

**CARIBBEAN DEVELOPMENT BANK**



**AWAKENING SPECIAL POTENTIAL BY INVESTING IN RESTORATION AND  
EMPOWERMENT (ASPIRE) OF YOUTH PROJECT – GRENADA**

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Considered at the Two Hundred and Seventy-Fourth Meeting of  
the Board of Directors on December 8, 2016

**(BD 148/16)**

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**CARIBBEAN DEVELOPMENT BANK**

**TWO HUNDRED AND SEVENTY-FOURTH MEETING OF THE BOARD OF DIRECTORS**

**TO BE HELD IN BARBADOS**

**DECEMBER 8, 2016**

**PAPER BD 148/16**

**AWAKENING SPECIAL POTENTIAL BY INVESTING IN RESTORATION AND  
EMPOWERMENT (ASPIRE) OF YOUTH PROJECT - GRENADA**

Dollars (\$) throughout refer to Eastern Caribbean Currency (XCD) unless otherwise specified.<sup>1</sup>

**1. APPLICATION**

1.01 By letter dated November 4, 2016, the Government of Grenada (GOGR) applied to the Caribbean Development Bank (CDB) for funding to support the country's efforts to establish an improved gender responsive juvenile justice prevention and response system, including the full operationalisation of the Grand Bacolet Juvenile Rehabilitation and Treatment Centre (GBJRTC). The creation of an integrated positive youth system which stretches across a number of agencies is aimed at reducing the incidence of juveniles coming into conflict with the law and at rehabilitating young offenders through education and psychosocial services. Such a system is important for the effective diversion, rehabilitation and reintegration of affected youth in Grenada.

1.02 This request is consistent with GOGR's National Strategic Development Plan (NSDP) 2012-2017. Under this Plan, GOGR proposes to create conditions conducive to crime prevention and reduction, to provide for training and skills development for youth through institutionalised programmes and to encourage collaboration of different ministries and other stakeholders in issues related to youth development. The request also accords with the strategic objectives of GOGR's Education Act, 2012 and will also support:

- (a) The social care agenda espoused in Grenada's Growth and Poverty Reduction Strategy (GPRS) 2014-2018, specifically to "complete and effect the professional management of the GBJRTC and guarantee the best social environment for the rehabilitation of young transgressors of socially and lawfully accepted behaviour."
- (b) The country's adolescent justice reform effort which is being driven in part by the sub-regional Organisation of Eastern Caribbean States (OECS) Juvenile Justice Reform Project (JJRP).
- (c) The National Social Safety Net Framework 2013-2017 and the implementation of the Juvenile Justice Act of 2012.
- (d) Grenada's 1991 ratification of the United Nations Convention on the Rights of the Child, which are the global standards that uphold preventative, protective, and rehabilitative principles guaranteeing the rights of children to a safe environment.

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<sup>1</sup> USD1.00 = XCD2.70 / XCD1.00 = USD0.37

- (e) efforts to uphold the protocols of the Convention on the Elimination of All Forms of Discrimination against Women<sup>2</sup>.
- (f) the convention on the Prevention, Punishment and Eradication of Violence against Women<sup>3</sup>.

1.03 There is alignment between this intervention and CDB's Country Strategy Paper (CSP: 2014-2018) for Grenada (Paper BD44/14) which includes assisting Grenada with strategies to directly address severe poverty and associated socially deviant behaviour, especially among youth. The Project is consistent with CDB's Special Development Fund Eighth Cycle (SDF 8) themes and strategic objective of improving citizen security and poverty reduction through support for Human Resource Development. It is also consistent with CDB's:

- (a) strategic objective of supporting inclusive and sustainable growth and development;
- (b) corporate priority of improving the quality of and access to education, training and citizen security; and
- (c) cross-cutting theme of gender equality.

1.04 More specifically, the intervention is consistent with CDB's Special Development Fund Eighth Cycle (SDF 8) theme related to citizen security which focuses on the following:

- (a) Enhanced resilience of at-risk youth;
- (b) enhanced community cohesiveness; and
- (c) enhanced policy framework for citizen security

1.05 The intervention proposes a loan and grant to GOGR to be implemented by the Ministry of Social Development and Housing (MOSDH) in collaboration with the Ministry of Youth, Sports & Religious Affairs (MOYS); Ministry of Education and Human Resource Development (MOE) and the Ministry of National Security, Public Administration, Disaster Management, Home Affairs, Information and Implementation (MNS). The total Project cost is estimated at one million eight hundred and eighteen thousand, four hundred United States dollars (USD1,818,400). CDB's contribution would be a grant to GOGR of an amount not exceeding the equivalent of nine hundred and twenty four thousand United States dollars (USD924,000), and a loan not exceeding the equivalent of five hundred thousand United States dollars (USD500,000) from its Special Funds Resources (SFR). Counterpart funding equivalent to three hundred and ninety-four thousand, four hundred United States dollars (USD394,400) will be provided by GOGR.

