residential version of the Corps Program was created in 2007 to accommodate more youth.



- 1.5 **Justification for use of resources from the Social Fund.** The proposed Project lays out an innovative design to evaluate the impact of positive youth development programs. The findings will be an important input for the NYS as it expands its Corps Program and explores new alternatives for meeting the projected increase in demand for these services. This proposal is in line with the Social Fund's objectives (GN-2426-3) insofar as it will enhance upstream investment lending in Jamaica to improve the quality and relevance of programs targeted towards unattached youth and is expected to provide new insights that could be of use to other countries adopting similar strategies.

II. PROGRAM DESCRIPTION

A. Program goal and purpose

- 2.1 The objective of this operation is to establish an evaluation framework for the NYS Corps Program. More specifically, it will provide for a randomized impact evaluation of the Corps Program.

B. Components

- 2.2 Three main components are envisioned: (i) an impact evaluation of the NYS Corps Program; (ii) a survey of employers to better structure NYS Corps Program offering and increase the participation of the private sector in hiring NYS graduates; and (iii) dissemination of results.
- 2.3 **Component 1. Impact evaluation of the Corps Program** (US\$305,000). This component will support all phases of an impact evaluation of the NYS, from design, to instrumentation, data collection and analysis. The impact evaluation

envisioned here will examine participant outcomes over time with an equivalent group of subjects that do not participate in the program. To this end, three test groups will be created: (i) Group A, comprised of NYS applicants accepted to the program; (ii) Group B, comprised of NYS applicants accepted to the program but who will not participate in the program for one year (entry is deferred); and (iii) Group C, comprised of NYS applicants that do not meet criteria for admittance to the program under the current operating guidelines. Groups A and B will be randomly assigned and stratified by parish.

- 2.4 This operation will provide resources to support the NYS in recruiting all participants, constructing Groups A, B, and C, and ensuring the sustained participation of subjects throughout the study. A total of 1,800 study participants will be recruited from two consecutive Corps Programs (an estimated 900 recruited at each opportunity),³ from which 600 will be randomly assigned to either Group A or B, and 600 will be drawn from the pool of applicants not accepted into a program for Group C. The recruitment of 1,800 subjects is necessary to ensure that any attrition does not compromise the validity of the method suggested for data analysis (multi-group confirmatory factor analysis), which requires a minimum of ten subjects per variable per group.
- 2.5 Six separate instruments (described below) will be applied to subjects in each Group to determine the overall impact of the Corps Program. Measures for all groups will be collected at four points in time, with a schedule sensitive to Group A's participation in the Corps Programs: (i) time period 0, when application to a given program is made; (ii) time period 1, one month after Group A is admitted to the program and after participants have completed the month-long camp exposure prior to their internship; (iii) time period 2, at the conclusion of Group A's internship period (six months); and (iv) time period 3, six months after Group A completes internship. Measurement at point one in time will be done by the respective corporate services officer responsible for recruitment. For Group A, measurement at points two and three will be done within the given Corps Program. For all other participants (Groups B and C), the NYS will create a roster of persons committed to participating in the evaluation and arrange for them to be tested at points two, three, and four in time. The NYS will follow a similar procedure to test Group A participants at time point four. To facilitate these processes, this operation will finance a consultant to support the NYS in undertaking the logistics required to ensure the participation of all subjects at each point in time. The operation also will finance costs associated with participation in each testing opportunity, such as travel costs and per diem for Groups B and C at time points two, three and four. Bank resources also will be used to cover these same costs for Group A at time point four.⁴

³ Recruitment for Corps Programs occurs every three months.

⁴ The average age of Corps Program participants is 19. In the case that the any participant recruited for the study is under the age of 18, parental consent will be required.

- 2.6 As noted above, six instruments will be applied to each participant at each point in time. Prior to their application, each instrument will be adapted and validated to the Jamaican context and to unattached youth. These instruments will include:
- a. A single form to capture information relevant to socio-economic status, behavioral history, educational attainment, employment history. This instrument will be adapted from existing surveys in Jamaica.
 - b. Youth asset instrument directly that is linked to adolescent problem behaviors across a broad range and provides information related to background risks and sufficiently sensitive to detect changes in behavior during short periods of time. This instrument will build from and adapt the Youth Asset Survey, developed by the Center for Disease Control in the United States.
 - c. An employability skill instrument that is heavily g loaded.⁵ This instrument will provide practical information about interests and abilities in addition to suggesting cognitive ability. The Wonderlic Basic Skills Test (Revised) will be critically reviewed and adapted.
 - d. A personality profile instrument linked to the “Big 5 Personality Traits” (extraversion, agreeableness, conscientiousness, stability, and openness to Experience). The Wonderlic Personal Characteristics Inventory or the NEO-PI-R will be critically reviewed and adapted.
 - e. A cognitive ability instrument for reading. A brief reading instrument will be administered to determine reading levels based on standardized norms. This instrument will be computer adaptive and based on Item Response Modeling, to ensure efficiency in its application. The STAR Reading Assessment will be critically reviewed and adapted.
 - f. A cognitive ability instrument for math. Given that the NYS recommendations include a program for participants with limited reading and math skills, some consideration should be given to assessment of math ability. The STAR Math Assessment will be critically reviewed and adapted.
- 2.7 Once collected, data will be analyzed. Multi-group confirmatory factor analysis will be used to examine differences between Groups A, B, and C. This method has been well established and found to be well adjusted for data such as those collected by the instruments identified above. Based on these results, a report will be prepared with all findings and with concrete recommendations for the NYS for dimensioning future Corps Programs.
- 2.8 **Component 2. Employer study** (US\$45,000). This component will support a study of employers throughout Jamaica to determine their level of satisfaction with NYS programs, particularly the Corps Program, and to open new possibilities for internships for NYS graduates. More specifically, this component

⁵ This “g” refers to Charles Spearman's general intelligence factor. This is a single factor related to intelligence that can be measured through IQ tests and has been shown to predict success in life.

will create and apply a survey instrument to a sample of employers representing the country's leading economic sectors. The survey will inquire into perceptions of Corps Programs, experience with the NYS and/or the Corps Program, levels of satisfaction with the competencies and training of Corps employees, as well as employer demand for future training programs in key areas. Financing also will be provided through this operation to contract and train enumerators, as well as to collect systematize, interpret and analyze all data collected. Additional resources will be provided for the preparation of a report summarizing key results and providing clear policy guidance for the NYS.

