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GUYANA

**SUPPORT TO THE
YOUTH DEVELOPMENT AND EMPOWERMENT PROGRAM**

(GY-T1021)

PLAN OF OPERATIONS

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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 RE3/SO3

PREPARATION:

Identification of a Youth Training Program (report by Santiago Consultores Asociados, IDB-funded)

Guyana. Study on Technical and Vocational Education and Training (TVET). 2001. (Paul McQuay and Peter Kellams, IDB-funded).

Preparation of the Support for Competitiveness Program (GY-L1010). “Enterprise Competitiveness for Export Development.” (SOFRECO, IDB-funded).

Guyana: PROPEF for Support for Competitiveness Program (GY-L1010). “Improving the Environment for Private Investment.” (Nathan Associates Inc. with Apoyo Consulting, IDB-funded).

ABBREVIATIONS

CBO	Community-Based Organization
CESI	Committee on Environmental and Social Impact
CIDA	Canadian International Development Agency
DFID	UK Department for International Development
EU	European Union
FSO	Fund for Special Operations
GEAP	Guyana Education Access Program
GOG	Government of Guyana
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
GYBT	Guyana Youth Business Trust
ITA	Institutional Technical Advisor
MIF	Multilateral Investment Fund
MIS	Management Information Systems
MOCYS	Ministry of Culture, Youth and Sports
MOE	Ministry of Education
MOF	Ministry of Finance
MOL	Ministry of Labor
NGO	Non-Governmental Organization
NTPYE	National Training Programme for Youth Empowerment
NYP	National Youth Policy
OVE	IDB Office of Evaluation and Oversight
PEPFAR	President's Emergency Plan for HIV/AIDS Relief
SO3	Social Programs Division of Region 3
TVET	Technical and Vocational Education and Training
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
YDEP	Guyana Youth Development and Empowerment Innovation Loan
YESTP	Youth Entrepreneurial Skills Training Programme

PLAN OF OPERATIONS
For Nonreimbursable Technical Cooperation Programs
(GY-T1021)

EXECUTIVE SUMMARY

Beneficiary:	Government of Guyana		
Executing agency:	Inter-American Development Bank, Country Office of Guyana		
Target Beneficiaries:	Ministry of Labor, Ministry of Culture, Youth and Sports and Ministry of Education		
Financing:	IDB: (FSO)	US\$	250,000
	Other contributions:	US\$	35,000
	Total:	US\$	285,000
Objectives:	The objective of the proposed TC is to support the design of the Youth Development and Empowerment Program (GY-L1013), a comprehensive intervention for youth (10-24 years old). It will explore alternative interventions in order to help the government decide which ones to prioritize.		
Execution timetable:	Execution period:	12 months	
	Disbursement period:	18 months	
Special contractual conditions:	The formal establishment of an inter-ministerial working group to help monitor the execution of the program and the designation of a Ministry of Finance (MOF) official to serve as the coordinator of the working group will be conditions prior to first disbursement.		
Exceptions to Bank Policies and Procedures:	None.		
Environmental and social review:	This TC was reviewed by the CESI on February 24 th , 2006 and recommended that this operation take into consideration the Amerindian youth. The preventative and restorative interventions will be sensitive to the needs of Amerindian youth, as well as mindful of gender differences and needs (see ¶ 2.10, 2.14 and Annex II for terms of reference).		

**Coordination with
Other Donors:**

The main international partner agencies in the area of youth development activities include CIDA, EU, DFID, USAID, GTZ, UNICEF, UNDP, the Commonwealth Youth Program, the IDB and the World Bank. These agencies support an array of health, education, labor and violence prevention programs. To ensure coordination and complementarities between this initiative and the existing ones, the Country Office is leading a mapping exercise of all the different interventions, and Consultancy 1 of this TC includes resources to organize working sessions and active involvement from these agencies in the design of the YDEP, and a donor task team to coordinate youth interventions. (see ¶ 2.3 and 2.4).

I. BACKGROUND AND JUSTIFICATION

A. Main issues and background

- 1.1 Guyana is a sparsely populated country with per capita GDP estimated at US\$1,041¹ in 2004, one of the lowest in the Western Hemisphere. The country has a population of 751,000 of which 90% is concentrated within a few miles from the coast.² Because of a high emigration rate (15% over 1980-2002³, estimated at .75% currently⁴), population growth has been marginal in the last two decades.
- 1.2 Despite significant challenges, the Guyanese authorities have maintained macroeconomic stability in recent years, with low inflation and a stable exchange rate. However, this stability has not translated into the rates of economic growth originally expected. Instead, growth averaged just 0.6% per year over 1998-2004, in marked contrast to the 7% average rate experienced in 1991-1997; in 2005, it decreased by 2.5%.
- 1.3 Within this context, the government is developing a comprehensive competitiveness program and a reform of the social safety net in order to increase the country's productivity as well as the efficiency of service delivery to the poor. Another important area of concern for the Government of Guyana (**GOG**), but which is currently inadequately addressed, is that of at-risk youth (ages 10-25)⁵.
- 1.4 **Situation of youth⁶. Human capital.** The information available relates that 17.5 percent of the total population are youth (15-24 years old) and 36% of these live in poverty⁷. The result is lower human capital development among youth from families that are poor, a perpetuation of the cycle of poverty and lower levels of national productivity. Another complicating factor is the 'brain drain' or loss of educated, working-age population to emigration. The 2001 TVET study by the IDB noted that the country's inability to retain its' best teachers was debilitating the educational system. Also, many students leave Guyana after receiving post-secondary education to seek jobs in more vital economies. The proportion of population in the 15-29 age group dropped from 30.5% to 25.6% between 1980 and 2002, reflecting the high outward flow of migrants.

¹ Source: IMF

² Preliminary results of 2002 Population and Housing Census.

³ World Bank, Poverty Reduction Strategy Paper, Progress Report 2005

⁴ CIA World Factbook

⁵ At-risk youth are defined as those that are either "unattached" (defined as those not in school, a training program, nor employment) or are currently in school but at-risk for early exit.

⁶ Although the interventions will focus on the 10-25 age group, many of the statistics were only available for different age breakdowns, such as 15-24 or 15-29.

⁷ According to the World Bank (Poverty Reduction Strategy Paper), the total level of poverty was 35% in 1999. The poverty level was calculated using the head account approach where standards of living are measured by household expenditures per capita.

- 1.5 **Education.** Only 41% of 15-19 year olds and 9% of 20-24 year olds are enrolled in upper secondary or tertiary school, respectively. The quality of education is low. For example, only half of teachers have qualifications, and the secondary school dropout rate is around 20%, with average attendance only two-thirds of the enrolled class.
- 1.6 **Labor market.** Furthermore, unemployment rates for the 15-19 and 20-24 age groups (36.3% and 16.9%, respectively) are several times higher than that for older age groups (11.7% overall), and the second highest in the Caribbean. The main economic sectors in terms of employment are the agriculture, commerce and manufacture. 52% of employed people are salaried workers and 49% self-employees.
- 1.7 **Health and violence.** Finally, there are dangerous trends in health, and Guyana has also been struggling with an upsurge in violence in recent years. The incidence of HIV/AIDS is at 2.5% in the adult population (PEPFAR, 2003), the highest in Latin America. Teenage pregnancy continues to be considerably high and violence, abuse, and unstable home environments are pervasive. In fact, police reports indicate that about 80% of the perpetrators are between 14-30 years old, and children have disproportionately high rates of victimization (GY-0071 PCD).
- 1.8 The GOG faces two major challenges in properly addressing the poverty, health, education and violence related issues affecting youth: 1) limited reliable information on these issues (causes, effects and effective interventions); and 2) multiple actors from the private and public sector providing an array of services to young people.
- 1.9 Firstly, as of today, there is very limited, updated, disaggregated and reliable data on the situation of youth in Guyana. This makes it very difficult for the GOG to make policy decisions and prioritize investments. Secondly, at least five line-ministries provide services to youth (see table next page), more than six Multilateral Development Banks sponsor/finance youth programs, and more than 100 NGO and local CBO programs cater to youth needs. All of the youth service providers have institutional weaknesses, such as high turnover, lack of access to continued professional education, and weak management information systems, among others.
- 1.10 **Government youth policies and programs.** In order to address the above-mentioned challenges, in 1993 the GOG created the Ministry of Culture, Youth and Sports, developed its National Youth Policy (NYP) and started implementing a series of cross-sectoral, preventive and rehabilitation programs. The NYP recommended the formation of a National Youth Council, and the document was mostly descriptive of the situation of youth and goals, but would benefit from a coherent youth development action plan.

- 1.11 Below is a list of the main training and service programs targeted to youth currently provided by the GOG. This TC will map and assess the cost-effectiveness and relevance of these training and service programs.

Table 1. Training and Service programs for Youth		
ORGANIZATION	TARGET GROUP	NAME AND DESCRIPTION OF PROGRAM
Ministry of Education	Low income people-including youth	Guyana Industrial Training Center -Basic literacy and numeracy programs as well as courses in carpentry, plumbing, welding etc.
Ministry of Education	Low income people-including youth	Guyana Technical Institute - Technical courses and diplomas; business courses, information technology and remedial education.
Ministry of Education	Low income people-including youth	Carnegie school Of Home Economics. Courses in catering, home management and other aspects of hospitality
Guyana Trade Union with a subvention from the Ministry of Education	Low income people including youth 16 and over	Critchlow Labour College - Professional courses. Industrial and Social Studies; Business Management
Ministry of Culture, Youth and Sports	Youth 14-25 year olds-	Kuru Kuru Training Center (Linden) Business and vocational training skills
Ministry of Culture, Youth and Sports	Youth 14-25 year olds-	Sophia Training Center - Information Technology and basic vocational training skills
Ministry of Culture, Youth and Sports	Youth 16-25 year olds-	Linden Technical Institute - Certificates and advance certificates for electrical installation, carpentry etc.
Ministry of Labor	Youth 16-25 year olds	Board of Industrial Training – Arranges apprenticeships in technical fields
Ministry of Home Affairs	Youth 10- 17 year olds	New Opportunities Corps – A remedial centre for youth offenders who are below the age of sentencing to jails
Ministry of Health	Youth 18-30 year olds	Guyana Nursing Council – A training school for nurses

B. Rationale and bank strategy

- 1.12 Country Strategy GN-2228-1 states that the Bank's objectives for Guyana are to collaborate with the country to reduce its level of poverty in the medium term, while simultaneously addressing chronic institutional and human resource problems, which must be alleviated in order for the country to achieve sustainable, equitable growth in the long term. A key strategy to both reduce poverty and address human resource problems is to better equip youth to join the local labor market, encourage entrepreneurship and promote their active participation as change agents. This operation will also be complementary to the Support for Competitiveness Program (GY-L1006), Citizen Security (GY-0071), the Social Safety Net Reform (GY-T1022) and the MIF Mentoring Model to Develop Young Entrepreneurs (GY-M1003).
- 1.13 To date, the Bank has financed several components and loans geared towards youth development. Most notably the Bank promoted a new model of training focused on demand-driven courses, characterized by internships. The main goal is to ease the labor market insertion process and improve the performance of groups that face difficulties entering the formal-sector labor market. The specific objective is to provide short-term semi skilled training to potential workers in the occupations demanded by the private sector. The first of these programs was implemented in Chile in 1992 and was replicated for example in Venezuela

(1993), Argentina (1994), Paraguay (1994), Peru (1996), Colombia (2000), Panama (2002) and Dominican Republic. The impact of these programs is currently being evaluated by OVE and the lessons learned from this evaluation will be incorporated into the Guyana Youth Development and Empowerment Innovation Loan (YDEP).

