

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK
NOT FOR PUBLIC USE

REGIONAL

REHABILITATION OF YOUTH IN CONFLICT WITH THE LAW AND EX-COMBATANTS: THE ROLE OF THE PRIVATE SECTOR

(RG-T1444)

PLAN OF OPERATIONS

<p>This document was prepared by the project team consisting of: Jorge Lamas (ICF/ICS), Team Leader; other members: Erik Alda (ICF/ICS); José Cuesta (RES/RES); Nathalie Alvarado (ICF/ICS); Kai Hertz (VPC/GCM), and Miguel Coronado (LEG/SGO).</p>
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BASIC SOCIOECONOMIC DATA

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

<http://www.iadb.org/RES/index.cfm?fuseaction=externallinks.countrydata>

INFORMATION AVAILABLE IN THE FILES OF ICF/ICS

PREPARATION:

EXECUTION:

ABBREVIATIONS

ECLAC	Economic Commission for Latin America and the Caribbean
PAHO	Pan American Health Organization
WHO	World Health Organization

PLAN OF OPERATIONS

(RG-T1444)

EXECUTIVE SUMMARY

Beneficiary:	Latin America and the Caribbean		
Team Leader/Members:	Jorge Lamas (ICF/ICS), Team Leader; other members: Erik Alda (ICF/ICS); José Cuesta (RES/RES); Nathalie Alvarado (ICF/ICS); Kai Hertz (VPC/GCM), and Miguel Coronado (LEG/SGO).		
Executing agency:	Inter-American Development Bank through the Institutional Capacity of the State Division of the Institutional Capacity and Finance		
Target Beneficiaries:	Governments of the Bank’s Borrowing Member Countries		
Financing:	IDB: (Fund for Special Operations, net income)	US\$	150,000
	Cofinancing:	US\$	0
	Local:	US\$	0
	Total:		150,000
Objectives:	To raise awareness and disseminate among national authorities, private sector, and civil society in borrowing member countries of the Bank of the technical aspects and successful experiences in the rehabilitation of ex-combatants and youth in conflict with the law and promote a generation of efforts in new areas of intervention that will complement those already being implemented in citizen security programs.		
Execution timetable:	Execution Period:	10 months	
	Disbursement Period:	12 months	
Special contractual conditions:	None		
Exceptions to Bank Policies and Procedures:	None		
Environmental and social review:	Based on the Safeguard Policy Filter Report (#2007-10152059-2), the project does not require a classification and / or further environmental or social actions. Based on the SSF (#2007-10152332-2), this technical cooperation is a category “C” project.		
Coordination with Other Donors:	N/A		

I. BACKGROUND AND JUSTIFICATION

- 1.1 While not a new phenomenon in most of Latin America and the Caribbean, violence has increased dramatically in recent decades and is now recognized as a major economic and social problem. Data for 2005 show that the homicide rate is more than three times that of the world average, 28.7 homicides per 100,000 inhabitants compared to 9.2.¹ In addition, the homicide rate shows significant disparities in the region. For example, countries in Central America, Colombia, and Brazil have very high homicide rates whereas countries like Uruguay and Chile record lower rates.
- 1.2 Root causes for the levels of violence in the region are manifold and often intertwined. Some of the most salient causes include rapid urbanization, persistent poverty and inequality, the more organized nature of crime, high levels of unemployment, the emergence of illegal drug use and drug trafficking. Civil strife in countries like El Salvador, Honduras, and Guatemala and Colombia has also had a significant effect on the increasing rates of everyday crime and violence. Contributing to this problem has been high levels of unemployment and lack of marketable skills, which create significant obstacles for former combatants and youth in conflict with the law in trying to secure a living in a civilian environment and often turn to crime for a living.
- 1.3 Governments in the region have generally emphasized repressive tactics to deal with the problem of youth involved in organized crime or armed groups, with increasing rates of detention and imprisonment of group members. State prevention and rehabilitation programs are often limited, under-funded or non-existent. In addition, addressing the problem of youth in conflict with the law through the lens of repression will tend to be ineffective as it does not deal with the root causes of the problem.
- 1.4 Citizens in the region demand more prevention and rehabilitation initiatives to provide opportunities for youth and to reduce the negative impact that crime and violence have on society. Most rehabilitation initiatives and programs in Latin America originate in the private and non-governmental sectors. Since a large percentage of the youth population are often an economically and socially vulnerable as they lack marketable skills, material assets and social networks, offering them basic labor, social, and cognitive skills as alternatives will contribute to a successful return to society.
- 1.5 The Alvaralice Foundation and the Municipality of Medellin in Colombia, the Telmex Foundation in Mexico, and several countries in the region have designed programs to help reintegrate this sector of the population into social and economic