- 2.9 **Component 3. Dissemination** (US\$25,000). This component will support a series of activities to disseminate the results of components 1 and 2. It will support a national seminar with authorities from the NYS, the Ministries of Education and of Labor, as well as Corps graduates and participants, employers and other representatives from the private sector. Additional seminars will be held in the parishes to disseminate and discuss results. All results from components 1 and 2 will be posted on the NYS website. It is likely that the results of the impact evaluation described in component 1 will be published in a journal dedicated to issues of youth and training. In this case, results would receive further dissemination within academic communities in Jamaica and beyond.

III. COST AND FINANCING

- 3.1 The total cost of the TC is US\$515,000. Of the total amount, US\$400,000 will be charged against the resources of the Special Program for Employment, Poverty Reduction and Social Development in Support of the Millennium Development Goals (ORC-SOF) on a non-reimbursable basis and US\$115,000 will be local contribution in kind, largely in terms of staff time of NYS employees.

Table III-1 Project Cost US\$

Description	IDB	Local	Total
Component 1	<u>305,000</u>	<u>100,000</u>	<u>405,000</u>
Technical oversight	50,000	-	50,000
Administrative and logistical support	20,000	-	20,000
Sample preparation	14,500	-	14,500
Adaptation of instrumentation	6,300	10,000	16,300
Measurement instrument technology	10,000	15,000	25,000
Instrumentation acquisition	7,200	-	7,200
Training of enumerators	10,000	15,000	25,000
Administration of instrumentation	52,000	50,000	102,000
Travel and per diem for study participants	125,000	-	125,000
Data collection and interpretation/report	10,000	10,000	20,000
Component 2	<u>45,000</u>	<u>10,000</u>	<u>55,000</u>
Employer survey	25,000	-	25,000
Data collection and interpretation/report	20,000	10,000	30,000
Component 3	<u>25,000</u>	<u>5,000</u>	<u>30,000</u>
Dissemination	25,000	5,000	30,000
Audit of funds administered by NYS	<u>5,000</u>	-	<u>5,000</u>
Contingencies	<u>20,000</u>	-	<u>20,000</u>
Total	<u>400,000</u>	<u>115,000</u>	<u>515,000</u>

- 3.2 **Sustainability.** An institutional analysis of the National Youth Service was undertaken in 2007. In this report, the need to create baseline and framework for the continuous monitoring and evaluation of NYS programs was highlighted. This report was presented to the Jamaican authorities in January of 2008 and each of its findings, including those relating to the need for data on participant outcomes was endorsed. The data collected as part of this study and the framework it creates will be adopted by the NYS to monitor and evaluate its programs.

IV. EXECUTING AGENCY AND MECHANISM

A. Executing agency

- 4.1 The government of Jamaica has requested that the Bank execute this operation. It will do so in close collaboration with the NYS and the Planning Institute of Jamaica. The Bank will be responsible for all aspects of project management, including the administration of resources, the contracting of specialized consulting services in accordance with IDB Policies for the Contracting of Consultant Services (GN-2350-7), the coordination of activities, and reports to the Bank.

B. Executing mechanism

- 4.2 **Technical oversight.** As indicated above, an international consultant will be hired to provide technical oversight and quality control of all activities associated with this operation. This consultant will provide technical assistance to the NYS in specifying instrumentation and ensuring the timely procurement and distribution to each of the parishes, the recruitment and sustained participation of subjects, the development of training modules for the enumerators, preparation of reports, and creation of a monitoring and evaluation framework for the NYS programs.
- 4.3 **Coordination.** In addition, this operation will finance a consultant to support the NYS in undertaking activities related to this operation. This consultant will provide administrative and logistical support to the NYS in coordinating project activities and interfacing with the Bank.
- 4.4 **Data collection and analysis.** The Social Welfare Training Center of the University of the West Indies (UWI) will be hired to support collection, documentation and cleaning, and analysis of all data. Data will be collected at four different points in time (see paragraph 2.5). NYS staff, with support from the international consultant responsible for technical oversight for the operation, will be responsible for testing all subjects at time point one, as well as Group A participants at time points two and three. To test participants in Groups B and C at time points two, three and four, and participants in Group A at time point four, a cadre of enumerators will be recruited from the Center's graduate students to administer the tests; they will be supervised by two of the Center's senior professors, who will share responsibilities with the international consultant (technical supervision) for quality control and confidentiality of all data. This

operation will finance the training of these enumerators and pay each a stipend for the tests they administer. Enumerators will be trained in how to administer each test, how to collect and store data, and how to ensure confidentiality of participants. In addition, the Social Welfare Training Center of the University of the West Indies will be contracted to undertake all activities related to Component 2. **The Project Team recommends that the Social Welfare Training Center at the University of the West Indies be hired without using a competitive process in accordance with the provision set forth in paragraph 3.10(a) of Document GN-2350-7.** UWI has already performed works similar in nature to those contemplated in this operation, which represent a continuation of those services. Furthermore, UWI has experience of exceptional worth, as well as the institutional advantage to undertake these tasks. As the premier public university in Jamaica, it has a good and on-going relationship with the NYS and the Planning Institute of Jamaica and thus will be able to provide continuity and technical support to both agencies beyond the life of this operation. It has direct and immediate access to a cadre of qualified individuals – graduate students – to administer the test instruments and surveys, and to create the necessary databases. In the case of the employer study, contracting of the Social Welfare Training Center is further justified on the basis of continuity of previous work. The Center undertook a tracer study of graduates of the NYS Corps Program in 2003. It thus has the logistical experience needed to undertake a similar study, as well as an inventory of key contacts among employers and a ready cadre of enumerators (graduate students) to collect data. Oversight by senior professors will ensure necessary quality control during the execution of all activities.

- 4.5 As mentioned above (paragraph 2.5), this operation will cover the direct and indirect costs associated with data collection. These costs are approximately US\$30 for each participant. Given that there will be 1,800 youth participating in the study and each will be tested at multiple points in time, the funds earmarked for this purpose will be administered directly by the National Youth Service of Jamaica. A special bank account will be opened for this purpose. The NYS has a physical presence in eight parishes and it is within these parishes that testing will take place. An institutional assessment of the NYS in 2007 revealed that the organization manages an overall annual budget of over US\$11 million and has the capacity to administer these additional funds adequately. As evidence of this, it is noted that during the six month placements of NYS participants immediately following the intensive camp-based training, participants receive a flat stipend amount sufficient to cover their expenses to get to/from work and to cover the cost of lunch. The amount of the stipend is approximately US\$70 (\$J\$4800), distributed every two weeks for the full six-month period, resulting in 13 pay periods per participant. Funds are electronically transferred to participant accounts. Since the amounts of the payments for survey participation will be significantly smaller, it is proposed that they be paid out directly in cash, with the necessary supporting documentation kept on file for audit purposes.