- 1.14 In response to client demands and international lessons learned, in the last few years the Bank has shifted from a sector-by-sector approach to youth development, to more holistic and integrative programs. These programs support inter-ministerial coordination and collaboration, strengthening of government and NGO youth service providers, parenting skills and relationships, promotion of youth volunteerism, leadership and entrepreneurship, and youth-led communication strategies, among other activities. Programa de Apoyo a Reforma Social-Ceará (955/OC-BR0 and The Bahamas Youth Development Program (BH-L1006 in preparation) are examples of these more integrative youth development programs. Lessons learned from these programs will also be incorporated into the design of the YDEP loan.

C. Complementary initiatives

- 1.15 The following are the main international partner agencies in the area of youth development: CIDA, EU, DFID, USAID, GTZ, UNICEF, UNDP, the Commonwealth Youth Program, the IDB and the World Bank. CIDA has two related programs, one supporting Basic Education Teacher Training, and a Technical Vocational Update to help training institutions deliver better services more effectively. DFID is supporting the Guyana Education Access Program (GEAP) to improve the access to secondary education and promote participation, while the EU is focusing on strengthening the competitiveness and generation of new jobs in region 10 (Linden). GTZ and UNDP have programs that support entrepreneurship; USAID and UNICEF have HIV prevention initiatives. There is currently no coordination mechanism treating youth interventions, however, the first consultancy of this TC will create a donor task team. The action plan will be drafted with the active participation of this team.

D. Value added

- 1.16 The GOG is committed to the continuous development of its youth and upgrading of the opportunities available to them. Given the challenges facing youth and the multiple governmental, multilateral and civil society agencies working on youth, the GOG has requested the assistance of the IDB in developing and implementing an innovation loan. The “Guyana Youth Development and Empowerment Innovation Loan” (GY-L1013, ‘YDEP’) will include a five-year Integrative Youth Action Plan and pilot integrative preventative and restorative interventions that support youth development.
- 1.17 The present TC will support the preparation of the loan worth up to US\$10 million and scheduled for approval in mid 2007. This loan will qualify as

social equity enhancing (SEQ), as described in the indicative targets mandated by the Bank's Eighth Replenishment (Document AB-1704). Furthermore, the loan will qualify as a Poverty Targeted Investment (PTI), based on both sector and headcount classifications.

II. PROGRAM DESCRIPTION

A. Program goal and purpose

- 2.1 **Objective:** The objective of the proposed TC is to support the design of the Youth Development and Empowerment Program, a comprehensive intervention for youth (10-24 years old). It will explore alternative interventions in order to help the government decide which ones to prioritize. A key feature of youth development is its multi-sectoral nature, which requires an integrated approach to project preparation, with both public and private sector actors.
- 2.2 This technical cooperation will assist the Bank and the GOG in carrying out diagnostic analyses, preparatory studies and stakeholder workshops.

B. Consultancies⁸

- 2.3 **1. Participatory youth policy and action plan development.** Given the multidimensional nature of youth development, there are a variety of actors and agencies at different levels with the ability to influence outcomes. A coherent youth development action plan must build on the unique perspectives of each of these groups, most importantly youth themselves. Hence this consultancy will support a series of stakeholder consultations in order to initiate discussion of possible interventions and begin to build consensus. The action plan will also be created with the collaboration and buy-in of the different donor agencies working in the youth sector, with the creation of a Donor Task Team. This team will be coordinated by COF/CGY with the support of the Institutional Technical Advisor. As with other donor task teams, coordination responsibilities may be shared and/or transferred to another donor depending on the focus of activities and objectives that may arise during the design of the action plan.
- 2.4 Specifically, this consultancy will support: a) the mapping and assessment of the preventative and restorative interventions, both public and private, for children and youth in Guyana;⁹b) the start-up of a comprehensive and participatory five-year integrative action plan process for the development of Guyanese youth, ages 10 to 24.

⁸ Taking into consideration that all the consultancies in this TC are directly related to one another and since all support the design of the YDEP, a timetable estimating the beginning and end dates of all of the consultancies can be found in Annex V for a better understanding of the sequencing of the Project.

⁹ The situation of children and youth in Guyana will be determined by the Monitoring and Evaluation Consultancy (see ¶ 2.14).

- 2.5 **2. Design and initial execution of the institutional strengthening of government and non-governmental organizations (NGOs) youth serving agencies.** The objective of this consultancy will be to design the most appropriate institutional arrangement to implement the YDEP and enhance the readiness of the Executing Agency in order to guarantee a swift start of the main components of the YDEP. Specifically, this consultancy will assist with: (i) establishing a roadmap to formalize the framework governing youth related governmental organizations in Guyana; (ii) the design of the institutional strengthening of youth servicing agencies (governmental and NGO); (iii) design of a management information systems (MIS), including a web page and other web-based resources to facilitate information sharing and support to youth organizations in the country; and (iv) the creation of the Executing Agency. Based on the aforementioned information and analyses, the consultants will design the institutional strengthening component of the YDEP. The proposal will include contents, methodology, implementation mechanism, and detailed cost estimates of the proposed interventions.
- 2.6 **3. Institutional Technical Advisor (ITA).** The objective of this consultancy will be to: a) support COF/CGY with the hiring, supervision and coordination of the consultancies and b) support the creation of the Executing Agency and ensure a swift start of the loan. The ITA will provide the YDEP with the necessary technical, managerial and procurement advice to the YDEP Coordinator in order to ensure appropriate execution of the program. The ITA will serve as a “management coach” to the counterpart and Executing Agency.
- 2.7 **4. Financial Analysis.** The objective of this consultancy will be to assist the MoL/MOCYS conduct the financial and sustainability analysis of the “ Youth Development and Empowerment Program”. Specifically the consultant will prepare: i) the program budget; ii) project recurrent costs required to sustain the program and; iii) an analysis of the impact of the Program on the MoL/MOCYS recurrent budget on the allocation of resources to youth sector and to the MoL and MOCYS budget.
- 2.8 **5. Training and labor market.** This consultancy will finance activities to design a labor training pilot program that will build on existing national programs that have proven effective, previous findings and studies of labor market conditions¹⁰, as well as international lessons learned. In identifying the most relevant training modality, this consultancy will review available studies and will work in close collaboration with the Board of Industrial Training and with all the appropriate government agencies.

¹⁰ This consultancy will benefit from several studies undertaken for the Competitiveness Program as well as the following two studies: a) Identification of a Youth Training Program (report by Santiago Consultores Asociados, IDB-funded) and b) Guyana. Study on Technical and Vocational Education and Training (TVET). 2001. (Paul McQuay and Peter Kellams, IDB-funded).

- 2.9 Specifically, this consultancy will collect information on and analyze the: a) cost-effectiveness of key existing training programs (both public and private); b) operational strengths and weaknesses of major training programs in the countries; c) capacity of private and public training institutions to provide good quality training to the target population envisioned under the YDEP; d) employment opportunities for new entrants into the workforce in the sectors prioritized by the government and demanded by private employers; e) willingness and capacity of the private and public sector to accept trainees or to offer other forms of work placement and apprenticeship opportunities; and f) alternative incentives mechanisms (financial or other) to effectively engage the private and public sector and make the training program sustainable over time. Based on the aforementioned information and analyses, the consultants will design a labor-training program to be piloted under the upcoming loan. The proposal will include the contents, methodology, implementation mechanism, and detailed cost estimates of the proposed labor-training program.
- 2.10 **6. Preventative and empowerment interventions.** *“Young people do not only represent the future, they are also a rich source of innovative solutions”*¹¹. Young people are not the problem; they are part of the solution. More and more young people are playing an important role in social innovation programs. This consultancy will focus on identifying and designing, in participatory way, pilot interventions to empower young people. This consultancy will build on proven international and Guyanese efforts that work and focus on piloting ways to increase their effectiveness, scale and sustainability. This consultancy will also be mindful of the different cultural needs of indigenous Amerindian Guyanese youth, urban, and rural youth. It will coordinate with GY-T1024 Enhancing Youth Leadership in Indigenous Communities. That TC is focused on improving leadership skills and building capacity in the youth of North Rupununi in Region 9.
- 2.11 Specifically, this consultancy will: a) identify key interventions that could be supported or piloted as part of the program, based on successful interventions including youth participation, leadership, civic involvement, volunteerism, social entrepreneurship and the use of information technology, among other skills; b) design participatory integrative (cross-sectoral) restorative interventions for unattached youth and; c) develop a participatory, youth-led communication campaign. Based on the aforementioned information and analyses, the consultants will design preventative and restorative interventions to be piloted under the upcoming loan. The proposal will include contents, methodology, implementation mechanism, and detailed cost estimates of the proposed pilot initiatives.
- 2.12 **7. Monitoring and evaluation.** This consultancy will design and estimate costs for a project monitoring and evaluation component. The consultancy’s objective will be to design a system to monitor and evaluate the future YDEP outputs,

¹¹Mark Malloch, Deputy Director, United Nations.

outcomes and impacts, and therefore to provide important feedback about the efficiency and effectiveness of the program.

- 2.13 This consultancy will design and begin the implementation of a solid program monitoring and evaluation system that will provide with timely, rigorous and relevant feedback about the efficiency and effectiveness of the YDEP program. The activities will also include a budget to estimate the cost of the monitoring and evaluation system. The specific activities of the consultancy are the following: (i) provide guidelines to support the definition of the ultimate goal and purposes of the YDEP; (ii) define relevant outputs and outcomes indicators for the program monitoring and evaluation. Outcome indicators should be measurable and should effectively reflect the goal and purposes of the YDEP; (iii) determine the monitoring method and develop the electronic system that will be used by the executing agency during the execution of the program and; (iv) design and implement an experimental evaluation.
- 2.14 This consultancy will also develop a survey¹² about the relevant characteristics of the target population, including Amerindian youths. For example, the survey will collect information on living conditions, life-style, and attitudes towards risk, gender differences and other related information, to be used to complete the diagnosis about the development problem that the program wants to solve. Therefore, it will contribute to the definition of the objectives and components of the YDEP. Also, the objective of the survey will be to set a baseline for the outcome indicators that will be used to measure the impact of the YDEP. This activity is of crucial importance for the overall purpose of this TC, for it will contribute with empirical basis for the diagnosis of the status quo of the target population.