¹ Own calculations based on the World Health Organization (WHO) mortality data and population data from the Economic Commission for Latin America and the Caribbean (ECLAC). For more information, please visit www.who.int and www.cepal.org.

life. Available research on rehabilitation programs has shown that youth who have been engaged in violent behavior or have been members of gangs modify their behavior and focus their efforts on improving their work skills, studying, doing sports and cultural activities. Moreover, working with families and communities of youth in conflict with the law may be far more cost-effective and more sustainable in the long term than incarceration.

- 1.6 In order to promote a more active involvement of both public and private sectors in the rehabilitation of this cohort, it is necessary to study and disseminate the effectiveness of promising programs. As mentioned above, other regions have shown that, with adequate training, this cohort can be an important source of skills and can help persuade other companies and sectors of the case for engaging in these initiatives.

II. PROGRAM DESCRIPTION

A. Objectives

- 2.1 The project's general objective is to raise awareness and disseminate among national authorities, private sector, and civil society in borrowing member countries of the Bank of the technical aspects and successful experiences in the rehabilitation of ex-combatants and youth in conflict with the law and promote a generation of efforts in new areas of intervention that will complement those already being implemented in citizen security programs.
- 2.2 The specific objectives of the operation are: (i) to analyze and discuss technical aspects of the current approaches used to rehabilitate ex-combatants and youth in conflict with the law and assist them in dealing with issues of cognitive biases, empathy, and emotional self-regulation, (ii) to implement a training workshop to present successful experiences of public and private sector involvement in the social and economic rehabilitation of these groups and exploring the potential for engaging in new areas of activity, and (iii) to stimulate the incorporation and application of these activities in policy and program development of multilateral and bilateral organizations.

B. Description

- 2.3 To achieve the stated objectives the project is organized in the following two components: (i) studies on successful public and private sector experiences in rehabilitation of youth in conflict with the law and ex-combatants, and (ii) dissemination and public awareness among stakeholders.

1. Studies on Experience and Opportunities (US\$60,000)

- 2.4 This component will finance consulting services for the production of studies in three major areas:

- a. *Regional and Extra-Regional Case Studies:* The studies will identify and analyze experiences that have been successful in Latin America and the Caribbean² and also in other regions. The papers should focus on what types of interventions have been successful in the rehabilitation of ex-combatants and youth in conflict with the law, especially in those areas regarding job placement and community reintegration. The available experience in other regions like Africa in the rehabilitation of former war combatants and youth in conflict with the law will yield useful lessons for future programming in the region. The Pan American Health Organization (PAHO) will assist in the identification of promising initiatives in the region.
- b. *Scientific review of existing knowledge in youth rehabilitation.* Consultants will be contracted to prepare papers in the following subjects:
 - The cognitive biases of youth involved in violence and effective ways of redressing those biases;
 - The role of empathy in violent behavior and effective ways of rebuilding empathy as a component of social reintegration;
 - The role of emotional self-regulation and healthy expression of anger as a component of social reintegration;
 - The role of the social context in the social reintegration of youth and effective ways to prepare and support the communities into which they are being reintegrated.
- c. *Analysis of Policy Approaches and Opportunities for New Interventions.* Given that this is a rather unexplored area in the citizen security sector in Latin America and the Caribbean, this component will finance studies on the current policy approaches on this issue. In addition, the studies will analyze and discuss new and innovative areas of policy design and intervention, especially in areas where close coordination with the private sector is central to further develop these programs. The studies will target sector specialists in the Bank and policy-makers in member countries in order to raise awareness of the different types of innovative strategies currently applied in the field.

2. Dissemination and Awareness-Building among Stakeholders (US\$90,000)

- 2.5 The papers identified above will be disseminated through a training workshop financed by this component. Project resources will be used to finance experts for the preparation of inputs and dissemination of other regional and extra-regional experiences and findings of the studies will be examined. Special emphasis will

² Some of the most promising initiatives in Latin America and the Caribbean include: (i) Alcatraz Project, Venezuela; (ii) Desafío 100 – *¡Paz para Guatemala* and Grupo Ceiba, Guatemala; (iii) Polígono Industrial Don Bosco, El Salvador; (iv) DESEPAZ, Colombia; and (v) Viva Rio, Brazil.