C. Program implementation readiness

- 4.6 A consultant will be hired by the Bank using administrative funds to ensure that all necessary inputs are in place by the time this operation is approved. This consultant will work with the NYS on issues related to instrument identification, acquisition and deployment in the parishes, as well as those associated with the logistics of subject recruitment.

D. Execution period and disbursement schedule

- 4.7 The impact evaluation supported by the operation will examine participant outcomes at key points in time. It will also inquire into the sustainability of these outcomes six months after participants complete the Program. Data from each of the four points in time (see paragraph 2.5) are critical to ensuring the overall results of the evaluation and for providing the NYS a sound empirical basis for adjusting program offerings in the future. The proposed schedule for testing and data collection (see paragraph 2.5) will require 13 months for execution. An additional three months is requested to ensure that all inputs are procured. This TC thus will execute in 16 months and disburse in 18 months.

E. Procurement

- 4.8 In accordance with the Bank's Policies for the Selection and Contracting of Consultants Financed by the IDB, paragraph 3.10(a), the Social Welfare Training Center of the University of the West Indies (UWI) will be contracted on a sole-source basis to administer tests, collect data and undertake the employer survey as outlined in paragraph 4.4, above.
- 4.9 The procurement of goods and consulting services will be carried out in accordance with the Policies for the Procurement of Goods and Works Financed by the Inter-American Development Bank (GN-2349-7) and the Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank (GN-2350-7).
- 4.10 The selections for award of Travel and Per Diem to study participants will be subject to ex-ante review.

V. MONITORING AND EVALUATION

- 5.1 **Monitoring.** All activities of this operation focus on creating a monitoring and evaluation framework for the NYS.
- 5.2 **Technical and basic responsibility.** SCL/EDU will have the technical and operational responsibility for this operation.
- 5.3 **Progress and final reports.** The NYS will be responsible for preparing quarterly progress reports and a final report.

VI. PROGRAM BENEFITS AND RISKS

A. Program benefits and developmental impact

- 6.1 This operation presents an innovative approach to testing the extent to which the services provided by Corps Program of the NYS have a positive impact of unattached youth and allow them to obtain skills and opportunities they otherwise would not get. Current figures suggest that there are currently more than 140,000 unattached youth in Jamaica; this is about 29% of all youth. Unattached youth are a high-risk population. Insofar as they are neither in school nor in the labor market, they remain at risk for delinquency, premature pregnancies, and poverty. The Government of Jamaica, like most all Caribbean countries, has identified youth as a target for social development and welfare planning, with funding specifically earmarked for youth-related issues and activities. As noted above, the NYS is in a period of expansion. Although previous work has been done, including a tracer study of NYS graduates in 2003 and a qualitative evaluation of NYS services, no impact evaluation exists to date. A main benefit of this operation thus is the robust information it will generate on the impact of the Corps Program on unattached youth. This information will provide the NYS with a tool to adjust its current offerings and, insofar as the NYS will adopt the framework created by this operation as its monitoring framework, to evaluate the impact of future programs as well.
- 6.2 Another benefit is the information the operation will generate on employers. NYS graduates largely are placed in the public sector. However, there is considerable interest from the NYS to place more participants in the private sector. In this regard, the organization is working with HEART/National Training Agency (NTA) to ensure that its curricula align with HEART/NTA occupational standards. The information resulting from the employer study will provide the NYS with a better understanding of how better to approach employers in the private sector and better tailor courses to meet their demands for training.
- 6.3 Although this present operation has been designed as a stand-alone activity, its results are expected to inform the preparation of a future loan to support to the National Youth Service.

B. Target beneficiaries

- 6.4 The primary beneficiaries of this operation are the NYS and, through its Corps Program, unattached youth. As noted above, unattached youth represent a population at risk for a number of social problems and account for almost one-third of the youth cohort.

C. Risks

- 6.5 A risk to this operation is that the NYS either fails to recruit the necessary number of participants for the impact evaluation or that the integrity of the evaluation

method is compromised due to attrition. A minimum of 10 subjects per each variable is recommended when applying multi-group confirmatory factor analysis in order to ensure confidence of results. For the purposes of this study, this translates into a minimum of 400 participants per group. To accommodate attrition, and as noted above, 600 participants will be recruited for each group, including in Group C (participants not meeting entry requirements to the NYS Corps Program), as attrition in this group is likely to be the highest. An international consultant will support the NYS in reaching these recruitment goals. In addition, an incentive will be offered to subjects at each testing opportunity in an effort to reduce attrition.

VII. ENVIRONMENTAL AND SOCIAL REVIEW

- 7.1 This TC was reviewed by the Environmental and Social Impact Review (ESR) Committee on March 7, 2008. No negative environmental or social effects were identified and the TC has been classified as a “C” according to the Safeguard Classification Tool.

VIII. APPROVAL

(ORIGINAL SIGNED)

05/28/08

Approved: _____
Marcelo Cabrol
Division Chief SCL/EDU

Date

EVALUATION OF THE NATIONAL YOUTH SERVICE OF JAMAICA

JA-T1035

CERTIFICATION

I hereby certify that this operation was approved for financing under the Special Program for Employment, Poverty Reduction and Social Development in Support of the Millennium Development Goals Trust Fund (ORC-SOF) through an email dated on May 12, 2008 from Goro Mutsuura (VPC/GCM). Also, I certify that resources from the Special Program for Employment, Poverty Reduction and Social Development in Support of the Millennium Development Goals Trust Fund (ORC-SOF) are available for up to US\$400,000 in order to finance the activities described and budgeted in this document. This certification reserves resources for the referenced project for a period of twenty-four calendar months counted from the date of signature below. If the project is not approved by the IDB within that period, the reserve of resources will be cancelled, except in the case a new certification is granted. The commitment and disbursement of these resources shall be made only by the Bank in US\$ Dollars. The same currency shall be used to stipulate the remuneration and payments to consultants, except in the case of local consultants working in their own borrowing member country who shall have their remuneration defined and paid in the currency of such country. No resources of the Fund shall be made available to cover amounts greater than the amount certified herein above for the implementation of this Plan of Operations. Amounts greater than the certified amount may arise from commitments on contracts denominated in a currency other than the Fund currency, resulting in currency exchange rate differences, for which the Fund is not at risk.