¹² Currently there are at least three relevant surveys taking place that include youth, such as the Citizen Security program, the Poverty Assessment and Public Expenditure Review, and the World Bank Poverty Assessment. The team is coordinating with these other endeavors to determine the final scope of the survey for this program.

III. COST AND FINANCING

A. Summary cost table

Table 2: Summary of Costs and Financing			
	Source		
Consultancy	FSO	GOGY	Total
1. Participatory Youth Policy and Action Plan Development	40,500	10,000	50,500
2. Institutional Strengthening	45,700	10,000	55,700
3. Institutional Technical Advisor	40,000		40,000
4. Financial Analysis	18,000		18,000
5. Training and Labor Markets	26,500		26,500
6. Preventative and Empowerment interventions	28,250	2,000	30,250
7. Monitoring and Evaluation	48,750		48,750
Contingency	2,300	13,000	15,550
Totals	250,000	35,000	285,000

B. Description and composition of financing

- 3.1 The total cost of the operation is estimated at US\$285,000. The IDB's contribution of US\$250,000 will be non-reimbursable and charged to the net income of the Fund for Special Operations (FSO). The Government of Guyana's contribution will be in-kind and is estimated to amount to the equivalent of US\$35,000. A detailed budget is contained in Annex 1.

C. Sustainability

- 3.2 This Technical Cooperation will help the GOG determine the cost-effectiveness and relevance of its youth programs in the different ministries, develop a detailed action plan for youth development based on these results, establish coordination and knowledge management mechanisms to mitigate duplication of efforts and misuse of public funds. This TC will also help the GOG to obtain buy-in and active participation from civil society, private sector and youth themselves in the improvement and development of future youth interventions. Finally, the monitoring and evaluation consultancy will allow the GOG to better target and measure the efficacy of its interventions and learn and grow from its mistakes.

IV. EXECUTING AGENCY AND MECHANISM

A. Executing agency

- 4.1 In accordance with the request of the Borrower, the Bank will have responsibility for executing this TC. In order to expedite the execution of the Program, the

GOG has requested that the Bank hire the consultants financed by this operation. Accordingly, the selection process of the consultancies will be done in coordination and with the participation of a Working Group assigned to this TC. This working group is composed of the Ministry of Finance (MoF), Ministry of Labor (MoL) and the Ministry of Culture, Youth and Sports (MoCYS). The Ministry of Education (MoE) and Ministry of Home Affairs will be continuously informed and consulted through the appointed people assigned to this initiative. The Country Office, in coordination with the MoF, will carry out contract and payment processing. A written request from the GOG was sent February 20th, 2006 and is included as Annex IV of this document.

B. Program implementation readiness

- 4.2 The Ministry of Finance has indicated its willingness to establish the inter-institutional working group and to nominate an official from the MOF to coordinate the group. Terms of reference for the consulting services have already been prepared and will be finalized during the next mission (end of April 2006).

C. Execution period and disbursement schedule

- 4.3 The estimated execution period for this TC is 12 months and the disbursement period 18 months.

D. Procurement

- 4.4 The contracting of services will be done following Bank procurement policies and procedures set forth in documents GN-2349-6 and GN-2350-6. There are no anticipated exceptions to these policies. The Quality-and Cost-Based Selection (QCBS) method will be used to select and hire the consulting services. The Selection based on the Consultants' Qualification (CQS) method will be used to select and hire the consulting services described above. The selection and hiring of consulting services will be carried out under the prior review modality. Annex III includes the Procurement Plan for the TC. The Institutional Technical Advisor, in cooperation with the Country Office, will update this plan as part of his/her responsibilities to coordinate and supervise the implementation of this program.

V. MONITORING AND EVALUATION

- 5.1 The Bank will carry out the technical and administrative monitoring of this TC based on the intermediate and final reports that consultants will provide as indicated in their TORs (see Annex II). The country office, in consultation with the GOG, will provide written feedback following the submission of the successive intermediate and final reports. That feedback is expected to provide insights on content, implementation and administration issues, which will be key to identifying good practices, obstacles and lessons learnt separately for each consultancy. The Working Group assigned to this TC is also expected to play an

important role in the coordination of effective supervision and continuous monitoring of the project.

VI. PROGRAM BENEFITS AND RISKS

A. Program benefits and developmental impact

- 6.1 **Benefits.** The proposed program will enable the GOG to generate adequate information and analysis to facilitate the development of a comprehensive program that addresses the needs of at-risk youth in Guyana, in a consensus-building process.

B. Target beneficiaries

- 6.2 The ultimate beneficiaries of the program will be youth in Guyana.

C. Risks

- 6.3 The main risk is the timely development of the first consultancy: Participatory Youth Policy and Action Plan Development. The success of this consultancy relies heavily on effective participation and consensus-building among many actors and different government agencies, as well as on incorporating lessons learned from programs in Guyana and internationally. This TC addresses this risk through the funding of consultancies, stakeholder consultations and team-building workshops. The government's creation of the inter-ministerial working group also helps to mitigate this risk and finally, both this TC and the YDEP loan will implement the Risk Assessment Methodology from the beginning of the design phase through the implementation and will count on the advice of an expert on Risk Assessment to do so.
- 6.4 Upcoming elections are posing a greater risk than expected. There is a risk that social unrest will hinder the consultancies' groundwork. In addition, youth policies and programs have been politicized in the past.

VII. ENVIRONMENTAL AND SOCIAL REVIEW

A. CESI review

- 7.1 The Committee on Environmental and Social Impact (CESI) reviewed the Technical Cooperation Profile on February 24th, 2006. It was agreed that no additional environmental assessments would be required but that this TC should be sensitive to the different needs of Amerindian Youth. This recommendation has been incorporated to the terms of reference of the different consultancies and is addressed in paragraph 2.10 and 2.14.

Detailed Budget - Support to the Youth Development and Empowerment Program

Consultancies	Number of days	Per Diem	Travel	FSO	GOG	Total
1. Participatory Youth Policy and Action Plan Development				\$40,500	10,000	\$50,500
Local Consultant Mapping and assessment and contribution to Action Plan	40	250	2,000	\$12,000		\$12,000
International Consultant- Action Plan	30	450	5,000	\$18,500		\$18,500
Participatory Workshops (10 @ 2,000 each) Rural and urban				\$10,000	10,000	\$20,000
2. Design of Institutional Strengthening and enhancement of Executing Agency				\$45,700	10,000	\$55,700
Institutional strengthening of Youth Service agencies	40	400	4,000	\$20,000		\$20,000
Design of Knowledge Management Information System- Includes Web-design of Directory of Youth Agencies (internal travel)	35	300	200	\$10,700		\$10,700
Support the creation of the Executing Agency (Office set-up/computer/printer - Hire of Executing Agency personnel 2people *2 months@ 3,500)				\$15,000	10,000	\$25,000
3. Institutional Technical Advisor (Lump Sum)				\$40,000		\$40,000
4. Financial Analysis	30	400	6,000	\$18,000		\$18,000
5. Training and Labor Market				\$26,500		\$26,500
International Consultant	45	500	4,000	\$26,500		\$26,500
6. Preventative and Empowerment Interventions				\$28,250	2,000	\$30,250
International Consultant- Preventative and Empowerment Pilots	30	400	4,000	\$22,000		\$22,000
Local Consultant Preventative and Empowerment	30	250	750	\$12,000		\$12,000
Participatory Communication Strategy- 12 workshops @ 500 and materials to design				\$4,000	2,000	\$6,000
7. Monitoring and Evaluation				\$48,750		48,750
Base-Line	45	350	2,000	\$17,750		17,750
M&E Tools	50	500	6,000	\$31,000		\$31,000
Contingencies				\$2,300	\$13,000	\$15,550
TOTAL				\$250,000	\$35,000	\$285,000

GUYANA

YOUTH DEVELOPMENT AND EMPOWERMENT PROGRAMME (GY-T1021)

PARTICIPATORY YOUTH POLICY AND ACTION PLAN DEVELOPMENT ASSESSMENT OF CHILDREN AND YOUTH PROGRAMS AND INITIATIVES

TERMS OF REFERENCE

I. BACKGROUND

- 1.1 An important area of concern for the Government of Guyana (GoG), but which is currently inadequately addressed, is that of at-risk youth¹. Young people (15 to 29 years) account for 25.6% of Guyana's total population of 751,223 (2002 Census), and 36% of youth live in poverty. The result is lower human capital development among youth from families that are poor, a perpetuation of the cycle of poverty and lower levels of national productivity. Only 41% of 15-19 year olds and 9% of 20-24 year olds are enrolled in secondary or tertiary school, respectively. Furthermore, unemployment rates for the 15-19 and 20-24 age groups (36.3% and 16.9%, respectively) are several times higher than that for older age groups, and the highest in the Caribbean. In addition, the incidence of HIV/AIDS and other sexually transmitted diseases (STDs), and substance abuse is increasing among young people; teenage pregnancy continues to be high; and violence, abuse and unstable home environments pervasive. Crime statistics in Guyana indicate that 80% of offenders are young, with ages ranging between 14 and 30 and includes dropouts, unemployed and underemployed youths, with low school performance.
- 1.2 **Government Youth Policy and Programs:** The Government of Guyana is committed to the continuous development of its youth and upgrading of the opportunities available to them. In order to address the challenges mentioned above, the GoG developed a National Youth Policy and is implementing a series of cross-sectoral, preventive and rehabilitative programs, primarily through the Ministry of Culture, Youth and Sport and the Ministry of Labor. The government has requested IDB support in the development of the Youth Development and Empowerment Program (YDEP). This program aims to improve and expand the services already being provided by these ministries. In addition, it will establish new partnerships with the private sector, relevant government agencies, NGO's, parents, teachers and media, and incorporate lessons learned from other countries.

¹ At-risk youth are defined as those that are either "unattached" (defined as those not in school, a training program, nor employment), or are currently in school but at risk for early exit.

II. CONSULTANCY OBJECTIVE

- 2.1 The main objective of this consultancy will be to develop a participatory 5-year action plan for youth development. Specifically, this consultancy will support the: (i) updating of the National Youth Policy; (ii) map and assess children (10 to 14yrs old), youth (15 to 24yrs old) and young adults (25- 30 yrs old) programs, laws and initiatives and to provide recommendations on how to harmonize and integrate these initiatives under the umbrella of the Youth Development and Empowerment Program; and (iii) develop a 5-year Action Plan in collaboration with the other donor agencies and stakeholders working on this field.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 Type of consultancy: Firm
- 3.2 Duration: 40 working days
- 3.3 Place of work: Guyana and usual place of work.
- 3.4 Qualifications: At least 8 years experience in children and youth preventative and restorative projects in developing countries. Experience in projects in the Caribbean is desirable. Knowledgeable in public management and administration, policy restructuring and public- private partnerships for the provision of services to high-at-risk children and youth.
- 3.5 In the case that the consultancy is not given to a Guyanese firm, the selected firm must incorporate local Guyanese consultants as part of the part of the consultancy team. All data collected as part of this consultancy belongs to the Government of Guyana, and public dissemination of the data can only be done with the written consent of that government.