## **2. BACKGROUND**

### **Demography**

2.01 Grenada, a tri-island independent state<sup>4</sup> located in the Caribbean Sea, has a combined land area of 348.3 km<sup>2</sup>. Population estimates for 2015 indicate that approximately 110,096 persons reside on Grenada with a sex ratio of 102 males to every 100 females. Approximately 24% of the population fall into the 10-24 age range reflecting a sex ratio of 103 males to every 100 females. Age dependency stood at 49% in 2015 while youth dependency was at 33%. Population density registered at 316 persons per km<sup>2</sup>, with the

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<sup>2</sup> Ratified August, 1990

<sup>3</sup> Ratified by Grenada on November 29, 2000

<sup>4</sup> Grenada – Grenada, Carriacou and Petit Martinique

parishes of St. George and St. Andrew representing 58% (61,385) of the total population. Life expectancy is 74.3 years, with higher survival rates for women (77.1 years) compared to men (71.7 years).<sup>5)</sup>

### **Poverty and Social Development**

2.02 Caribbean countries such as Grenada have shown resilience in the face of the intensification of severe socio-economic and financial challenges over the past decade. However, as in the wider region, poverty and exclusion still persist and women, seniors, youth and children are considered to be among the most disadvantaged and vulnerable<sup>6</sup>. Findings of the Country Poverty Assessment (CPA) for Grenada (2008) indicate that 37.7% of the population live below the poverty line with an additional 14% categorised as vulnerable to poverty. Approximately 50% of the poor live in the two most populated parishes, St. Andrew and St. George. A higher proportion of men fall below the poverty line - 39.5%, compared to 36.2% of women. While persons aged 15-24 in Grenada represented 24% of the total population, they accounted for just over 27% of the poor<sup>7</sup> in 2008. Grenada registers a high percentage of persons who can be considered to be among the working poor (31.5% of those employed) indicating a need for access to better quality and higher paying jobs/work.

2.03 Grenada has been categorised as a high human development country positioning it at 79 out of 188 countries. Improvements have been made in the indicators considered for the Human Development Index (HDI) since 2010 as reflected by the 1.7% increase in the value of the HDI moving from 0.737 in 2010 to 0.750 in 2014. The value of the HDI reflects improvements in the areas of life expectancy and education. Findings from the 2014 Labour Force Survey indicate that unemployment in Grenada was 29.5% in general and 31.5% among women<sup>8</sup>. Among the youth (ages 15-24), unemployment stood at 45.4%, some 15.9% above rates for the general population. Young males were considered more likely to be unemployed than any other category of persons. Findings of the 2015 CDB study on youth unemployment in the Caribbean showed that the repercussions of youth unemployment may be felt at the individual, household, community and national levels and this observation has implications for the adoption of actions to address this challenge. According to Caribbean Human Development Report (2012) high levels of youth unemployment is seen as one of the main factors creating a climate conducive to the perpetration of crime in the region.

### **Crime-Growth Nexus in Grenada**

2.04 In some Caribbean countries, crime has become one of the most important impediments to investor appetite and by extension economic growth. The Project seeks not only to rehabilitate but also to reintegrate youth into the labour force whilst at the same time increasing skills through targeted education. This is important in reducing the high youth unemployment rate in Grenada and redirecting this untapped human capital resource towards economic activities. This has a direct impact of increasing economic growth, which in turn creates a virtuous cycle in reducing crime itself. There could also be productivity gains in Grenada as the labour force becomes more skilled and trainable. Whilst investment may increase with lower crime levels, there should also be an increase in investments related to the availability of particularly skilled labour. This not only has strong implications for increases in medium term growth, but short term improvements could be seen as well, if investors react positively to these signals with the perception that these initiatives are working (or will work) in reducing youth crime and unemployment. This has the

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<sup>5</sup> Please see [http://www.indexmundi.com/grenada/demographics\\_profile.html](http://www.indexmundi.com/grenada/demographics_profile.html) for further details.