(ORIGINAL SIGNED)

05/24/08

Marguerite S. Berger
Chief

Date

Grants and Cofinancing Management Unit

EVALUATION OF THE NATIONAL YOUTH SERVICE

(JA-T1035)

RESULTS FRAMEWORK MATRIX OF INDICATORS

Project objective	The overall objective of this operation is to undertake a randomized impact evaluation of the NYS Corps Program.			
	Base	Year 1	Year 2	Target
Impact Evaluation of the National Youth Service				
Outputs		Sampling matrix completed. 1,800 participants recruited for study. Tests applied to 1,800 participants at three points in time.	Tests applied to 1,800 participants at one point in time.	NYS has empirical data on the impact of its Corps Program.
Intermediate outcomes		NYS has preliminary information regarding the impact of its Corps Program		
Outcomes				The Corps Program provides meaningful and relevant training to participants.
Employer Survey				
Outputs		Sampling matrix completed Employers surveyed		The NYS has empirical data on the level of employer satisfaction with Corps Program graduates.
Intermediate				
Outcomes				The NYS has increased the number of employers participating in its Corps Program.

EVALUATION OF THE NATIONAL YOUTH SERVICE

(JA-T1035)

DETAILED BUDGET

COMPONENTS	IDB	LOCAL	TOTAL	%
1. Impact evaluation	<u>305,000</u>	<u>100,000</u>	<u>405,000</u>	78.6%
1.1 Consulting services: project coordinator, technical supervision	110,500	-	110,500	
1.2 Local support to project coordination, in kind	-	25,000	25,000	
1.3 Consulting services: Test application	59,500	-	59,500	
1.4 Local support to test application, in kind	-	60,000	60,000	
1.5 Measurement instrument technology	10,000	15,000	25,000	
1.6 Travel and per diem for participants	125,000	-	125,000	
2. Employer survey	<u>45,000</u>	<u>10,000</u>	<u>55,000</u>	10.7%
2.1 Consulting service: employer survey	45,000	-	45,000	
2.2 Local support to employer survey, in kind	-	10,000	10,000	
3. Dissemination	<u>25,000</u>	<u>5,000</u>	<u>30,000</u>	5.8%
3.1 Consulting service: dissemination events	25,000	-	25,000	
3.2 Local support to dissemination events, in kind	-	5,000	5,000	
4. Contingencies	<u>20,000</u>	-	<u>20,000</u>	3.9%
5. Audit	<u>5,000</u>	-	<u>5,000</u>	1%
Total	<u>400,000</u>	<u>115,000</u>	<u>515,000</u>	100%

Inter-American Development Bank
Project Procurement Division (DEV/PRM)

PROJECT PROCUREMENT PLAN

Model A - for specific projects

General information

Country: Jamaica

Borrower: Government of Jamaica

Executing agency: The Bank, through SCL/EDU

Project name: Evaluation of the National Youth Service

Project and loan contract numbers: JA-T1035

Brief description of the project's objectives and components: The objective of this operation is to establish an evaluation framework for the NYS Corps Program. More specifically, it will provide for a randomized impact evaluation of the Corps Program. Three main components are envisioned: (i) an impact evaluation of the NYS Corps Program; (ii) a survey of employers to better structure NYS Corps Program offering and increase the participation of the private sector in hiring NYS graduates; and (iii) dissemination of results.

Estimated date of project approval: June 2008

Estimated date of signature of the technical assistance: July 31, 2008

Estimated date of the final disbursement: August 2009

A. Introduction

Procurements for the proposed project will be carried out in accordance with the *Policies for the Procurement of Works and Goods Financed by the Inter-American Development Bank* (GN-2349-7), of January 2005; and the *Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank* (GN-2350-7), of January 2005, and with the provisions established in the loan contract and this procurement plan.

B. Procurement plan

The procurement plan for *The Evaluation of the National Youth Service* which covers the project in its entirety has been agreed between the Bank and the National Youth Service of Jamaica. The plan, which is summarized in Appendix 1, indicates the procedure to be used for the procurement of goods, the contracting of works or services, and the method of selecting consultants, for each contract or group of contracts. It also indicates the estimated cost of each contract or group of contracts; the requirement for prior or post review by the Bank; and estimated dates for the publication of specific procurement notices and completion of the contracts included in this project. The procurement plan will be updated annually or whenever necessary or as required by the Bank.

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The procurement plan is available from the National Youth Service. It is also available on the Bank's website: [Project procurement information](#).

C. Project procurement

The following is a general description of the procurement planned for the proposed project.

Works procurement: The works to be contracted include the following: N/A

Goods procurement: The goods to be procured for this project include the following:

1. Procurement of measurement instrument technology.

Procurement of non-consulting services:

1. Travel and per diem for study participants.

Procurement of consulting services: Consulting services for the project include:

1. Project coordinator/Technical supervision and oversight
2. Test application/employer survey
3. Audit

The consulting firms to be hired for the project will be selected using the standard request for proposals (RFP) issued by the Bank, or an RFP satisfactory to the Bank in cases where the standard RFP is not applicable. Individual consultants will be selected bearing in mind the provisions established in chapter V of the policy in document GN-2350-7.

Short lists of consultants for consulting services estimated to cost less than US\$200,000.00 equivalent per contract, may consist entirely of national firms.

Operating expenses: N/A

Others: N/A

Advance contracting and retroactive financing: N/A

D. Bank review of procurement decisions

All contracts will be subject to prior review by the Bank in accordance with Appendix 1 of the policies for the procurement of works and goods and the selection of consultants, respectively.

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E. Domestic preference

Bids offering goods originating in the borrower's country will receive a 15% price preference in contracts requiring international competitive bidding, as established in Appendix 2 of the procurement policies. **N/A**

Appendix 1

Procurement Plan¹

Country: Jamaica

Borrower: Government of Jamaica

Executing agency: The Bank, through SCL/EDU

Project name: Evaluation of the National Youth Service

Project and loan contract numbers: JA-T1035

Brief description of the project's objectives and components: The objective of this operation is to establish an evaluation framework for the NYS Corps Program. More specifically, it will provide for a randomized impact evaluation of the Corps Program. Three main components are envisioned: (i) an impact evaluation of the NYS Corps Program; (ii) a survey of employers to better structure NYS Corps Program offering and increase the participation of the private sector in hiring NYS graduates; and (iii) dissemination of results.

Estimated date of project approval: June 2008

Estimated date of signature of the technical assistance: July 31, 2008

Estimated date of the final disbursement: August 2009

¹ All project contracts should be included, even if not financed by the Bank, indicating the source of funding in each case.