IV. ACTIVITIES

- 4.1 Review all diagnostic documentation regarding youths in Guyana and incorporate recent information. Specially focus on the National Youth Policy and key areas where it can be updated and upgraded;
- 4.2 Review background documentation – best practices – from similar initiatives in the region, as well as international best practices;
- 4.3 Review the IDB, WB and other donor agencies pipeline and projects (loans and TC's) in execution and identify related programs;
- 4.4 Revise related programs and identify complementary areas and opportunities for coordination (i.e. Urban Renewal Program, Citizen Security, Competitiveness);

- 4.5 Identify other Government youth-related policies (besides National Youth Policy);
- 4.6 Identify and assess children-youth legislation related to the Youth Development and Empowerment Program – How long was it passed? Who promoted it? Who in the Government and the Legislative and Judicial bodies are advocates of children and youth? Take a special look at “wandering/ uncontrollable behavior” legislation, trafficking, orphans and deportees. Be mindful of gender and ethnic differences.
- 4.7 Support the creation of donor coordination committee responsible for the 5-year Action Plan.
- 4.8 Engage the University of Guyana, particularly the UG Student Society to determine possible partnerships and involvement in the program.
- 4.9 Create and manage a Task Force of key stakeholders, including youth representatives (different backgrounds) to develop the 5-year Action Plan for youth;
- 4.10 Lead participatory meetings in key geographical areas to get input and feedback;
- 4.11 Through a series of interviews and/or focus groups get a sense of the level of awareness of the relevant policies and legislations amongst government officials and youth service providers – are they well known? Has the legislation been disseminated in schools? Are children and youth aware of their rights and places where they can go for help?;
- 4.12 Deepen the existing IDB mapping exercise of the different ministries/government (Ministry of Culture, Youth and Sports, Ministry of Education, Ministry of Health, Ministry of Social Services and Labour, etc) and other (including NGO’s) agencies that have youth programs. Include the programs that are geared towards parenting, youth entrepreneurship, juvenile courts, jail system, mental health institutions, orphanages and other topics that influence children and youth development (preventative and restorative).
- 4.13 Develop a questionnaire for line Ministries² to identify and assess youth policies, programs and interventions. This questionnaire should be shared with the Technical Working Group (TWG) and IDB team prior to meeting with the ministries. It should at least include the following information: name of program, time it was initiated, annual budget, number of direct and indirect beneficiaries;

² With respect to the Ministry of Education, evaluate the existing after-school, remedial and restorative programs. Assess the curriculum and determine whether it includes life skills and at what ages they are being taught. Determine whether it would be feasible to pilot the infusion of entrepreneurial, life skills and “emotional healing” components into their curriculum. The infusion of these components would not require additional classes, but special training of teachers so they can incorporate and mainstream them into their teaching decision making, problem solving, self-esteem and negotiation skills.

gender of beneficiaries; age range; income level; ethnicity; region where they are from; content of curriculum; name and number of staff delivering the program, years they have been working in the program and their qualifications (formal and informal training); identification of monitoring and evaluation system (indicators they look at); any reports that have been written; whether they perform tracer studies; dissemination strategies, are they direct implementers, do they do any outsourcing of the services (partial or total).

4.14 The following is a list of suggested activities that should be undertaken as part of the assessment. The Work Plan of the consultancy should complement and/ or propose alternative activities where deemed necessary.

- a) Interview program managers of children, youth and young adult (10-30 years old) programs in each of the ministries/government and other institutions. Assess the priority of the program within each ministry/institution (amount of financial and human resources invested in them). Identify which programs are being coordinated with other institutions, NGO's and private sector. Identify whether the coordination is formal or informal and how frequent it is (what is their relationship with local governments);
- b) Visit each of the ministries/government programs while in execution and interview staff and youth currently in the program. Interview young people without the presence of adults/supervisors. Identify how they are being treated and spoken to. What are the disciplinary measures, reward systems in place?;
- c) During the site visits to the youth programs, deliver interviews and conduct workshops with youth to get an idea of what are the issues that they are facing (what is their reality) and get ideas from them on how to solve the problems within the context of the program (youth-log frame). The workshops must motivate participation from as many participants as possible. Discuss with the youth the possibility of video taping the workshops. Assess whether that will inhibit their participation or whether it will empower them, because they know their voices are going to be heard. Before the site visits the consultant(s) should provide the IDB/PIU with a base questionnaire of the questions being asked during the interview and the agenda and content of the workshops;
- d) If possible, interview graduates from the program as far back as possible, to determine how they are doing. Also interview their parents and/or care takers (family) to ascertain (anecdotic) whether the programs have made an impact in their behavior, life style etc. If possible videotape interview. These videos will be valuable material for the communication strategy component;
- e) Identify possible candidates (both youth and adults) eligible to participate in the Log Frame Stakeholders meeting;

- f) Visit schools and community schools benefiting from programs identified. Interview teachers and youth from 6-18 years old. Conduct interviews/ focus groups to get an idea of what the issues of concern to youth are and what are the solutions they propose.

V. EXPECTED RESULTS

- 5.1 A participatory 5- Year Youth Action Plan and a map and assessment of all programs and interventions oriented to children, youth and young adults and recommendations to improve service of identified interventions.

VI. DELIVERABLES

- 6.1 The following table provides the list of deliverables that the consultancy will submit to the TWG and IDB. It is expected that the TWG/IDB team will be consulted during the development of the reports

Deliverables	Estimated delivery date
Work Plan	1 week after signing the contract
Preliminary Map and assessment Report –first draft of Action Plan	3 weeks after the work plan
Midterm report – including finalized assessment of youth service agencies and Action Plan Report	3 weeks after Preliminary report
Final Report	1 month after mid-term report

- 6.2 **A work plan** should be delivered one week after signing the contract. The work plan should be discussed and agreed with the TWG/IDB. It should include Project Time line of the activities outlined above with a preliminary description of how each activity will be undertaken.
- 6.3 **Preliminary Map and assessment of youth policies, legislation and programs and Draft 1 of Action Plan:** Detailed map of the different youth interventions with a brief description of what they are and the resources (financial and human) invested in them. This deliverable should be in a database format (excel or similar application) as well as a word document. In addition, provide a first draft of the Action Plan that includes Memorandum of Understanding between the different donor agencies, creation of the Task Team to design the Action Plan, and selection of priority areas. The draft Action Plan should provide a list of pilot initiatives that could be undertaken as part of the YDEP.

- 6.4 **Midterm report:** The midterm assessment report should provide a detailed description of the different interventions/ programs/ policies/ legislation existing in Guyana pertaining to youth. It should also include recommendations, ways of implementing them and how much it would cost to implement them. All of the recommendations should take into consideration the budgetary constraints of the Government. Draft 2 of the Action Plan.
- 6.5 **Final report:** The consultant will give to the Head of the TWG and IDB Sector Specialist a final report on all activities as well as all other relevant information. It will be delivered once the consultancy is completed.
- 6.6 The consultant will deliver: 3 bound copies of the report and a copy of the report to be delivered in magnetic media (CD-ROM).

VII. COORDINATION

- 7.1 The consultant will submit each deliverable to the IDB and to the government of Guyana.

GUYANA
(GY-T1021)

**SUPPORT TO THE YOUTH DEVELOPMENT AND EMPOWERMENT
PROGRAM**

DESIGN OF THE INSTITUTIONAL STRENGTHENING COMPONENT

Terms of Reference (#2)

I. BACKGROUND

- 1.1 An important area of concern for the Government of Guyana (GoG), but which is currently inadequately addressed, is that of at-risk youth¹. Young people (15 to 29 years) account for 25.6% of Guyana's total population of 751,223 (2002 Census), and 36% of youth live in poverty. The result is lower human capital development among youth from families that are poor, a perpetuation of the cycle of poverty and lower levels of national productivity. Only 41% of 15-19 year olds and 9% of 20-24 year olds are enrolled in secondary or tertiary school, respectively. Furthermore, unemployment rates for the 15-19 and 20-24 age groups (36.3% and 16.9%, respectively) are several times higher than that for older age groups, and the highest in the Caribbean. In addition, the incidence of HIV/AIDS and other sexually transmitted diseases (STDs) is increasing among young people, teenage pregnancy continues to be considerably high, and violence, abuse and unstable home environments pervasive.
- 1.2 The Government of Guyana is committed to the continuous development of its youth and upgrading of the opportunities available to them. In order to address the challenges mentioned above, the GoG developed a National Youth Policy and is implementing a series of cross-sectoral, preventive and rehabilitative programs, primarily through the Ministry of Culture, Youth and Sport and the Ministry of Labor. The government has requested IDB support in the development of the Youth Development and Empowerment Program (YDEP). This program aims to improve and expand the services already being provided by these ministries. In addition, it will establish new partnerships with the private sector, relevant government agencies and NGO's, parents, teachers and media, and incorporate lessons learned from other countries.

¹ At-risk youth are defined as those that are either "unattached" (defined as those not in school, a training program, nor employment), or are currently in school but at risk for early exit.

II. CONSULTANCY OBJECTIVE

- 2.1 The main objective of this consultancy is to design the Institutional Strengthening Component for the Youth Development and Empowerment Program and support the creation of the Executing Agency of the Program.
- 2.2 Specifically, this consultancy will assist with: (i) formalizing the framework governing youth related governmental organizations in Guyana; (ii) the design of the institutional strengthening of youth servicing agencies (governmental and NGO); (iii) design of a management information systems (MIS), including a web page and other web-based resources to facilitate information sharing and support to youth organizations in the country; and (iv) the creation of the Executing Agency. Based on the aforementioned information and analyses, the consultants will design the institutional strengthening component of the YDEP. The proposal will include contents, methodology, implementation mechanism, and detailed cost estimates of the proposed interventions.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 Type of consultancy: Firm
- 3.2 Duration of this consultancy: 40 working days- 3 month period
- 3.3 Place of work: Guyana and usual place of work
- 3.4 Qualifications: (a) Experience in institutional strengthening. Over 8 years experience in working on youth projects. Proven ability to deliver results on time sensitive projects. (b) The firm should have extensive international experience in the development and daily operations of governmental organizations. In particular, the firm or individual should have the following expertise: (i) past or current experience with the daily operations of a governmental organization including staffing, government budgeting, and relationships with other Ministries; (ii) experience with governance of governmental organizations and training; (iii) experience with building coalitions between governmental and NGO organization and/or networks; (iv) experience with conducting institutional assessments of governmental organizations; and (v) fluency in English and strong writing skills.
- 3.5 All data collected as part of this consultancy belongs to the GoG, and public dissemination of the data can only be done with the written consent of that government.