<sup>6</sup> Please refer to Caribbean Human Development Report, UNDP 2016 for further details.

<sup>7</sup> For further details please refer to [http://www.gov.gd/egov/docs/reports/Grenada\\_CPA\\_Vol\\_1\\_Main\\_Report\\_Submitted.pdf](http://www.gov.gd/egov/docs/reports/Grenada_CPA_Vol_1_Main_Report_Submitted.pdf)

<sup>8</sup> Data from the 2014 Labour Force Survey presented in the 2015 Budget Speech for Grenada.

potential to create some private sector incentive to work alongside these initiatives through possible internships and other semi-employment structural improvements.

### The Situation of Juveniles and Youth

2.05 For the most part young people across the region are well-adjusted and functioning according to acceptable societal norms and values. There are, however, growing segments of young people and their families who are impacted by a coalescence of challenges which trap them in a cycle of poverty, low achievement, crime and violence, unemployment or confinement to low level occupations, as well as, fuel the cradle to prison pipeline. Of the total number of persons under 24 years of age, those in the 10-24 age range account for 24.2% of the population.

2.06 Key policy goals such as universal secondary education and gender parity in participation in basic education have been achieved. Internal efficiency typifies the situation in other OECS countries with a dropout rate of 1.3% with this more likely to occur in Forms 2 through 4. Repetition rates over the 2014/2015 period were higher for males (13%) than for females (4.3%), reflective of the comparatively better performance of girls across the broad spectrum of subjects at the Caribbean Examinations Council Secondary Education Certificate (CSEC) examination level. However, subscription is generally segmented along traditional lines particularly in the Technical and Vocational Education and Training (TVET) disciplines and, in general there are limited options for skills development.

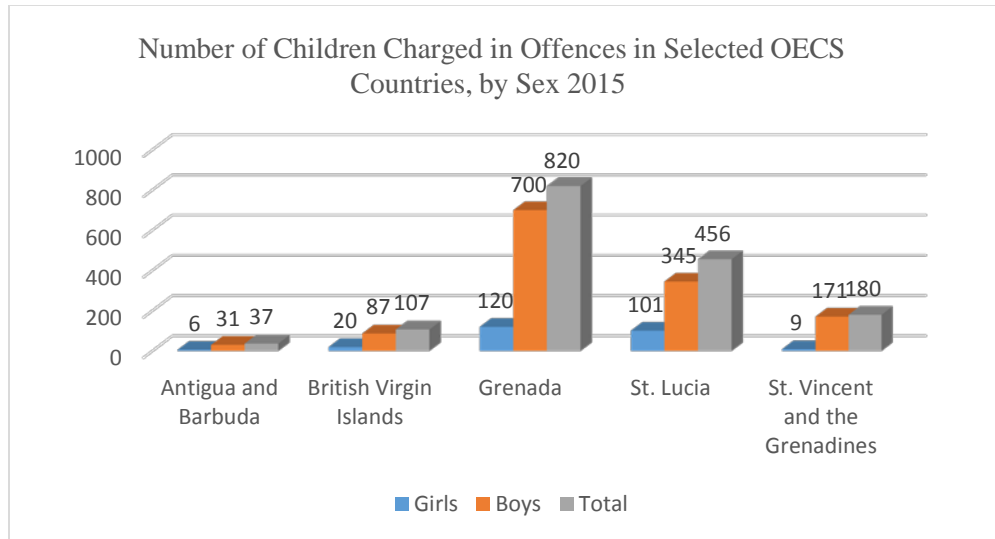
2.07 There is a high level of deviant behaviour as measured by the incidence of juveniles in conflict with the law, compared to other OECS States. Box 1 provides a closer look at juvenile crime in Grenada. According to the 2015 Situational Analysis of the Juvenile Justice in the OECS, the number of children charged for offences in Grenada was twice as many as in St. Lucia and more than four times as many as in St. Vincent and the Grenadines. Males were charged in 85% of the offences in Grenada. See Figure 2.1 for further details.