Project: Evaluation of the National Youth Service
Project number: JA-T1035
Period included in this Procurement Plan: From: 07/08 until 08/09

Ref. No. ²	Description and type of the procurement contract	Estimated Contract Cost (US\$)	Procurement method ³	Review (ex-ante or ex-post)	Source of financing and percentage		Pre-qualification ⁴ (Yes/No)	Estimated dates		Status ⁵ (pending, in process, awarded, cancelled)	Comments
					IDB %	Local/ Other %		Publication of specific procurement notice	Completion of contract		
	1. <u>Goods</u> <u>Good 1</u> o Measurement instrument technology	25,000	PC	Ex-ante	40%	60%	No	July-08	September-08		
	2. <u>Civil works</u>										
	3. <u>Non-consulting services</u> o Travel and per diem for study participants	125,000	DC	Ex-ante	100%		No	N/A	September-08		
	4. <u>Consulting services</u> o <u>Consulting services 1</u> Project Coordinator, Technical supervision and oversight o <u>Consulting services 2</u> Test application and employer survey o <u>Consulting service 3</u> Audit	110,500 129,500 5,000	IICC SSS NCB	Ex-ante Ex-ante Ex-ante	100% 100% 100%		No No No	July-08 April-08 June 09	August-09 August-08 August 09		

² If a number of similar individual contracts were to be executed in different places or at different times, these can be grouped together under a single heading, with an explanation in the comments column indicating the average individual contract amount and the period during which they would be executed. For example, an education project that includes school construction might include an item "school construction" for a total of US\$20 million, and an explanation in the comments column such as: "This encompasses some 200 contracts for school construction averaging US\$100,000 each, to be awarded individually by participating municipal governments over a three-year period between January 2006 and December 2008."

³ **Goods and Works:** 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; PA: 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; PBPP: Performance-Based Procurement; PLGB: Procurement under Loans Guaranteed by the Bank; PCP: Community participation procurement. **Consulting Firms:** QCBS: Quality- and Cost-Based Selection 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. **Individual Consultants:** NICQ: National Individual Consultant selection based on Qualifications; IICC: International Individual Consultant selection based on Qualifications

⁴ In the case of new Policies it applies only for Goods and Works. In the case Old Procurement Policies it applies for Goods, Works and Consulting Services.

⁵ This column "Status" should be used for retroactive procurement and for procurement plan updates.

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Project Procurement Division (DEV/PRM)

Appendix 2

Capacity of the executing agency and supervision of procurement

Assessment of the executing agency's capacity to administer procurement

Per request of the Government of Jamaica, this project will be executed by the Bank.

Procurements for the proposed project will be carried out in accordance with the *Policies for the Procurement of Works and Goods Financed by the Inter-American Development Bank* (GN-2349-7), of January 2005; and the *Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank* (GN-2350-7), of January 2005, and with the provisions established in the loan contract and this procurement plan.

Frequency of procurement supervision

The selections for award of Travel and Per Diem to study participants will be subject to *ex-ante* review.

INTER-AMERICAN DEVELOPMENT BANK

**TERMS OF REFERENCE FOR EXTERNAL AUDITS OF BANK-FINANCED PROJECTS
(AF-400)**

**EVALUATION OF THE NATIONAL YOUTH SERVICE
(JA-T1035)**

I. INTRODUCTION

- 1.1 The purpose of this document is to present a general terms of reference for independent external audits of Bank-financed projects. In accordance with IDB policy, the executing agencies and/or beneficiaries will submit the financial statements of the project and/or entity, audited by independent auditors¹ previously accepted by the Bank.
- 1.2 The IDB believes that the opinion of the independent auditors is an integral part of the supervision and monitoring process during project execution in that it ensures that the operation's resources are being administered and utilized in accordance with the agreed-upon terms and conditions of the respective contract.

II. AUDIT OBJECTIVES

- 2.1 The general objective of the external audits required by the Bank is to obtain a professional opinion from independent auditors with respect to the financial and operational information required by the Bank, the evaluation of the internal control system, and the utilization of project resources, in accordance with the terms and conditions of the contract.
- 2.2 The specific objectives are to obtain an opinion from the independent auditors regarding:
 - a. Whether the financial statements of the project and/or entity reasonably present the financial situation of the project and/or entity and if they were prepared in accordance with the *International Accounting Standards* (IAS) published by the *International Accounting Standards Committee* (IASC), IDB's external audit requirements (AF-100 y AF-300), and the terms of reference;
 - b. The reasonableness of the supplementary financial information;
 - c. Compliance of the executing agency and/or borrower with the terms and conditions of the contract and applicable local laws and regulations. The

¹ Independent Audit Firm or Supreme Audit Institution.

auditor must evaluate compliance with each of the specific financial and accounting related contractual clauses in the loan contract;

- d. Compliance – by means of an integrated audit of the procurement and disbursement processes – with the norms and procedures established in the contract, for the selection, award, contracting, receipt, and payment of goods and consulting services procured and financed with the TC contribution proceeds and local counterpart funds, such as the validity of the supporting documentation and eligibility of the expenditures presented in the disbursement requests; and
 - e. Compliance with the operations regulation or credit manual and/or the inter-institutional agreements, as applicable.
- 2.3 It is also a specific objective to obtain an independent auditors report on: The evaluation of the internal control system of the executing agency and/or co-executors, which includes the control environment as well as the operational, financial, accounting and administrative control procedures of the executing agency and co-executors, in relation to the project.

III. AUDIT SCOPE

- 3.1 The audit will be conducted in accordance with the IDB's external audit requirements in AF-100 (*Bank Policy on the Audit of Projects and Entities*) and AF-300 (*Guidelines for the Preparation of Financial Statements and Independent Audit Requirements*) (Rev. II-2003); the *International Standards on Auditing* (ISAs) ² issued by the *International Federation of Accountants* (IFAC); and that stipulated in the terms of reference. The audit will include:
- a. An evaluation of the internal control system in relation to the project, which includes the design and function of the system, to be performed in accordance with the criteria defined by the "*Committee on Sponsoring Organizations* (COSO)"³ which includes: (i) the control environment; (ii) a risk assessment; (iii) the accounting and information systems; (iv) control activities; and (v) monitoring activities. This evaluation will include the following aspects: (i) the institutional capacity of the executing agency and/or co-executors with respect to human and physical resources and the information system; and (ii) the accounting system utilized by the executing agency and/or co-executors to record financial transactions, including procedures to consolidate financial information for decentralized projects;

² With respect to Supreme Audit Institutions, the standards to be followed are those issued by the International Organization of Supreme Audit Institutions (INTOSAI). However, if the SAI has not adopted such standards, the international audit standards issued by IFAC should be followed.

³ C.O.S.O.: Committee on Sponsoring Organizations of the Treadway Commission. This report was prepared by the Treadway Commission in September, 1992, with a new focus on internal controls.