- be given to consolidating a model or models for best practice in rehabilitation of youth in conflict with the law and ex-combatants and exploring the potential for progress in this relatively forgotten area of violence prevention and citizen security programs.
- 2.6 TC resources will finance travel and expenses to experts and practitioners who will participate in the training workshop to present and discuss the areas of intervention and case studies described in component 1 of this technical cooperation.
 - 2.7 The studies from component 1 will undergo a consultation and review process with Bank Specialists in the Citizen Security Sector. After being presented in its final version and approved by the Bank, they will be compiled, edited and made into a publication that will be widely disseminated among practitioners and policymakers. In order to facilitate the process of development of and quality of the publication, this component will finance the hiring of a consultant to assist in the edition and organization of the thematic papers into a publication that will be widely disseminated among practitioners and policymakers in this field.
 - 2.8 An additional product of the consultation and review process will be the creation of a network of researchers and practitioners that will foster the exchange of knowledge and experiences among the countries of the region as well as those of the experts hired for the production of the thematic papers. It is expected that with the exchange of knowledge and research will promote more integrated citizen security policies and programming. In order to strengthen the network, there will be follow up workshops. A schedule of the subsequent workshops will be agreed upon at the end of the training workshop. A Bank expert will attend follow up workshops and will work with experts to develop strategies for policymaking in this area.
 - 2.9 Considering the large volume of logistical tasks that the project entails, a technical coordinator will be hired on a short-term basis. The coordinator will help in the contracting of the position papers and studies and the organization and coordination of the review and dissemination process. The scope of work will include the following tasks: (i) help the project team in the revision of papers and studies; (ii) provide the project with comments on these products in draft and final version; (iii) give logistical support in the preparation of training workshop; and (iv) prepare a summary of proceedings of the training workshop.

III. COST AND FINANCING

A. Description and composition of financing

3.1 Project funds will be allocated according to the following estimated budget:

Table 3-I. Project Budget	
Budget category	FSO
1. Thematic Studies	60,000
1.1 Policy and institutional approaches to social rehabilitation of youth in conflict with the law and former combatants (consultant honoraria)	15,000
1.2 Scientific review of existing knowledge in youth rehabilitation (consultant honoraria)	30,000
1.3 Opportunities for new interventions with public and private sectors (consultant honoraria)	15,000
2. Dissemination and Awareness-Building	90,000
2.1 Coordination	10,000
2.2 Travel & per diem (workshop)	50,000
2.3 Follow up training workshops	10,000
2.4 Consultant Editor	5,000
2.5 Publication materials	15,000
TOTAL	150,000

3.2 Project resources will cover the following types of expenses: consultant honoraria, travel and per-diem, design and reproduction of materials, and project coordination.

B. Sustainability

3.3 The sustainability of this technical cooperation project is based on the assumption that the training workshop will contribute to engage policymakers and practitioners in the dissemination and awareness building on the subject and the formulation and implementation of innovative policies and programs in the rehabilitation of youth in conflict with the law and former combatants.

IV. EXECUTING AGENCY AND MECHANISM

A. Executing Agency

4.1 The Bank will be the executing agency of this technical cooperation project. The Institutional Capacity of the State Division of the Institutional Capacity and Finance department will be responsible for the technical aspects of the implementation, including the selection and contracting of consultants, as well as disbursements.

B. Program implementation readiness

- 4.2 Draft terms of reference for consulting services have been agreed with the technical team. Once the technical cooperation has been approved, the Bank will proceed with the procurement of the consultancies.

C. Execution period and disbursement schedule

- 4.3 The TC will be executed during a period of 10 months as of the date that the contract becomes effective. The disbursement period will be 12 months from that same date.

D. Procurement

- 4.4 Consultants will be contracted to prepare technical papers in the following four thematic areas:
- a. The cognitive biases of youth involved in violence and effective ways of redressing those biases;
 - b. The role of empathy in violent behavior and effective ways of rebuilding empathy as a component of social reintegration;
 - c. The role of emotional self-regulation and healthy expression of anger as a component of social reintegration;
 - d. The role of the social context in the social reintegration of youth and effective ways to prepare and support the communities into which they are being reintegrated.
- 4.5 The selection and hiring of consulting services will be carried out in accordance with Bank's policies and procedures as set forth in document GN-2350-7 ("Policies for Selection and Contracting of Consultants Financed by the IDB"), dated July 2006.