#### **Box 1: Juvenile Crime in Grenada – 2010 to 2014**

- Over the period 2010-2014 a growing number of offences were committed by juveniles in Grenada, showing an increase from 272 offences in 2010 to 355 offences in 2014 reflecting a 30.5% increase.
- Stealing was the most prevalent at 20.3% of all offences detected, assault accounted for 9.9% of offences and the use of obscene language 9.1%.
- There is a trend towards offences against persons, as well as, against property with a predilection towards violence.
- Crimes were perpetrated mainly by persons in the 16-18 age range;
- The majority of offences for which juveniles were arrested over the period 2004 to 2014 were committed by males (91.3%) as compared to females (9.7%).
- There is a 63.2% recidivism rate among youth and 70% of incarcerated youth had previous conflicts with the law at least five or more times.
- Juvenile crime data points to the fact that 68% of juveniles who ran afoul of the law reside in the parishes of St. George and St. Andrew (the two largest parishes that also register the largest concentration of the poor). All offenders from St. Andrew were males during that time period.

Sources: “Research on Juveniles in Grenada”, OECS, 2015; “Student Perception Report – A school based Survey”, Legal Aid and Counseling Clinic, March, 2016 and “Caribbean Basin Security Initiative Juvenile justice Assessment” – USAID, 2011; “Grenada 2015 Child Protection Statistical Digest”, UNICEF, 2015.

**FIGURE 2.1: NUMBER OF CHILDREN CHARGED IN OFFENCES IN SELECTED OECS COUNTRIES BY SEX (2012-2014)<sup>9</sup>**



2.08 Findings of the Country Gender Assessment for Grenada highlighted that in Grenada there are clear linkages between behaviours associated with masculinity and crime and violence, since violence is perceived as inherent to “being a real man” and asserting one’s manhood and masculinity.” Gender Based Violence (GBV) in the public sphere in the context of Grenada includes wider forms of criminal violence such as assault, rape, murder/homicide, damage to property and gang violence. While women and girls were seen as the main victims of GBV in the private sphere, men and boys to a large degree mainly experience GBV in the public sphere.

### **Risk and Vulnerability**

2.09 The following risk factors were identified as contributing to juveniles and youth becoming involved in carrying out offences which bring them in conflict with the law in Grenada<sup>10</sup>:

- (a) **Family-oriented factors:** poor parenting skills, family problems, erosion of positive value systems in the family, lack of structure or supervision at home, single parent households especially those headed by women, poverty/low income especially among seasonal workers (e.g. in construction), exposure to violence in families, abandonment and neglect.
- (b) **Individual Factors:** materialistic values, risky and delinquent behaviour among students who are not in gangs, drug use and abuse, lack of marketable skills, not gainfully or productively employed, cycle of disrespecting parents and authority figures and notions of masculinity and manhood.

<sup>9</sup> Source: Situation Analysis of Juvenile Justice in the OECS and selected Caribbean countries (2015)

<sup>10</sup> For further details please see “Research on Juveniles in Grenada” OECS, March 26, 2015, “Student Perception Report”, MOSDH, February 10, 2016 and Grenada Country Gender Assessment Report 2014.

- (c) **Community-Based Factors:** negative community culture, exposure to trauma including abuse/lack of treatment for trauma, gang culture in schools and communities, limited key community assets, poor supervision at the community level, exposure to GBV at the community level.

**Protective Factors**

2.10 Identifying key protective factors allows for a keener focus on those conditions or attributes in individuals, families, communities, or the larger society that, when present, mitigate or eliminate risk in young people, in families and communities. They also contribute to increased health and well-being of children, young people and their families. Preventive factors lower the likelihood of negative outcomes and reduce a risk factor’s impact. While not specific to Grenada the protective factors outlined below are nonetheless relevant. Table 2.1 provides details on the key protective factors which are relevant to positive youth outcomes.

**Table 2.1: Protective Factors to be Enhanced in Youth**

Individual Protective Factors	Family Proactive Factors	Peer and Social Protective Factors
<ul style="list-style-type: none"> <li>• Intolerant attitude toward deviance</li> <li>• High IQ</li> <li>• High grade point average (as an indicator of high academic achievement)</li> <li>• Positive social orientation</li> <li>• Highly developed social skills/competencies</li> <li>• Highly developed skills for realistic planning</li> <li>• Religiosity</li> </ul>	<ul style="list-style-type: none"> <li>• Connectedness to family or adults outside the family</li> <li>• Ability to discuss problems with parents</li> <li>• Perceived parental expectations about school performance are high</li> <li>• Frequent shared activities with parents</li> <li>• Consistent presence of parent during at least one of the following: when awakening, when arriving home from school, at evening mealtime or going to bed</li> <li>• Involvement in social activities</li> <li>• Parental/family use of constructive strategies for coping with problems (provision of models of constructive coping)</li> </ul>	<ul style="list-style-type: none"> <li>• Possession of affective relationships with those at school that are strong, close, and prosocially oriented</li> <li>• Commitment to school (an investment in school and in doing well at school)</li> <li>• Close relationships with non-deviant peers</li> <li>• Membership in peer groups that do not condone antisocial behaviour</li> <li>• Involvement in pro-social activities</li> <li>• Exposure to school climates that are characterised by:               <ul style="list-style-type: none"> <li>- Intensive supervision</li> <li>- Clear behaviour rules</li> <li>- Consistent negative reinforcement of aggression</li> <li>- Engagement of parents and teachers</li> </ul> </li> </ul>