IV. ACTIVITIES

- 4.1 Review all relevant information and background papers.
- 4.2 Coordinate the consultancy with other relevant YDEP consultancies.
- 4.3 Take lead responsibility with formalizing the framework governing youth-related governmental organizations in Guyana focusing on the Ministry of Labor and Culture, Youth and Sports. Work with other consultants hired during the first phase to ensure consistency.
- 4.4 Provide technical input to the Bank and GoG during program design.
- 4.5 Develop the Management Information and Knowledge System for the YDEP, including the design of a web-based knowledge system and web page of easy access to youth and youth servicing agencies.
- 4.6 Develop and facilitate an operation plan for the coordination and sharing between the Executing Agency and the different government divisions involved in the execution of the pilots.
- 4.7 Develop detail Terms of Reference for the continuation of the strengthening of the government agencies and the NGO's beyond the scope of the program. Work in coordination with the Action Plan consultancy and Donor Team to incorporate further institutional strengthening activities in the action plan.
- 4.8 Establish institutional strengthening management team for the GoG including professionals from the Executing Agency.
- 4.9 Identify institutional dynamics of the relevant government agencies and youth organizations, for example, NGOs and CBOs.
- 4.10 Meet with government and NGO groups to keep them informed of the progress of the work.
- 4.11 The consulting firm will be required to discuss the on-going progress of the contract and shall also present and discuss reports if required. Such meetings may be at a distance.
- 4.12 Take part in bi-weekly team conference calls with the counterpart team of the GoG and the IDB and other involved stakeholders.
- 4.13 Propose a standard format for institutional assessments of relevant Government Agencies and NGOs, which will be required for participation as a pilot in the Youth Development and Empowerment Program (YDEP). The proposed format should include a review of those NGO activities that address specifically issues affecting girls and/or boys.

- 4.14 Complement the Directory of Youth-Related NGOs and Government Agencies that will be developed separately- as part of the Mapping and Assessment Consultancy.
- 4.15 Develop standardized TORs for staff and Boards of Directors of participating NGOs.
- 4.16 Develop an Administrative Framework and a guide to operations for NGOs.
- 4.17 Develop and deliver training to the Boards of Directors and Program Managers of the organizations selected in collaboration with the GoG and the Bank.
- 4.18 Work with other consultants such as the Monitoring and Evaluation Specialist to be hired during this phase in order to ensure consistency.
- 4.19 Provide two separate one-day training workshops in governance and program development to the existing youth programs and in the development of the Terms of Reference for other potential pilot programs.

V. EXPECTED RESULTS

- 5.1 Government and non-for profit youth servicing agencies able to respond to the needs and requirements of youth, community, and society; change in a timely and relevant manner; initiate, plan and implement innovations; be increasingly effective, efficient, and productive; and institutionalize and sustain successful practices.

VI. DELIVERABLES

- 6.1 The following table provides the list of deliverables that the consultant will submit to the GoG and the IDB as part of the project.

Deliverables	Estimated delivery date
Institutional Strengthening component	Within two months of signing contract
Report on Training workshops	Within (2.5) months of signing contract
Management Information System- Web page	Within (3.5) months of signing contract
Midterm-report	Within 4 months of signing contract
Final Report	Within 3 weeks of final feedback from GoG and IDB

- 6.2 A work plan should be delivered one week after signing the contract. The work plan will be completed after consultation with the counterpart team and the IDB.
- 6.3 The consultant will deliver all the products required in these terms of reference.
- 6.4 **Institutional Strengthening Component.** The consultant will develop an institutional strengthening component of the program. The component methodology, implementation mechanism, and detailed cost estimates of the proposed institutional strengthening component. In addition it should include other documents mentioned in III (i.e. constitution, by-laws, TORs for pilots etc) and a
- 6.5 **Report on Training Workshops and materials.** The consultant will develop materials to be used to train the Directors and Program Managers from government agencies and NGOs. These materials should be adapted to the unique circumstances of Guyana and standardized so they can be used to train other Directors. In addition, the consultant will deliver two one-day training sessions and provide a report that includes list of participants, summary of the discussion, recommendations, and a copy of the materials used to the GoG and the IDB.
- 6.6 **Management Information and Knowledge System.** The consultant will write the Terms of Reference for the set up of the electronic infrastructure and knowledge management required to support the coordination and collaboration of the different government agencies and NGOs. In addition it will develop a web page on the youth sector to be accessed by clients.
- 6.7 **Midterm Report.** This report will include the development of relationship protocols between the Executing Agency and key government divisions, donors and NGO directly participating in the execution of the YDEP. The consultant will provide a protocol for communications between the various stakeholders involved with the project, one that is as open as possible. It must take into account all the stakeholders, from Youth to NGOS, from the Government Ministries to the IDB.
- 6.8 **Develop the TOR to complete the Institutional Strengthening.** The Terms of Reference to complete the Institutional strengthening work in alignment with the 5-Year Action Plan.
- 6.9 **Final report:** The consultant will give to the GoG and IDB the following as well as all other relevant information. It will be delivered once the consultancy is completed. The consultant will deliver a final report.
- a. 3 bound copies of the report
 - b. A copy of the database to be delivered in magnetic media (CD-ROM).

VII. COORDINATION

- 7.1 The consultant will submit each deliverable to the IDB and to the government of Guyana.

GUYANA

(GY-T1021)

SUPPORT TO THE YOUTH DEVELOPMENT AND EMPOWERMENT PROGRAM

Institutional Technical Advisor

TERMS OF REFERENCE

I. BACKGROUND

- 1.1 An important area of concern for the Government of Guyana (GoG), but which is currently inadequately addressed, is that of at-risk youth¹. Young people (15 to 29 years) account for 25.6% of Guyana's total population of 751,223 (2002 Census), and 36% of youth live in poverty. The result is lower human capital development among youth from families that are poor, a perpetuation of the cycle of poverty and lower levels of national productivity. Only 41% of 15-19 year olds and 9% of 20-24 year olds are enrolled in secondary or tertiary school, respectively. Furthermore, unemployment rates for the 15-19 and 20-24 age groups (36.3% and 16.9%, respectively) are several times higher than that for older age groups, and the highest in the Caribbean. In addition, the incidence of HIV/AIDS and other sexually transmitted diseases (STDs) is increasing among young people, teenage pregnancy continues to be considerably high, and violence, abuse and unstable home environments pervasive.
- 1.2 The Government of Guyana is committed to the continuous development of its youth and upgrading of the opportunities available to them. In order to address the challenges mentioned above, the GoG developed a National Youth Policy and is implementing a series of cross-sectoral, preventive and rehabilitative programs, primarily through the Ministry of Culture, Youth and Sport and the Ministry of Labor. The government has requested IDB support in the development of the Youth Development and Empowerment Program (YDEP). This program aims to improve and expand the services already being provided by these ministries. In addition, it will establish new partnerships with the private sector, relevant government agencies, NGO's, parents, teachers and media, and incorporate lessons learned from other countries.
- 1.3 To finalize preparation of the YDEP design, and to begin swift execution of some of its activities, an Institutional Technical Advisor (ITA) to the Ministry of Labor will be hired.

¹ At-risk youth are defined as those that are either "unattached" (defined as those not in school, a training program, nor employment), or are currently in school but at risk for early exit.

- 1.4 In several similar Bank loans, the role of the ITA has been to provide advice to the Local Counterpart Team on start-up issues such as hiring policies, job descriptions, financial controls, as well as developing Terms of Reference for contract work. Advice has also been given in the area of working with funding bodies and working as a relatively independent body within government.
- 1.5 In this case the ITA will perform similar functions and as well as provide assistance to the MoL through out the design phase of the Program.

II. CONSULTANCY OBJECTIVES

- 2.1 The objective of this consultancy is to aid in the MoL and the IDB with the hiring coordination and supervision of the other consultancies. This consultancy will also support the development, startup and operations of the Executing Agency. The ITA will also provide technical assistance to the Head of the IPIU, and the PIU when it is formed, in the following areas:
 - a. Transfer of knowledge to the local counterpart and other stakeholders of management best practices of social development programs including a gender perspective.
 - b. Support the local counterpart during the design an start-up of the YDEP program, particularly as it relates to IDB procurement requirements and other guidelines;
 - c. Support with the supervision of all of the consultancies under this TC to ensure quality products and the accomplishment of the objectives;
 - d. Assist in the development of frameworks and guidelines to ensure an orchestrated, effective, and efficient youth program.
 - e. Assist in the development and implementation of an accountability framework within the program delivery network.
 - f. Assist in program management, institutional strengthening of the MoL and other key government organizations and with the strengthening of the NGO's.
 - g. Aid in the establishment, start-up, and operations of the Executing Agency (executing unit).

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 Type of consultancy: Individual

- 3.2 Duration: Work is expected to begin as soon as possible. It will be a lump-sum contract, taking place over the course of a year.
- 3.3 Place of work: Guyana.
- 3.4 Qualifications:
- Masters degree in International Development, Economics or Social Sciences, with at least 5 years of program management experience. Excellent communication and managerial skills. Extensive experience in team building, group management, mentoring and training. Work experience in the Caribbean and knowledge of youth development issues is highly recommendable.
 - Extensive experience working with multilateral organizations, preferably with the IDB. Knowledgeable of multi-lateral procurement and legal guidelines and requirements.
 - Experience working with NGOs and other community based organizations.
- 3.5 All data collected as part of this consultancy belongs to the GoG, and public dissemination of the data can only be done with the written consent of that government.

IV. ACTIVITIES

- 4.1 Collaborate with local persons, in order to ensure the transfer of knowledge and skills and to ensure that the work is culturally and locally relevant.
- 4.2 Support the supervision and coordination of all of the consultancies under the TC, including other consultancies that may occur during the design stage.
- 4.3 More specifically, the range of work in the areas of **institutional strengthening** includes, but is not limited to:
- Provide advice and assistance to key persons within the MoL and other related Ministries on management and operational issues.
 - Based on the results of the institutional assessment and on best practices, devise an institutional strengthening plan that incorporates the considerations of the previous parts of this document.
 - Assist in the development of the Executing Agency: mandate, organizational structure, operational guidelines, philosophy, and working methodologies.