V. MONITORING AND EVALUATION

A. Progress and final reports

- 5.1 One report will include the lessons learned in implementing successful programs in Latin America and the Caribbean in the rehabilitation of ex-combatants and youth in conflict with the law, especially in those areas regarding job placement and community reintegration.
- 5.2 There will be also reports in the following areas: (i) cognitive biases of youth involved in violence and effective ways of redressing those biases; (ii) role of

empathy in violent behavior and effective ways of rebuilding empathy as a component of social reintegration; (iii) role of emotional self-regulation and healthy expression of anger as a component of social reintegration; and (iv) role of the social context in the social reintegration of youth and effective ways to prepare and support the communities into which they are being reintegrated.

VI. PROGRAM BENEFITS AND RISKS

A. Benefits

- 6.1 The project will contribute to a better knowledge of the difficulties and possible solutions regarding various types of interventions in citizen security and violence prevention projects. The studies will also reveal how to incorporate new initiatives in these operations beyond the traditional model supported by the Bank.
- 6.2 The results of the project will be shared with a wide variety of actors in the field of citizen security, thereby helping to disseminate and consolidate awareness of successful approaches and new opportunities for project and policy development.

B. Risks

- 6.3 As with any project involving inquiry into a multifaceted sector with a variety of programmatic approaches, there are risks that the consultant for the services required in component 1 may be unable to obtain the results envisioned in the original proposal due to lack of information, or delays in obtaining it, the complexity of the subject matter, etc.
- 6.4 Those risks will be mitigated by defining carefully the consultant scope of work, coordinating with country offices and executing agencies in countries where the Bank has supported citizen security operations, identifying key areas of interest with staff from the regional operations departments and selecting consultants with broad experience in the sector.

VII. ENVIRONMENTAL AND SOCIAL REVIEW

- 7.1 This TC will have no environmental and social impacts. On the contrary, government counterparts and civil society organizations will benefit from the results of this project since they will have more efficient tools to design targeted citizen security policies and interventions.
- 7.2 Based on the Safeguard Policy Filter Report (#2007-10152059-2), the project does not require a classification and / or further environmental or social actions. Based on the SSF (#2007-10152332-2), this technical cooperation is a category “C” project.

VIII. RECOMMENDATION

- 8.1 The Institutional Capacity of the State Division (ICF/ICS) recommends that the Manager of the Institutional Capacity and Finance Sector authorize the use of resources from the net income of the Fund for Special Operations to finance the project proposed in this Plan of Operations.

<u>(Original firmado)</u>	<u>31 de enero, 2008</u>
Xavier Comas, Chief	Date
ICF/ICS	

IX. CERTIFICATION

- 9.1 The Grants and Cofinancing Management Unit (VPC/GCM) certifies that US\$150,000 from the net income of the Fund for Special Operations is available for the financing of the project activities proposed in this Plan of Operations.³

<u>(Original firmado)</u>	<u>1 de febrero, 2008</u>
Marguerite S. Berger, Chief	Date
VPC/GCM	

X. APPROVAL

- 10.1 Pursuant to the authority delegated by the Board of Executive Directors to the President and by the President to the Managers of the Vicepresidency of Sectors and Knowledge (Resolution DE-23/87 and Memorandum dated July 9, 2007 - Transitional Arrangements for the processing and administration of operations. Delegation of Authority), the Sector Manager of Institutional Capacity and Finance Sector, authorizes the use up to US\$150,000 from the net income of the Fund for Special Operations (FSO) to finance this Technical Cooperation on a nonreimbursable basis.

<u>(Original firmado)</u>	<u>5 de febrero, 2008</u>
Mario Marcel, Manager	Date
VPS/ICF	

³ Project proposal is included in the technical cooperation program for 2007 (GN-2408-10, Annex I), approved by the Board of Executive Directors on December 19, 2007.