**Response to key risk factors affecting children, youth and their families**

2.11 According to the United Nation’s World Youth Report, 2003<sup>11</sup>, for a young person, anti-social behaviour may reflect a normal part of growing up or the start of a pattern of criminal behaviour as they negotiate their complex realities. It is believed that youth behaviour is a product of his or her social

<sup>11</sup> For further details please see link to referenced document - <http://www.un.org/esa/socdev/unyin/documents/ch07.pdf>



environment and reflects the sum total of his or her interactions in this context. Factors impacting participation, personal development and successful transition into productive adulthood which plague juveniles and youth require a comprehensive approach. This should include, the strengthening of the institutional mechanisms, as well as, enhancing resources and human capacity. Grenada recognises the need for consideration to be given to both risk and protective factors if successful outcomes are to be realised.

### GOCR's Response

2.12 Since 2011 GOCR has scaled up its response to treating with juveniles and youth who are either at risk of coming into contact with the juvenile justice system or in need of care and protection either as victims or as offenders. Through the ambit of a fairly young Juvenile Justice System, GOCR has begun to nuance its response to the needs of juvenile victims in a manner that is more impactful. Table 2.2 shown below summarises the response of GOCR which cuts across policies/legislations, programmes and practices relevant to the sector. A detailed presentation of key programmes undertaken by GOCR is at Appendix 2.1.

**Table 2.2: GOCR Response across Policies/Legislations, Programmes and Practice**

Policies/Legislations	Programmes	Practice
<ul style="list-style-type: none"> <li>- Enactment of the Juvenile Justice Act in 2012 which supports Alternative Sentencing options.<sup>12</sup></li> <li>- Amendment of Code 72A in the Criminal Justice Act in 2012 to reflect the age of majority as 18 up from 16 years of age. Although children as young as 7 are still culpable all children 7 – 11 years who come into contact with the law are to be assessed before charges can be laid against them.</li> <li>- Mainstreaming of youth considerations in the NSDP: Goal 5 identified as Youth Development;</li> <li>- Adoption of a National Social Safety Net Framework (2013-2017) which focuses mainly on responding to the main factors of risk and vulnerability experienced at a macro level and across the life cycle.</li> </ul>	<ul style="list-style-type: none"> <li>- GBJRTC opened in March 2016 to provide secure residential facilities for juvenile victims.</li> <li>- Integrated monitoring and evaluation system implementation.</li> <li>- Training in restorative justice undertaken to support the implementation of restorative practices at the GBJRTC.</li> <li>- Multiple Labour Market programmes implemented focusing on employability, employment, rehabilitation and reintegration such as IMANI<sup>13</sup> Programme, Project FLY (piloted at the community level), Project Reach at the Prison, and the Second Chance Education Programme (Literacy and Numeracy) as well as the introduction of Caribbean Vocational Qualification (CVQ) and National Vocational Qualification (NVQ).</li> </ul>	<ul style="list-style-type: none"> <li>- Establishment of the Juvenile Justice System separate from the Criminal Justice System.</li> <li>- Establishment of the Juvenile Justice Unit in the MOSDH.</li> <li>- Establishment of a juvenile justice data management system.</li> <li>- Acknowledgement that a child in custody is to be detained separately from an adult.</li> <li>- Adherence to the requirement which stipulates that the educational needs of a child should be fulfilled if incarcerated or placed in a secure residential programme.</li> <li>- Establishment of the Child Protection Agency.</li> </ul>

<sup>12</sup> Sentencing Options include counselling sessions, probation, restorative justice mechanisms, community service, combination of community service and counselling, probation, family group conferences and youth diversion programmes.

<sup>13</sup> IMANI – GOCR official youth employment programme.