- Guide and assist in the formation, start-up and implementation periods for the Executing Agency.
 - Ensure that Bank requirements related to procurement are understood and met.
 - Provide training in proposal writing to the not-for-profit sector potentially involved in the execution of the pilot programs.
- 4.4 In the **program area**, the ITA will provide a range of assistance to the MoL/MOCYS that includes, but is not limited to:
- Aid in the development of an overall interlocking framework for projects within the YDEP.
 - Collaborate with the development of guidelines and criteria for project acceptance within the YDEP and subsequent funding.
 - Support with the supervision and coordination of all of the consultants in the development and start-up of the YDEP.
 - Support the logistical coordination and preparation of team building and program management workshops with the Ministry and NGO staff on project.
 - Provide training in Project planning for the Executing Agency
- 4.5 The above lists of work are not exhaustive, and the ITA will be required to produce a more exhaustive list of tasks to complete the general scope of work.

V. EXPECTED RESULTS

- 5.1 It is expected that this consultancy will coordinate and transfer the necessary technical and managerial skills required by the MoL to lead the management of the design and implementation of the YDEP.

VI. DELIVERABLES

- 6.1 The following table provides the list of deliverables that the consultant will submit to the MoL and the IDB as part of the project. It is expected that the IDB and the MoL will be consulted during the development of the reports.

Deliverables	Estimated delivery date
Implementation plan	Within three (3) weeks of signing contract
Monthly reports	End of every month after signing contract
Final report	Within one (1) month of end of contract

- 6.2 **A work plan** should be delivered one week after signing the contract. The work plan will be completed in consultation with the IDB and the MoL.
- 6.3 **Implementation Plan:** A plan for the implementation of the activities of these terms of reference.
- 6.4 **Monthly Reports:** Monthly reports outlining activities, events, and issues that have arisen. The report will also look forward to upcoming events and activities and possible issues that may need to be dealt with.
- 6.5 **Final report:** The consultant will give to the IDB and the MoL a final report on all activities as well as all other relevant information. It will be delivered once the consultancy is completed. The consultant will deliver:
- a. 3 bound copies of the report
 - b. A copy of the report to be delivered in magnetic media (CD-ROM).

VII. COORDINATION

- 7.1 The consultant will submit each deliverable to the IDB and to the government of Guyana.

GUYANA
SUPPORT TO THE YOUTH DEVELOPMENT AND EMPOWERMENT
PROGRAM
(GY-T1021)

FINANCIAL ANALYSIS

TERMS OF REFERENCE

I. BACKGROUND

- 1.1 An important area of concern for the Government of Guyana (GoG), but which is currently inadequately addressed, is that of at-risk youth¹. Young people (15 to 29 years) account for 25.6% of Guyana's total population of 751,223 (2002 Census), and 36% of youth live in poverty. The result is lower human capital development among youth from families that are poor, a perpetuation of the cycle of poverty and lower levels of national productivity. Only 41% of 15-19 year olds and 9% of 20-24 year olds are enrolled in secondary or tertiary school, respectively. Furthermore, unemployment rates for the 15-19 and 20-24 age groups (36.3% and 16.9%, respectively) are several times higher than that for older age groups, and the highest in the Caribbean. In addition, the incidence of HIV/AIDS and other sexually transmitted diseases (STDs) is increasing among young people, teenage pregnancy continues to be considerably high, and violence, abuse and unstable home environments pervasive.
- 1.2 The Government of Guyana is committed to the continuous development of its youth and upgrading of the opportunities available to them. In order to address the challenges mentioned above, the GoG developed a National Youth Policy and is implementing a series of cross-sectoral, preventive and rehabilitative programs, primarily through the Ministry of Culture, Youth and Sport and the Ministry of Labor. The government has requested IDB support in the development of the Youth Development and Empowerment Program (YDEP). This program aims to improve and expand the services already being provided by these ministries. In addition, it will establish new partnerships with the private sector, relevant government agencies, NGO's, parents, teachers and media, and incorporate lessons learned from other countries.

¹ At-risk youth are defined as those that are either "unattached" (defined as those not in school, a training program, nor employment), or are currently in school but at risk for early exit.

II. CONSULTANCY OBJECTIVE

- 2.1 The objective of this consultancy will be to assist the MoL/MOCYS conduct the financial and sustainability analysis of the Youth Development and Empowerment Program.

Specifically, this consultancy will assist with:

- (i) the preparation of a detailed budget;
- (ii) the projection of recurrent costs required to sustain the program initiatives;
- (iii) an analysis of the impact of the Program on MoL/MCYS recurrent budget and on the allocation of resources to the youth sector and within the ministries involved budget.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 Type of consultancy: Individual
- 3.2 Starting date and duration: 30 days over a period of 3 months
- 3.3 Place of work: Guyana and place of residence
- 3.4 Qualifications: Advance degree in economics, finance, MBA; Eight years or more experience in project management; eight years or more in economic and/or financial analysis; experience in the Caribbean a plus; Five years or more in economic modeling and/or financial planning; familiarity with project preparation work for the IDB; fluency in English and good communication/team skills.

IV. ACTIVITIES

- 4.1 Collect and review official budget documents, including approved 2006-2007 budget estimates and previous relevant expenditures (Public Sector Investment Program?) over the last 5 years;
- 4.2 Suggest methodologies that can be utilized in the financial analysis to calculate component cost by activity, and which fulfill both GoGY and IDB requirements;
- 4.3 Provide standards and guidance to all project teams (consultancies) in the initial estimation of the Program's costs. As a part of the mid-term review, provide all design teams with budgeting templates, procedures and costing standards (such as base line data for per diem, individual consultants, consulting firm, equipment etc.)

- 4.4 Prior to the final review and in close collaboration with the MoL/MOCYS, meet with each design team to analyze and review procurement needs, cost estimates, assumptions, and the phasing of activities for their component. Identify duplications and gaps between components in regard to assumptions, timing and costing;
- 4.5 Following the models from previous projects, construct and present detailed, articulates, operational budget (capital and recurrent) for the YDEP project 2007-2010. The operational budget should include the program's financial summary, detailed component costs, and basic assumptions. Components costs should be broken down by activity, and within each activity by line time expenditures and units. All costs should be estimated on a quarterly basis during year 1, and on an annual basis thereafter;
- 4.6 Identify and estimate to the recurrent costs external to the loan which are required to sustain program activities during loan execution, 2007-2010, and on an annual basis thereafter, through 2015
- 4.7 Analyze the impact of the program's operational and sustainability costs on the GOG recurrent and capital budget over the 10-year period 2007-2017;
- 4.8 In accordance with GOG budget methodology and IDB financial management policy and procedures, recommend a project financial methodology and internal financial controls (including software package & identify training);
- 4.9 On the basis of the completed financial and sustainability analysis, prepare the operational budget and financial impact assessment of the program;
- 4.10 Participate with MoL/MOCYS/IDB Team during the analysis mission, complete any revisions/modifications to the operational budget required for the final dimensioning of the loan.

V. REPORTS

- 5.1 An inception report; i.e workplan, for the consultancy will be submitted to GoG and IDB during the first week of the consultancy;
- 5.2 A mid-term training workshop, presentation, and report focusing on budgeting protocol, methodology, and templates will be conducted. A mid-term review informing about trends and projections in the MoL/MOCYS recurrent and capital expenditures in the youth sector as well as youth sector spending as part of the GoG budget will be presented;

- 5.3 A final report containing the budget and financial analysis as described in Section IV above. The operational budget plan and analysis will be presented to MoL/MoCYS/IDB Team during the final project review workshop, and submitted in the final draft to the project team by the agreed date. .

VI. COORDINATION

- 6.1 The consultant will submit each deliverable to the IDB and to the government of Guyana.

GUYANA
SUPPORT TO THE YOUTH DEVELOPMENT AND EMPOWERMENT
PROGRAM
(GY-T1021)
TRAINING AND LABOR MARKET CONSULTANCY

TERMS OF REFERENCE

I. BACKGROUND

- 1.1 An important area of concern for the Government of Guyana (GoG), but which is currently inadequately addressed, is that of at-risk youth¹. Young people (15 to 29 years) account for 25.6% of Guyana's total population of 751,223 (2002 Census), and 36% of youth live in poverty. The result is lower human capital development among youth from families that are poor, a perpetuation of the cycle of poverty and lower levels of national productivity. Only 41% of 15-19 year olds and 9% of 20-24 year olds are enrolled in secondary or tertiary school, respectively. Furthermore, unemployment rates for the 15-19 and 20-24 age groups (36.3% and 16.9%, respectively) are several times higher than that for older age groups, and the highest in the Caribbean. In addition, the incidence of HIV/AIDS and other sexually transmitted diseases (STDs) is increasing among young people, teenage pregnancy continues to be considerably high, and violence, abuse and unstable home environments pervasive.
- 1.2 The Government of Guyana is committed to the continuous development of its youth and upgrading of the opportunities available to them. In order to address the challenges mentioned above, the GoG developed a National Youth Policy and is implementing a series of cross-sectoral, preventive and rehabilitative programs, primarily through the Ministry of Culture, Youth and Sport and the Ministry of Labor. The government has requested IDB support in the development of the Youth Development and Empowerment Program (YDEP). This program aims to improve and expand the services already being provided by these ministries. In addition, it will establish new partnerships with the private sector, relevant government agencies, NGO's, parents, teachers and media, and incorporate lessons learned from other countries.

¹ At-risk youth are defined as those that are either "unattached" (defined as those not in school, a training program, nor employment), or are currently in school but at risk for early exit.

II. CONSULTANCY OBJECTIVE

- 2.1 This consultancy will assist with the design of the Training and Labor Market Component of the Loan. This TC will finance consultancies to design a labor training pilot program that will build on existing national programs that have proven effective, previous findings and studies of labor market conditions, as well as international lessons learned. In identifying the most relevant training modality, the consultants will review available studies and will work in close collaboration with the Board of Industrial Training and with all the appropriate government agencies.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 Type of consultancy: Individual Consultant
- 3.2 Starting date and duration: May 2006 for 45 working days
- 3.3 Place of work: Guyana and Place of Work
- 3.4 Qualifications: Experience in institutional strengthening. Over 5 years experience in working on vocational training programs. Proven ability to deliver results on time sensitive projects. The ability to form a team to ensure completion of the project.

IV. ACTIVITIES

- 4.1 Specifically, this consultancy will collect information on and analyze the:
- cost-effectiveness of key existing training programs (both public and private);
 - operational strengths and weaknesses of major training programs in the countries;
 - capacity of private training institutions to provide good quality training to the target population envisioned under the YDEP;
 - employment opportunities for new entrants into the workforce in the sectors prioritized by the government and demanded by private employers;
 - willingness and capacity of the private sector to accept trainees or to offer other forms of work placement and apprenticeship opportunities; and

- alternative incentives mechanisms (financial or other) to effectively engage the private sector and make the training program sustainable over time. Based on the aforementioned information and analyses, the consultants will design a labor-training program to be piloted under the upcoming loan. The proposal will include the contents, methodology, implementation

V. REPORTS

- 5.1 A work plan should be delivered one week after signing the contract. The work plan will be completed after consultation with the Counterpart or the head of the EA, whichever is applicable
- 5.2 The consultant will deliver all the products required in these terms of reference.
- 5.3 The consultant shall attend meetings as required to discuss the on-going progress of the contract and shall also present and discuss reports if required. Such meetings may be long-distance
- 5.4 The following table provides the list of deliverables that the consultant will submit to the GoG and the IDB as part of the project:

Deliverables	Estimated delivery date
Work Plan	Within one week of signing contract
Mid-term report with cost-effective analysis of the main training institutions	Within four weeks of signing contract
Final Report	Within six weeks

VI. COORDINATION

- 6.1 The consultant will submit each deliverable to the IDB and to the government of Guyana.