- b. A review of the financial transactions and accounting records for the purpose of giving an opinion as to whether the financial information (basic financial statements, supplementary financial information) of the project and/or entity is reasonably presented and was prepared in accordance with IAS, the Bank's requirements, and the terms of reference;
- c. An evaluation of compliance with the financial and accounting related contractual clauses, the operations regulation or credit manual, and/or inter-institutional agreements;
- d. A review of a statistical sample of the supporting documentation related to the procurement of goods and contracting of works and consulting services processes, integrated with the review of the respective disbursement requests submitted to the Bank.
- e. In order to verify the proper application of procurement and disbursement procedures established in the contract and the eligibility of the expenditures, the auditor should verify that the supporting documentation: (i) is adequately supported by reliable invoices and maintained in the records of the executing agency/co-executor and/or borrower; (ii) was duly authorized; (iii) corresponds to eligible expenditures, in accordance with the terms of the loan contract; and (iv) was properly recorded.

The auditor should evaluate and report on:

- i. The misuse or misappropriation of funds (intentional or not intentional), identified during the audit, segregating the amounts paid for ineligible expenditures to the project and indicating the number of the invoice, item, and description; and
- ii. The status of implementation of prior period recommendations.

IV. REFERENCES

- 4.1 As an integral part of planning, the auditor should have available and understand the basic documents related to the operation: (i) the technical cooperation plan approved by the Board and/or proper authority within the Bank; (ii) the technical cooperation agreement, including annexes; (iii) the norms and procedures to be followed for the contracting and/or procurement of works, goods, and consulting services financed with IDB funds or local counterpart funds; and (iv) the external audit policy and requirements for IDB-financed projects (AF-100 and AF-300).
- 4.2 For the purpose of facilitating potential requests for clarifications that the Bank may have and/or to perform the inspection visits, the auditor should ensure that: (i) the opinions, observations and recommendations included in the audit report are adequately supported by sufficient, relevant, and competent evidence in the work papers; (ii) the report is adequately cross-referenced to the corresponding

work papers; (iii) the supporting documentation is properly archived; and (iv) sufficient and competent evidence related to the risk assessment, as required by the ISAs for planning and testing, is properly documented.

- 4.3 Prior to submission of their report and in accordance with *Section 580* of the ISAs, the Auditor must obtain a management representation letter, signed by the appropriate person within the executing agency and/or entity. The letter should include, among others, a representation from management regarding internal controls, compliance with the financial and accounting related contractual clauses, and the non-existence of fraud or irregularities.

V. OTHER ASPECTS

- 5.1 The auditor agrees to make available to IDB personnel the workpapers, documented tests, and other documents related to the audit work performed under the terms of reference and agrees to allow IDB personnel to review these documents (AF-100).
- 5.2 The representative of the Bank may contact the auditors directly to request any additional information related to any aspect of the audit or the project financial statements. The auditors must promptly satisfy such requests.

VI. DELIVERABLES

- 6.1 Following are the expected audit deliverables, which must be prepared in accordance with the ISAs (or in accordance with INTOSAI standards when the auditor is an SAI), the Bank's external audit requirements (AF-100 and AF-300), and the terms of reference.
- 6.2 The auditors should report both material instances of non-compliance, as well as the possible existence of illegal acts, irregularities, and/or suspected fraud. They should clearly state the nature and scope of the audit, the level of responsibility assumed by the auditor, as well as his opinion on the financial statements as a whole. When the auditor issues a qualified or adverse opinion or a disclaimer of opinion, s/he must clearly state the reasons for such.
- 6.3 In the case of suspected fraud or error, the auditor must follow ISA Sections 240 and 240A. The auditor must report the findings in the audit report or prepare and submit to senior management of the executing agency and/or borrower and the Bank's country Representative a separate, confidential report detailing the findings.

A. Audits of the non-reimbursable technical cooperation

6.4 The deliverables to be submitted are:

- a. **Opinion on the statement of expenditures of the project.** The financial statement to be presented will be the *Statement of Investments* of the Project, presented in US dollars or in the currency in which the operation was approved. This statement should present the initial budget, by investment category and source of financing. This should be accompanied by the respective notes to the financial statement.
- b. **Opinion on the supplementary financial information.** The guidance provided in AF-300 should be followed.
- c. **Opinion on compliance with contractual clauses.** This report should be prepared according to the same requirements and considerations indicated in Chapter VI.B.3 of the terms of reference.

6.5 All deliverables submitted must comply with *International Standards on Audit*, issued by the *International Federation of Accountants* (IFAC) and with the IDB's external audit requirements (AF-100 and AF-300).

INTER-AMERICAN DEVELOPMENT BANK
REGIONAL OPERATIONS SUPPORT OFFICE (ROS)
OFFICE OF DISBURSEMENTS AND EXTERNAL AUDITS (DAU)
1300 NEW YORK AVENUE, N.W.
WASHINGTON, D.C. 20577, U.S.A.



PROJECT SUMMARY

- A. **Program name:** Evaluation of the National Youth Service (NYS)
- B. **Loan number:** JA-T1035
- C. **Executing agency:** The Bank, through SCL/EDU
- D. **Objective:** The objective of this operation is to undertake a randomized impact evaluation of the NYS Corps Program, a positive youth development focused to unattached youth.
- E. **Description (Components):** Three main components are envisioned: (i) an impact evaluation of the NYS Corps Program; (ii) a survey of employers to better structure NYS Corps Program offering and increase the participation of the private sector in hiring NYS graduates; and (iii) dissemination of results.
- F. **Cost of the program and financing plan:**

Table III-1 Project Cost US\$

Description	IDB	Local	Total
Component 1	<u>305,000</u>	<u>100,000</u>	<u>405,000</u>
Technical oversight	50,000	-	50,000
Administrative and logistical support	20,000	-	20,000
Sample preparation	14,500	-	14,500
Adaptation of instrumentation	6,300	10,000	16,300
Measurement instrument technology	10,000	15,000	25,000
Instrumentation acquisition	7,200	-	7,200
Training of enumerators	10,000	15,000	25,000
Administration of instrumentation	52,000	50,000	102,000
Travel and per diem for study participants	125,000	-	125,000
Data collection and interpretation/report	10,000	10,000	20,000
Component 2	<u>45,000</u>	<u>10,000</u>	<u>55,000</u>
Employer survey	25,000	-	25,000
Data collection and interpretation/report	20,000	10,000	30,000
Component 3	<u>25,000</u>	<u>5,000</u>	<u>30,000</u>
Dissemination	25,000	5,000	30,000
Audit of funds administered by NYS	<u>5,000</u>	<u>-</u>	<u>5,000</u>
Contingencies	<u>20,000</u>	<u>-</u>	<u>20,000</u>
Total	<u>400,000</u>	<u>115,000</u>	<u>515,000</u>

- G. **Execution mechanism:** The government of Jamaica has requested that the Bank execute this operation. It will do so in close collaboration with the NYS and the Planning Institute of Jamaica. The Bank will be responsible for all aspects of project management, including the administration of resources, the contracting of specialized consulting services in accordance with IDB Policies for the

Contracting of Consultant Services (GN-2350-7), the coordination of activities, and reports to the Bank.