Concur:

(Original firmado)
Rafael Hernandez, Advisor
ICF/ICF

4 de febrero, 2008
Date

REGIONAL
Rehabilitation of Youth in Conflict with the Law and Ex-Combatants: The Role of the
Private Sector
(RG-T1444)

PROJECT PROCUREMENT PLAN

I. GENERAL INFORMATION

Country:	Regional
Project name:	Rehabilitation of Youth in Conflict with the Law and Ex-Combatants: the Role of the Private Sector
Executing agency:	Inter-American Development Bank (ICF/ICS)
Project number:	RG-T1444
Brief description of the project's objectives and components:	<p>The <u>general objective</u> of this operation is to raise awareness among national authorities, private sector, and civil society in borrowing member countries of the technical aspects and successful experiences in the rehabilitation of ex-combatants and youth in conflict with the law and promote a generation of efforts in new areas of intervention that will complement those already being implemented in citizen security programs.</p> <p>The project will be implemented over a 12 months period and includes 2 components: (i) studies on successful public and private sector experiences in rehabilitation of youth in conflict with the law and ex-combatants; and (ii) dissemination and awareness building.</p>
Estimated date of project approval by the Board of Executive Directors:	February 2008.
Estimated date of signature of the contract:	March 2008.
Estimated date of the final disbursement:	February 2009.

II. INTRODUCTION

A. Introduction

Selection and contracting of consultants will be carried out following the provisions of GN-2350-7 (“Policies for the Selection and Contracting of Consultants”) of July 2006. The procurement of goods is not anticipated in the Program, but if necessary during Program execution, it will be carried out in accordance with the provisions of GN-2349-7 (“Policies for the Procurement of Works and Goods”) of July 2006.

B. Project procurement

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

Works procurement: NA

Goods procurement: The procurement of goods is not anticipated in the Program, but if necessary during Program execution, it will be carried out in accordance with the provisions of GN-2349-7 (“Policies for the Procurement of Works and Goods”) of July 2006.

Procurement of non-consulting services: Non-consulting services for the Program include Publication Materials related to the papers and results of the Seminar.

III. PROCUREMENT PLAN

The plan, which is summarized in Appendix 1, indicates the procedure to be used for the contracting and the method of selecting consultants, for each contract or group of contracts. It also indicates cases requiring prequalification; 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 following documents can also be found on the Bank’s website (<http://www.iadb.org:Information on project procurements>).

IV. PROJECT PROCUREMENT

The procurements to be made for the proposed project are described in general below.

A. Goods procurement:

- a. NA

B. Procurement of consulting services:

- a. Consulting services for the project include individual consultants for the thematic studies in the following areas: (i) cognitive biases of youth involved in violence and effective ways of redressing those biases; (ii) role of empathy in violent behavior and effective ways of rebuilding empathy as a component of social reintegration; (iii) role of emotional self-regulation and healthy expression of anger as a component of social reintegration; and (iv) role of the social context in the social reintegration of youth and effective ways to prepare and support the communities into which they are being reintegrated.
- b. The consultants to be hired for the project will be selected will be selected in accordance with the policies in document GN-2350-7.
- c. Individual consultants are selected on the basis of their qualifications for the assignment. Advertisement is not required and consultants do not need to submit proposals. Consultants shall be selected through comparison of qualifications of at least three (3) candidates. Individuals considered for comparison of qualifications shall meet the minimum relevant qualifications and those selected to be employed by the Executing Agency shall be the best qualified and shall be fully capable of carrying out the assignment. Capability is judged on the basis of academic background, experience and, as appropriate, knowledge of the local conditions, such as local language, culture, administrative system, and government organization.

C. Operating expenses:

- a. NA.

D. Bank review of procurement decisions

The Bank will be responsible for the contracting of consultants.

Appendix I PROCUREMENT PLAN¹

Country:	Regional
Project name:	Rehabilitation of Youth in Conflict with the Law and Ex-Combatants: the Role of the Private Sector
Executing agency:	Inter-American Development Bank (ICF/ICS)
Project number:	RG-T1444
Brief description of the project's objectives and components:	The <u>general objective</u> of this operation is to raise awareness among national authorities, private sector, and civil society in borrowing member countries of the technical aspects and successful experiences in the rehabilitation of ex-combatants and youth in conflict with the law. The Programme will be implemented over a 12 months period and includes 2 components: (i) studies on successful public and private sector experiences in rehabilitation of youth in conflict with the law and ex-combatants; and (ii) dissemination and awareness building.
Estimated date of project approval²:	February 2008.
Estimated date of signature of the contract:	March 2008.
Estimated date of the final disbursement:	February 2009.