GUYANA
SUPPORT TO THE YOUTH DEVELOPMENT AND EMPOWERMENT
PROGRAM
(GY-1021)

PREVENTATIVE AND EMPOWERMENT INTERVENTIONS

TERMS OF REFERENCE

I. BACKGROUND

- 1.1 An important area of concern for the Government of Guyana (GoG), but which is currently inadequately addressed, is that of at-risk youth¹. Young people (15 to 29 years) account for 25.6% of Guyana's total population of 751,223 (2002 Census), and 36% of youth live in poverty. The result is lower human capital development among youth from families that are poor, a perpetuation of the cycle of poverty and lower levels of national productivity. Only 41% of 15-19 year olds and 9% of 20-24 year olds are enrolled in secondary or tertiary school, respectively. Furthermore, unemployment rates for the 15-19 and 20-24 age groups (36.3% and 16.9%, respectively) are several times higher than that for older age groups, and the highest in the Caribbean. In addition, the incidence of HIV/AIDS and other sexually transmitted diseases (STDs) is increasing among young people, teenage pregnancy continues to be considerably high, and violence, abuse and unstable home environments pervasive.
- 1.2 The Government of Guyana is committed to the continuous development of its youth and upgrading of the opportunities available to them. In order to address the challenges mentioned above, the GoG developed a National Youth Policy and is implementing a series of cross-sectoral, preventive and rehabilitative programs, primarily through the Ministry of Culture, Youth and Sport and the Ministry of Labor. The government has requested IDB support in the development of the Youth Development and Empowerment Program (YDEP). This program aims to improve and expand the services already being provided by these ministries. In addition, it will establish new partnerships with the private sector, relevant government agencies, NGO's, parents, teachers and media, and incorporate lessons learned from other countries.

¹ At-risk youth are defined as those that are either "unattached" (defined as those not in school, a training program, nor employment), or are currently in school but at risk for early exit.

II. CONSULTANCY OBJECTIVE

- 2.1 To identify and design cost effective pilot participatory preventive and restorative interventions for Guyanese youth and develop a participatory youth-led communications campaign for the YDEP.
- 2.2 The pilots should focus on promoting youth participation, leadership, civic involvement, volunteerism, social entrepreneurship and the use of information technology, among other positive skills. They should also reflect the participatory nature of the Program, with a major emphasis on youth participation in the planning and designing of pilots and the communications strategy of the Program.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 Type of consultancy: Firm
- 3.2 Duration: Work is expected to begin as soon as possible. It is expected that this work will comprise a total of 30 consultant days, inclusive of travel days.
- 3.3 Place of work: A minimum of 10 consultant days in Guyana.
- 3.4 Qualifications: A minimum of 8 years experience in both preventative and restorative youth work. Experience in dealing with educational curriculum development and professional development. Past work in entrepreneurship and leadership spirit development is essential. The inclusion of innovative and best practices from other parts of the world in past work is an asset. Knowledge and experience in designing programs with active youth participation and strategic communications components is required. Preference will be given to firms whose consultants have worked internationally in this field.

IV. ACTIVITIES

Specifically the consultant will:

- 4.1 Review materials on the scope of the problems in both restorative and preventative youth work in Guyana.
- 4.2 Review current programs and services providing preventative and restorative services and programs to youth.
- 4.3 Visit selected programs and services to interview the administration, staff and clients to determine the cost-effectiveness of their programs; what works, what needs improvement, identify successful practices and source recommendations and suggestions.

- 4.4 Identify service gaps within the existing continuum of preventative and restorative programs in support of recommendation that will enhance access to a sequential series of supports facilitating the continuous development, productive, and social reintegration of youth.
- 4.5 Political, socially and financial viability of each recommendation, as well as the time frame for implementation, need to be specified.
- 4.6 For all the activities, the consulting firm will take into consideration gender and ethnic issues (Amerindian youth).
- 4.7 Bring best practices from Guyana and internationally to the project plan, including, social entrepreneurship, volunteerism, mentoring, peer group, experiential, and planning programs as well as more traditional training programs.
- 4.8 Coordinate and work with the other on-going consultancies.

V. EXPECTED RESULTS

- 5.1 It is expected that the consultancy will provide the Project Team with recommendations and a comprehensive and detailed design of pilot preventative and restorative youth interventions.

VI. DELIVERABLES

Deliverables	Estimated delivery date
Selected Preventative & Restorative Programs	Within one (1) month of signing contract
Interim Summary report	Within one (1) month of signing contract
Comprehensive Design of Pilot Programs	Within two (2) months of signing contract

- 6.1 **A work plan** should be delivered one week after signing the contract. The work plan will be completed after consultation with the Head of the IPIU.
- 6.2 **Selected Preventative & Restorative Programs:** The consulting firm will prepare a report on selected preventative and restorative youth programs and services both international and local that can be used in the context of this program. Each program will come with an assessment of its viability (strengths and challenges) as well as cost.

6.3 **A brief interim summary report** will be prepared outlining the consultant's in country activities.

6.4 **Comprehensive Action Plan:** Within two (2) months of signing contract, the consultant will provide a comprehensive design of the pilots, that includes a detailed implementation plan focused on enhancing the scope, impact, and efficiency of preventative youth services and the youth restorative intervention effort in Guyana. Three (3) hard copies and an electronic copy of the proposal shall be submitted to the Program Team. The design must also include on coordination between youth servicing agencies and youth social inclusion in decision-making.

- a. A short and medium term implementation timetable within two weeks of signing of contract.
- b. A framework for evaluation including impact indicators to qualitatively and quantitatively measure results in the context of the project's goals and objectives. This is to be coordinated with the Monitoring and Evaluations Consultancy.
- c. Recommendations for staff development and training within key government units and specialized youth organizations (including NGOs and CBOs) that deliver services to youth in general and youth-at greater risk - coordinate with the Institutional Strengthening of NGO's consultancy.
- d. Recommendations on how to positively impact and align the largest # of youth, parents, and other influencers in the most cost-effective way.
- e. Recommendations for training, support, access to information and participation by parents, law enforcement officials, health providers, teachers and other stakeholders. This needs to be coordinated with other consultancies.
- f. Recommendations for communications and educational marketing that emphasize youth leadership, entrepreneurship, participation, and social responsibility and youth success stories.
- g. Recommendations for further engaging the corporate community in support of local youth targeted for preventative and restorative initiatives.
- h. The report will have a recommended level of detail that will include such items as:
 - i. Pilot geographic areas for school interventions.
 - ii. After school programs and programs within the school hours- infusion of entrepreneurship/leadership into the curriculum. Must include a needs assessment of material- IT infrastructure and other.

- iii. Processes for professional development in the schools.
 - iv. Types of community interventions- coordinating with the Citizen Security intervention
 - v. A spectrum of international best practices and innovative approaches that can be applied in both the restorative and preventative components, such as usage of music, arts, concerts, competitions, accelerated learning techniques, inner strength and development of character through sports and physical exercise.
 - i. Political, social, and financial viability of each recommendation, as well as the time frame and budget for implementation, need to be specified
- 6.5 Any other areas that will allow for international programs that can be adapted for local use and for excellent local programs that can be strengthened for dissemination throughout Guyana.
- 6.6 **Final report:** The final report will consist of all the above reports and all other relevant information. It will be delivered once the consultancy is completed. The consultant will deliver this as:
- a. 3 bound copies of the report.
 - b. A copy of the report to be delivered in magnetic media (CD-ROM).

VII. COORDINATION

- 7.1 The consultant will submit each deliverable to the IDB and to the government of Guyana.

GUYANA
SUPPORT TO THE YOUTH DEVELOPMENT AND EMPOWERMENT
PROGRAM
(GY-T1021)
MONITORING AND EVALUATION CONSULTANCY

TERMS OF REFERENCE

I. BACKGROUND

- 1.1 An important area of concern for the Government of Guyana (GoG), but which is currently inadequately addressed, is that of at-risk youth¹. Young people (15 to 29 years) account for 25.6% of Guyana's total population of 751,223 (2002 Census), and 36% of youth live in poverty. The result is lower human capital development among youth from families that are poor, a perpetuation of the cycle of poverty and lower levels of national productivity. Only 41% of 15-19 year olds and 9% of 20-24 year olds are enrolled in secondary or tertiary school, respectively. Furthermore, unemployment rates for the 15-19 and 20-24 age groups (36.3% and 16.9%, respectively) are several times higher than that for older age groups, and the highest in the Caribbean. In addition, the incidence of HIV/AIDS and other sexually transmitted diseases (STDs) is increasing among young people, teenage pregnancy continues to be considerably high, and violence, abuse and unstable home environments pervasive.
- 1.2 The Government of Guyana is committed to the continuous development of its youth and upgrading of the opportunities available to them. In order to address the challenges mentioned above, the GoG developed a National Youth Policy and is implementing a series of cross-sectoral, preventive and rehabilitative programs, primarily through the Ministry of Culture, Youth and Sport and the Ministry of Labor. The government has requested IDB support in the development of the Youth Development and Empowerment Program (YDEP). This program aims to improve and expand the services already being provided by these ministries. In addition, it will establish new partnerships with the private sector, relevant government agencies, NGO's, parents, teachers and media, and incorporate lessons learned from other countries.

¹ At-risk youth are defined as those that are either "unattached" (defined as those not in school, a training program, nor employment), or are currently in school but at risk for early exit.

II. CONSULTANCY OBJECTIVE

- 2.1 This consultancy will design and estimate costs for a project monitoring and evaluation component. The consultancy's objective will be to design a system to monitor and evaluate the future YDEP outputs, outcomes and impacts, and therefore to provide important feedback about the efficiency and effectiveness of the program.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 Type of consultancy: Individual Consultant or consultant firm
- 3.2 Starting date: June 2006
- 3.3 Duration: No longer than 3 months
- 3.4 Place of work: Guyana and Place of Work
- 3.5 Qualifications and requirements: The consultant will be a professional with a post-graduate degree in economics or related field with a relevant training and experience on impact evaluation. The ideal candidate will have experience working with Guyana household surveys and will have solid knowledge of Guyana labor market. The consultant must be able to speak and write in English and preference will be given to consultants with previous experience in Country.