An international consultant will be hired to provide technical oversight and quality control of all activities associated with this operation. This consultant will provide technical assistance to the NYS in specifying instrumentation and ensuring the timely procurement and distribution to each of the parishes, the recruitment and sustained participation of subjects, the development of training modules for the enumerators, preparation of reports, and creation of a monitoring and evaluation framework for the NYS program.

- H. **Funds flows for IDB and local counterpart funds:** A sum of approximately US\$125,000 will be transferred to the NYS to cover participant costs associated with travel and per diem.
- I. **Flows related to the processing of disbursement requests and related supporting documentation:** There will be two disbursements and 4-6 disbursement requests. All documentation will be in Jamaica.
- J. **Amount of funds disbursed to date and expected future disbursement flows:** See point I, above.

TERMS OF REFERENCE

EVALUATION OF THE NATIONAL YOUTH SERVICE JA-T1035

PROJECT COORDINATION TECHNICAL OVERSIGHT AND SUPERVISION

I. BACKGROUND

- 1.1 The National Youth Service of Jamaica (NYS) operates a variety of programs that aim to provide work experience for young persons with a view to facilitating their employment, develop a sense of responsibility and of service to country, and promote values of discipline, democracy, citizenship and co-operation. The most prominent program it offers is the Corps Program. Participants in this program represent all geographic areas of Jamaica, males and females from ages 17-24 years. The majority are unattached youth from the lower socioeconomic strata. Unattached youth are 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.
- 1.2 The Corps Program is the only program offered by the NYS that targets unattached youth. It is the longest running program of the NYS and operates almost continuously throughout the year, with different Corps offered on a rotating basis. The Corps Program is an intensive entry-level job preparation program for one month followed by a six month internship/job placement. During their placement, participants are exposed to general workplace requirements and receive some skills training related to their selected Corps Program. Of the nine standard areas of specialization, Clerical/Administrative, Education, and Health Corps have been the most popular over the last seven years, training more than 60% of participants.
- 1.3 The approach implemented by the NYS towards unattached youth is one of positive youth development. This is a conceptual shift from older models of trying to fix youth problems, to one of providing positive opportunities for youth to develop across a broad range of capacities that prepare them for life as a productive adult. Youth perceive clear benefits of the Corps Program. The majority of participants indicate that the Program is the most expedient form of job training that can lead to employment upon completion. From the employer side, successful completion of a Corps Program is generally associated with perseverance, in that candidates who have completed a Corps Program have been directly exposed to ideas about appropriate workplace behavior and have obtained some relevant occupational skills.
- 1.4 The Corps Program growth has quadrupled over the four years since 2002-2003, and further growth is expected over the next decade. During the 2007-2008 fiscal

year the NYS will operate 27 Corps Programs with a target of 300 participants each. A non-residential version of the Corps Program was created in 2007 to accommodate more youth. As the demand for the Corps Program continues to grow, the NYS has requested support from the Bank to undertake an impact analysis of the Program.

II. CONSULTANCY OBJECTIVE

- 2.1 The objective of this consultancy is to provide technical supervision and oversight of the impact evaluation of the National Youth Service. This will be a randomized impact evaluation, from which a baseline for the project (JA-L1005), currently under preparation, will be drawn and a framework for monitoring and evaluation over the life of the project will be created.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 **Type of consultancy:** Individual international.
- 3.2 **Duration:** Work is expected to be 100 consultant days within a period of 15 months.
- 3.3 **Place of work:** Jamaica and consultant's residence.
- 3.4 **Qualifications:** Masters degree in social sciences. At least five (5) years experience working on education and/or training programs in the Latin American and Caribbean Region. Demonstrated understanding and experience with the development of multilateral financed operations in social sector. Experience in the Caribbean desirable.

IV. ACTIVITIES

- 4.1 **Design of the study:**
 - a. Power analysis and confirmation of instrumentation for study.
 - b. Coordination with NYS regarding the creation of sampling matrix and timeframe for implementation of all activities related to the study.
 - c. Construction of experimental and control groups.
 - d. Examination and consultation with NYS staff in each parish office regarding logistical matters necessary to ensure the success of the study, including methods for testing, callbacks to ensure sustained participation in the study, compensation for participations, and methods to record, store, and transmit data.

- e. Work on a consistent basis with NYS/UWI consultants as necessary for assessment administration, scoring, recording of data, and organization of data files that will permit analyses.
 - f. Prepare background literature review.
- 4.2 **Instrumentation:** Procure all tests to be administered in the study.
- 4.3 **Test application and data collection:**
- a. Develop and deliver training in coordination with NYS/UWI consultants to NYS and UWI graduate students on intake, administration, data collection, recording, storing, and transmission procedures for the study.
 - b. Oversee data collection at each of the four collection points in time.
 - c. Preparation of a proposal for IRB approval of study, including participant and parent/legal guardian informed consent forms.
 - d. Analyze data and compile results in coordination with NYS/UWI consultants.
- 4.4 **Final report:** Prepare a final report detailing the major findings of the impact evaluation and establishment of a monitoring and evaluation scheme. This report should include: (i) current benchmarks for NYS participants; (ii) identification of changes apparent in participants from the study; and (iii) suggestions for data-driven changes possible for the NYS as a result of capacity enhancements from recommendations made in the Institutional Assessment Report along with achievable targets.

V. REPORTS

- 5.1 A work plan should be presented one week after signing the contract. The work plan will include a schedule for completing the research plan.
- 5.2 Submission of a draft progress report.
- 5.3 Submission of a final progress report that addresses the points enumerated under activities above.

VI. COORDINATION

- 6.1 The consultant will coordinate his/her work with Aimee Verdisco (SCL/EDU). Jennelle Thompson (EDU/CPE) will also provide technical support.