Address of the executing agency responsible for the procurement plan:

(<http://www.iadb.org:Information on project procurements>).

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

² As this document has to be prepared during the project analysis, the initial dates for approval of the operation, contract signing, and final disbursement are estimates, which should be updated when the definitive dates become available.

**Rehabilitation of Youth in Conflict with the Law and Ex-Combatants: The Role of the Private Sector
(RG-T1444)**

Ref. No.	Description of the contract and estimated cost of procurement	Procurement method ³	Review (prior or post)	Source of financing and percentage		Prequalification (Yes/No)	Estimated dates		Status (pending, in process, awarded, cancelled)	Comments
				IDB %	Local/other %		Publication of specific procurement notice	Completion of contract		
A	Consulting Services									
1	6 individual consultants for thematic studies US\$60,000	3 CVs	NA	100	-	No	Arpil/08	Sept/08	Pending	
2	Seminar on International Best Practices US\$70,000	QCNI	NA	100	-	No	May/08	Aug/08	Pending	
3	Individual Consultant-Editor US\$5,000	3 CVs	NA	100	-	No	Sept/08	Nov/08	Pending	
B	Civil Works									
	NA									
C	Goods & Services									
1	Publication materials US\$15,000	Shopping	NA	100	-	No	Nov/08	Dec/08	Pending	
TOTAL	US150,000									

³ **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 **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; **3CV's:** Selection of Individual Consultant based on 3CV's

REGIONAL
Rehabilitation of Youth in Conflict with the Law and Ex-Combatants: The
Role of the Private Sector

RG-T1444

TERMS OF REFERENCE FOR CONSULTING SERVICES

Thematic Papers

I. BACKGROUND

- 1.1 While not a new phenomenon in most of Latin America and the Caribbean, violence has increased dramatically in recent decades and is now recognized as a major economic and social problem. Data for 2005 show that the homicide rate is more than three times that of the world average, 28.7 homicides per 100,000 inhabitants compared to 9.2.¹ In addition, the homicide rate shows significant disparities in the region. For example, countries in Central America, Colombia, and Brazil have very high homicide rates whereas countries like Uruguay and Chile record lower rates.
- 1.2 Root causes for the levels of violence in the region are manifold and often intertwined. Some of the most salient causes include rapid urbanization, persistent poverty and inequality, the more organized nature of crime, high levels of unemployment, the emergence of illegal drug use and drug trafficking. Civil strife in countries like El Salvador, Honduras, and Guatemala and Colombia has also had a significant effect on the increasing rates of everyday crime and violence. Contributing to this problem has been high levels of unemployment and lack of marketable skills, which create significant obstacles for former combatants and youth in conflict with the law in trying to secure a living in a civilian environment and often turn to crime for a living.
- 1.3 Governments in the region have generally emphasized repressive tactics to deal with the problem of youth involved in organized crime or armed groups, with increasing rates of detention and imprisonment of group members. State prevention and rehabilitation programs are often limited, under-funded or non-existent. In addition, addressing the problem of youth in conflict with the law through the lens of repression will tend to be ineffective as it does not deal with the root causes of the problem.
- 1.4 Citizens in the region demand more prevention and rehabilitation initiatives to provide opportunities for youth and to reduce the negative impact that crime and violence have on society. Most rehabilitation initiatives and programs in Latin America originate in the private and non-governmental sectors. Since a large

¹ Own calculations based on WHO mortality data and population data from ECLAC. For more information, please visit www.who.int and www.cepal.org

percentage of the youth population are often an economically and socially vulnerable as they lack marketable skills, material assets and social networks, offering them basic labor, social, and cognitive skills as alternatives will contribute to a successful return to society.

- 1.5 The Alvarallice Foundation and the Municipality of Medellin in Colombia, the Telmex Foundation in Mexico, and several countries in the region have designed programs to help reintegrate this sector of the population into social and economic life. Available research on rehabilitation programs has shown that youth who have been engaged in violent behavior or have been members of gangs modify their behavior and focus their efforts on improving their work skills, studying, doing sports and cultural activities. Moreover, working with families and communities of youth in conflict with the law may be far more cost-effective and more sustainable in the long term than incarceration.
- 1.6 In order to promote a more active involvement of both public and private sectors in the rehabilitation of this cohort, it is necessary to study and disseminate the effectiveness of promising programs. As mentioned above, other regions have shown that, with adequate training, this cohort can be an important source of skills and can help persuade other companies and sectors of the case for engaging in these initiatives.