IV. SELECTION CRITERIA

- 4.1 Selection of consultants will be done by the XX at RE3, and will be based on the proposals provided by potential consultants.
- 4.2 The criteria that will be used for selection are the following:
- a. Method: The suitability of the proposed method for the implementation a monitoring and evaluation system.
 - b. Timetable/workplan: The timetable/workplan are realistic and meet the needs of RE3
 - c. Consultant: The level of training and experience in evaluation of outputs and outcomes of the consultant.

- 4.3 The deadline to submit proposals is XX. Complete documentation includes: the substantial proposal, the amount to be charged for the analysis, and the resume of the consultant(s). Proposals may be sent via e-mail to davidro. The winning proposals will be announced by XX.

V. ACTIVITIES

- 5.1 This consultancy will design and begin the implementation of a solid program monitoring and evaluation system that will provide with timely, rigorous and relevant feedback about the efficiency and effectiveness of the YDEP program. The activities will also include a budget to estimate the cost of the monitoring and evaluation system. The specific activities of the consultancy are the following:
- (i) To provide guidelines to support the definition of the ultimate goal and purposes of the YDEP
 - (ii) To define relevant outputs and outcomes indicators for the program monitoring and evaluation. Outcome indicators should be measurable and should effectively reflect the goal and purposes of the YDEP
 - (iii) To determine the monitoring method and develop the electronic system that will be used by the executing agency during the execution of the program and
 - (iv) To design and implement an experimental evaluation.
- 5.2 This consultancy will also collect information about the relevant characteristics of the target population, including Amerindian youths, in order to complete the diagnosis about the development problem that the program wants to solve. For example, the consultancy will collect information on living conditions, life-style, and attitudes towards risk, gender differences and other related information, to be used to complete the diagnosis about the development problem that the program wants to solve. Therefore, this information will contribute to the definition of the objectives and components of the YDEP. If this information is not available the consultancy will develop and implement a survey.
- 5.3 Among the activities of the impact evaluation, the consultancy will develop a survey. This survey will be use to set a baseline for the outcome indicators in order to measure the impact of the YDEP. This activity is of crucial importance for the overall purpose of this TC, for it will contribute with empirical basis for the diagnosis of the status quo of the target population.

VI. REPORTS

- 5.1 A work plan should be delivered one week after signing the contract. The work plan will be completed after consultation with the Counterpart or the head of the EA, whichever is applicable
- 5.2 The consultant will deliver all the products required in these terms of reference.
- 5.3 The consultant shall attend meetings as required to discuss the on-going progress of the contract and shall also present and discuss reports if required. Such meetings may be at a distance
- 5.4 The following table provides the list of deliverables that the consultant will submit to the GoG and the IDB as part of the project:

Deliverables	Estimated delivery date
Work Plan	Within one week of signing contract
Mid-term report with cost-effective analysis of the main training institutions	Within XX weeks of signing contract
Final Report	Within XX weeks

VII. COORDINATION

- 7.1 The consultant will submit each deliverable to the IDB and to the government of Guyana.

PROCUREMENT PLAN
SUPPORT TO THE YOUTH DEVELOPMENT AND EMPOWERMENT PROGRAM
(GY-T1021)

Principal Project Procurement	Financing Sources		Procurement Method ¹	Prequalification YES/NO	Specific Procurement Notice (Tentative Publication Date)	Status ²
	IDB (%)	Local/ Other (%)				
1. GOODS <ul style="list-style-type: none"> ○ Good 1 <ul style="list-style-type: none"> ▪ Computers, software and office equipment ▪ Amount: US\$ 10,000 	100%		SHO	NO	Last trimester of 2006	Pending
2. CONSULTING SERVICES <ul style="list-style-type: none"> ○ Consulting Services 1 <ul style="list-style-type: none"> ▪ Participatory Youth Policy and Action Plan Development ▪ Individual international consultant ▪ Amount: US\$18, 500 	100%		SHO	NO	2 nd trimester 2006	Pending
<ul style="list-style-type: none"> ▪ Individual local consultant ▪ Amount: US\$ 12,000 	100%		SHO SENC	NO	2nd trimestre 2006	Pending
<ul style="list-style-type: none"> ▪ Participatory Workshops for Action Plan Development ▪ Facilitator and materials ▪ Amount: US\$20,000 	50%	50%	SHO SENC	NO	2nd trimestre 2006	Pending
<ul style="list-style-type: none"> ▪ Consulting Service 2 						
Institutional Strengthening and support to the Executing Agency <ul style="list-style-type: none"> ▪ Consulting Firm ▪ Amount: US\$30, 700 Creation of the Executing Agency	100%		SHO	NO	2 nd trimestre 2006	Pending

¹ Notes: **ICB**: International Competitive Bidding; **NCB**: National Competitive Bidding; **LIB**: Limited International Bidding
SSS: Single-source selection; **SHO**: Shopping with minimum 3 quotation; **FA**: Force Account; **SENC**: Shortlist Entirely National Consultants.

² Terminology to be used: Pending/In Process/Awarded/Cancelled

2 Professionals for 2 months @ 3,500 a month each	60%	40%	SHO SENC	NO	2 nd trimester 2006	Pending
<ul style="list-style-type: none"> ○ Consulting Services 3 <ul style="list-style-type: none"> ▪ Institutional Technical Advisor ▪ Individual ▪ Amount: US\$40,000 	100%		SHO	NO	2 nd Trimester 2006	Pending
<ul style="list-style-type: none"> ○ Consulting Services 4 <ul style="list-style-type: none"> ▪ Financial Analysis ▪ Amount: US\$18,000 	100%		SHO	NO	2 nd Trimester 2006	Pending
<ul style="list-style-type: none"> ▪ Consulting Services 5 <ul style="list-style-type: none"> ▪ Training and Labor markets ▪ Individual Consultant ▪ Amount: US\$ 26,500 	100%		SHO	NO	2 nd Trimester 2006	
<ul style="list-style-type: none"> ○ Consulting Services 6 <ul style="list-style-type: none"> ▪ Preventative and Empowerment Interventions ▪ International Individual Consultant. ▪ Amount: US\$16,000 	100%		SHO	NO	2 nd Trimester 2006	Pending
<ul style="list-style-type: none"> ▪ Local Consultant- Preventative and Empowerment US\$8,250 ▪ 12 Workshops ▪ Amount: US\$6,000 	100% 60%	40%	SHO SENC	NO	2 nd Trimester 2006	Pending
<ul style="list-style-type: none"> ○ Consulting Services 7 <ul style="list-style-type: none"> ▪ Monitoring and Evaluation Component ▪ Firm ▪ US\$48,750 	100%		SHO SENC	NO	2 nd trimester 2006	Pending

IN REPLYING QUOTE DATE
HEREOF AND No. *SPS/MS 76/06*



MINISTRY OF FINANCE
*Main & Urquhart Streets,
Georgetown,
Guyana.*

February 20, 2006.

Mr. Sergio Varas-Olea
Resident Representative
Inter-American Development Bank
47 High Street, Kingston
GEORGETOWN

Dear Mr. Varas,

**RE: TECHNICAL COOPERATION AGREEMENT FOR YOUTH
DEVELOPMENT AND EMPOWERMENT PROGRAMME**

The Government of Guyana is pleased to note the outcomes of the Special Mission for the Identification of a Youth Development and Empowerment Program of January 31st – February 3rd, 2006.

In line with the Mission outcomes and next steps outlined in this Aide Memoire, the Government of Guyana hereby formally requests that the IDB assists with expediting program execution of the pending Technical Cooperation Agreement. It is envisaged that such assistance would include activities such as the hiring of consultants financed by this operation. Accordingly, the selection process for such hiring will include the participation of the Project Cycle Management Division of the Ministry of Finance and representatives from the Ministry of Labour. It is expected that contract and payment processing will be carried by the IDB's country office in coordination with the Ministry of Labour.

The Government of Guyana looks forward to mutual implementation of the next steps outlined in the Aide Memoire, and the successful completion of all Technical Cooperation activities leading to a Loan Approval by July 2007.

Please accept the assurances of our highest consideration.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Saisnarine Kowlessar'.

Saisnarine Kowlessar
Minister of Finance

GUYANA (GY-T1021)**PLAN OF OPERATIONS****Timetable of Consultancies for the Design of the Youth Development and Empowerment Program**

	July	Aug	Sept	Nov	Dec	Jan	Feb	Mar	April	May	June
Participatory Youth Policy and Action Plan											
Mapping and assessment of situation of youth											
Development of 5- Year Action Plan											
Participatory Workshops											
Institutional Strengthening and Enhancement of Executing Agency											
Institutional Strengthening of Youth Serving Agencies											
Design of Knowledge Management Information system											
Support the creation of the Executing Agency											
Institutional Technical Advisor											
Training and Labor Market Consultancy											
Financial Analysis											
Preventative and Empowerment Interventions											
Identification and Design of Pilots											
Participatory Communication Strategy											
Monitoring and Evaluation (M & E)											
Base-line											
M&E Tools											

* Currently 3 related programs are collecting relevant base-line information that can be used for this program. The results from these surveys will become available at the end of the year, which is why the compilation of base-line information will be delayed until then.



Washington, D.C. 20577

DRAFT
LEGIII/GY-740489 -06

The Honorable

Ministry of Finance

Ref.: Guyana. Nonreimbursable Technical
Cooperation No. ATN/ - -GY. Support to
the Youth Development and Empowerment
Program.

Dear Minister:

We are pleased to inform you that on _____, 2006 the Inter-American Bank (the “Bank”) approved the granting of a Nonreimbursable Technical Cooperation to the Co-operative Republic of Guyana, (the “Beneficiary”) to support the design of the Youth Development and Empowerment Program (the “Program”).

The Nonreimbursable Technical Cooperation, for the amount of two hundred and fifty thousand dollars (US\$250,000) and chargeable to the resources of the net income of the Fund for Special Operations, will support the design of a comprehensive intervention for youth by carrying out diagnostic analysis, preparatory studies and stakeholder workshops. The amount of in-kind contribution to be provided by the Government of the Co-operative Republic of Guyana is estimated to be the equivalent of thirty five thousand dollars (US\$35,000). The Bank will act as Executing Agency of the Program, which terms and conditions are set forth in the Plan of Operations attached hereto as the Annex.

ATN/ - -GY

To confirm your acceptance of the terms and conditions set forth in this Letter of Agreement and in the Annex, please sign and date the two (2) originals of this Letter of Agreement and return one signed original to the Bank. This Letter of Agreement will enter into force on the date of its signature by the representative of the Co-operative Republic of Guyana.

Yours Faithfully,
Inter-American Development Bank

Sergio Varas-Olea
Representative in The Co-operative
Republic of Guyana

AGREED:

Representative of the Beneficiary

Name:

Title: Minister of Finance

Date: May __, 2006

ATN/ - -GY