TERMS OF REFERENCE

EVALUATION OF THE NATIONAL YOUTH SERVICE JA-T1035

TEST ADMINISTRATION AND DATA COLLECTION EMPLOYER STUDY

- 1.1 The National Youth Service of Jamaica (NYS) operates a variety of programs that aim to provide work experience for young persons with a view to facilitating their employment, develop a sense of responsibility and of service to country, and promote values of discipline, democracy, citizenship and co-operation. The most prominent program it offers is the Corps Program. Participants in this program represent all geographic areas of Jamaica, males and females from ages 17-24 years. The majority are unattached youth from the lower socioeconomic strata. Unattached youth are 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.
- 1.2 The Corps Program is the only program offered by the NYS that targets unattached youth. It is the longest running program of the NYS and operates almost continuously throughout the year, with different Corps offered on a rotating basis. The Corps Program is an intensive entry-level job preparation program for one month followed by a six month internship/job placement. During their placement, participants are exposed to general workplace requirements and receive some skills training related to their selected Corps Program. Of the nine standard areas of specialization, Clerical/Administrative, Education, and Health Corps have been the most popular over the last seven years, training more than 60% of participants.
- 1.3 The approach implemented by the NYS towards unattached youth is one of positive youth development. This is a conceptual shift from older models of trying to fix youth problems, to one of providing positive opportunities for youth to develop across a broad range of capacities that prepare them for life as a productive adult. Youth perceive clear benefits of the Corps Program. The majority of participants indicate that the Program is the most expedient form of job training that can lead to employment upon completion. From the employer side, successful completion of a Corps Program is generally associated with perseverance, in that candidates who have completed a Corps Program have been directly exposed to ideas about appropriate workplace behavior and have obtained some relevant occupational skills.
- 1.4 The Corps Program growth has quadrupled over the four years since 2002-2003, and further growth is expected over the next decade. During the 2007-2008 fiscal year the NYS will operate 27 Corps Programs with a target of 300 participants each. A non-residential version of the Corps Program was created in 2007 to accommodate more youth. As the demand for the Corps Program continues to

- grow, the NYS has requested support from the Bank to undertake an impact analysis of the Program.
- 1.5 In order to assess the impact of the NYS corps program, a comparative study is required that examines participant outcomes over time with an equivalent group of subjects that do not participate in the program. The study will also include a third non-randomly determined comparison group of applicants that do not meet the initial admission criteria for participation. To this end, NYS will actively recruit an estimated 900 persons for entry into two separate corps program (for a total of 1,800 subjects). From here, three test groups will be created:
- a. **Group A:** National Youth Service applicants (600) accepted to the program that participate in the program, including the initial month in residence at one of two camps and six months of internship in their parish of residence.
 - b. **Group B:** National Youth Service applicants (600) accepted to the program that do not participate in the program for one year (entry is only deferred). After one year, subjects are guaranteed a position in the Corps program of choice.
 - c. **Group C:** National Youth Service (600) applicants that do not meet criteria for admittance to the program under the current operating guidelines.
- 1.6 Groups A and B will be randomly assigned and stratified by parish. Random assignment will be administered by a consultant and not by the NYS. Six different instruments will be administered to each Group and measures for all Groups will be implemented with a schedule that is sensitive to Group A:
- a. **Time period 0:** When application is made.
 - b. **Time period 1:** One month after Group A admitted to the program, after the month-long camp exposure and prior to internship.
 - c. **Time period 2:** At the conclusion of Group A's internship period (six months).
 - d. **Time period 3:** Six months after Group A completes internship.

II. CONSULTANCY OBJECTIVE

- 2.1 The objective of this consultancy is both to support the impact evaluation of the National Youth Service of Jamaica through instrument application and data collection and systematization, and to undertake a survey of employer perceptions regarding the NYS of Jamaica.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 **Type of consultancy:** Institutional.
- 3.2 **Duration:** 12 months.
- 3.3 **Place of work:** Jamaica.
- 3.4 **Qualifications:** Demonstrated expertise in the field of primary data collection and analysis. Knowledge of the NYS. At least five (5) years experience with issues related to data collection, survey/test administration, and database construction and management.

IV. ACTIVITIES

A. Application of tests and collection of data

- 4.1 This activity will also include all logistics related to instrument application. Procedures will be developed for:
 - a. Identification of test administrators for each parish.
 - b. Preparation of terms of reference for contracting test administrators.
 - c. Contracting of test administrators.
 - d. Training of test administrators in each parish (pre-test).
 - e. Informed consent from each participant and their parent/legal guardian if they are minors.
 - f. Secure storage of all data on participants (participant confidentiality).
 - g. Organization of a central database containing (confidential) participant information.
 - h. Transmit/transfer all test scores to the central database.
 - i. Periodic quality control checks to verify appropriate administration and cataloging procedures are followed.
 - j. Examine data for errors and omissions and correct as necessary.
- 4.2 Each test administrator will be on-site for at least two (2) weeks at all four test periods and will be responsible for performing activities.

B. Database and manual

- a. Construct a database consisting all of data points included in each of the six instruments. All data should be labeled and stored in STATA.
- b. Prepare a manual that describes each variable.
- c. Work with the NYS to migrate all data into its management information system.

C. Final report

- 4.3 In collaboration with the international consultant hired for technical oversight and supervision (separate terms of reference), prepare a final report detailing the major findings of the impact evaluation. This report should include: (i) current benchmarks for NYS participants; (ii) identification of changes apparent in participants from the study; and (iii) suggestions for data-driven changes possible for the NYS as a result of capacity enhancements from recommendations made in the Institutional Assessment Report along with achievable targets.

D. Employer study

- 4.4 These terms of reference will support all phases of a survey of employers:
 - a. Compile a list of employers representative of Jamaica's major economic sectors
 - b. Analysis of NYS curricula to identify the occupational orientation imparted by each Corps Program
 - c. Creation and validation of a survey instrument, inquiring into the following:
 - i. Level of employer engagement with the program.
 - ii. Employer expectations of participants of the NYS staff.
 - iii. Responsibilities to employers have to the NYS and to participants.
 - iv. In instances where an employer has participated in the Corps program, level of satisfaction with employees.
 - v. In instances where employers have not participated in the Corps program, reasons for not participating.
 - vi. Concrete policy recommendations to improve the Corps Program.
 - d. Recruit and train interviewers.

- e. Apply instrument.
 - f. Data cleaning and data entry.
 - g. Data processing using SPSS.
 - h. Data analysis and preparation of a final report.
- E. Employer database and manual**
- a. Construct a database consisting all of data collected. All data should be labeled and stored in SPSS.
 - b. Prepare a manual that describes each variable.
 - c. Work with the NYS to migrate all data into its management information system.
- F. Employer study: final report**
- 4.5 Preparation of a final report that details main findings of the survey and makes concrete policy recommendations of how the NYS can improve its Corps Program and generate greater participation from private sector employers.

V. REPORTS

- 5.1 A work plan should be presented one week after signing the contract. The work plan will include a schedule for completing the research plan.
- 5.2 Submission of a draft progress report.
- 5.3 Submission of a final progress report that addresses the points enumerated under activities above.

VI. COORDINATION

- 6.1 The consulting firm will coordinate its work with Aimee Verdisco (SCL/EDU). Jennelle Thompson (EDU/CPE) will also provide technical support.