II. OBJECTIVES

- 2.1 The objective of the consulting services is to produce thematic papers on the following topics relating to the rehabilitation of youth in conflict with the law and former combatants: (i) cognitive biases of youth involved in violence and effective ways of redressing those biases; (ii) the role of empathy in violent behavior and effective ways of rebuilding empathy as a component of social reintegration data management and analytical work; (iii) The role of emotional self-regulation and healthy expression of anger as a component of social reintegration; and (iv) The role of the social context in the social reintegration of youth and effective ways to prepare and support the communities into which they are being reintegrated.
- 2.2 Each paper will frame the respective issue in the relevant international literature and draw on the experts' familiarity with experiences from within the Latin American and Caribbean region and in other regions, including Africa, South East Asia, and Eastern Europe if applicable, with the goal of addressing the following issues:
 - *Common practice and accumulated knowledge.* This overarching theme should direct the papers to reveal what type of interventions based on the techniques presented above have been successful in the rehabilitation of youth in conflict with the law and explain the reasons of success. The following questions are of interest: why are those techniques more effective than others in the rehabilitation of youth in conflict with the law? Has there been an impact evaluation of these interventions? What are the relevant institutional and community issues (i.e. intersectoral collaboration mechanisms regarding each area of intervention? Are

there synergies with other types of interventions? On the other hand, the papers should also reveal what has been less successful and why.

- *Opportunities for new interventions or approaches.* In order to enhance future efforts in program and policy design, it is necessary not only to reexamine existing efforts but also explore innovations such as the role of civil society in the development of new and innovative interventions. Moreover, there are activities that have been included in the different areas of youth and former combatant rehabilitations yet whose potential has not been fully explored. Therefore, the inclusion of this perspective in the papers intends to result in proposals for new interventions, or innovative approaches toward traditional ones.

- 2.3 The papers will be presented in a draft version in a consultation meeting where the preliminary findings will be examined and debated. This will provide an opportunity to receive the input of practitioners and policymakers from the field, including officials from national and sub-national governments and representatives of non-governmental organizations, who have experience in each of the areas of intervention examined.
- 2.4 Based on the results of this review process, the papers will be revised and presented to the Bank in final version for approval. Along with the proceedings of the consultation, the documents will be compiled and made available to the participants and government officials of countries currently considering, designing or executing new and innovative projects in the different areas of rehabilitation of youth in conflict with the law and former combatants.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 **Type of Consultancy:** Individual, International
- 3.2 **Period of Service:** XXXXXXXXXXXXXXXXXXXX
- 3.3 **Location:** The consultant will work from his/her country of residence.
- 3.4 **Qualifications:** At least a master's degree (preferably doctorate) in economics, sociology, anthropology, political science, regional and urban planning, education, public health or related fields; 10 years of experience with research on issues of violence and crime, citizen security, and prevention and rehabilitation approaches; knowledge of issues relating to violence and crime and war; publications in professional literature on conflict prevention and violence; strong oral and written English-language skills.

IV. ACTIVITIES

- 4.1 The consultants will conduct the following activities to reach the stated objectives:
- 4.2 Literature and documentation review. The papers will be firmly based in a review of the relevant literature and documentation regarding the specific topic, for example,

legislation in the case of certain policies, or project reports in the case of specific interventions.

- 4.3 Draft document preparation and presentation. A draft of the papers will be presented to the Bank and reviewed by practitioners during a special consultation meeting.
- 4.4 Final document preparation and submission. The papers will be adjusted according to the inputs received in the consultation meeting and presented in final form.

V. PRODUCTS AND REPORTS

- 5.1 The consultants will be required to produce the following products:
 - (a) Draft paper. Within four weeks of the contract signing, the consultants should present a draft of the papers for revision and approval.
 - (b) Presentation. The papers should be presented at the consultation meeting.
 - (c) Final paper. The consultants will submit a final version of the documents as well as a summary of the findings and recommendations.

VI. COORDINATION AND SUPERVISION

- 6.1 The Institutional Capacity of the State Division (ICF/ICS) will be responsible for this consultancy, under the supervision of Jorge Lamas and Erik Alda, E-mail: Jorgel@iadb.org, Ealda@iadb.org