Policies/Legislations	Programmes	Practice
<ul style="list-style-type: none"> <li>- Mainstreaming youth considerations into the GPRS (2014-2018) with a focus on poverty reduction, building resilience and fostering growth through Youth and Sports, ICTs and Education and Human Resource Development.</li> <li>- Introduction of the Domestic Violence Act in 2010.</li> </ul>	<ul style="list-style-type: none"> <li>- Probation programme – monitors juveniles in conflict with the law, prepares presentencing and social inquiry reports, facilitation of family.</li> <li>- Case Conferencing, community based supervision required for non-custodial sentencing of juveniles;</li> <li>- Activities under the Family Law Reform Project in the MOSDH includes Counselling Unit, Parenting Unit, Safety Net Unit Support for Education, Empowerment and Development (SEED Programme<sup>14</sup>);</li> <li>- Through MOE a guidance and counselling programme, Student Support Services and the Drug Control Secretariat, Health and Family Life Education (HFLE) Programme, School Feeding and School Attendance programme;</li> <li>- Through the Ministry of Youth and Sports (MOYS) the Youth in Conflict with the Law Programme a court ordered diversion option.</li> </ul>	

### **The Grand Bacolet Juvenile Rehabilitation and Treatment Centre**

2.13 This secure juvenile residential facility was officially opened on March 25, 2016. It welcomed its first residents on April 1, 2016. The current population is 22 (18 males, 4 females). The facility is equipped to offer a range of programmes that will facilitate the treatment and rehabilitation of juveniles. The treatment team of one social worker, one counsellor and one psychologist (MA) conduct basic assessments of psychological needs. They also conduct individual and group counselling to the residents and provide support to their families. This service is also extended to non-residents and their families. There are 16 duty officers who have direct responsibility for the residents and support and provide meaningful psycho-educational and recreational activities. There are 16 security officers who secure the premises and help to maintain order through the management and containment of residents. Psycho-educational services are overseen by the psychologist, who has been assigned from MOE with extensive teaching background. This is temporary until the provision of teachers through MOE. Other Programmes offered at GBJRTC include:

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<sup>14</sup> GOCR's official cash transfer programme.

(a) Comprehensive sexual education programme:

A twelve week programme addressing sexual and reproductive health. This is provided by the Grenada Planned Parenthood Association. The topics include, Interpersonal Relationships, Gender, Sexuality and Communication and Decision Making Skills.

(b) Alternatives Diversion Programme:

A twelve week programme that is offered by the Legal Aid and Counselling Clinic (LACC) for juveniles who are at risk of offending or have been in conflict with the law.

(c) Sports and Recreational activities:

Cricket and Football coaching is provided on Tuesdays and Thursdays respectively. The coaches are provided by MOYS.

(d) Therapeutic intervention and skills training:

The intention is for the centre to be able to offer a day programme to juveniles who would benefit from therapeutic intervention and skills training. Such a programme will require an additional educational facility on site, due to the potential security risks.

### **Regional/International Development Partner Response**

2.14 There are a number of regional and international development partners which are actively engaged in supporting work in the juvenile justice system. United States Agency for International Development (USAID) and the OECS Commission have provided strong support to GOCR in establishing a responsive and modern juvenile justice system, through the provision of technical assistance (TA), equipment and furniture. TA has been provided through CDB to strengthen the capacity of the LACC to deliver psychosocial and psycho-educational programming for the prevention of GBV, as well as, through the Basic Needs Trust Fund Programme (BNTF) which supported the implementation of the Reach Project<sup>15</sup>. In addition, through various education projects, CDB has provided support to aid the upgrade of basic school infrastructure and the overall education system, as well as, the conduct of an energy audit on government facilities. UNDP also provided support for the piloting of Project FLY<sup>16</sup>. GOCR in collaboration with Regional and International Development Partners has sought to implement capital projects and programmes in communities across Grenada which, while not directly targeting crime and violence are intended to address other social and infrastructural challenges which ultimately impact citizen security<sup>17</sup>.

### **Community Response**

2.15 Services and programmes employed by civil society groups and Non Governmental Organisations (NGOs) complement efforts by GOCR to reach out to at risk and vulnerable members of the society. The Alternative Psycho-Educational Diversion Programme was introduced and implemented through LACC catering to young male offenders while their mirroring/mentorship programme is aimed mainly at young females. Grenada National Coalition on the Rights of the Child, which consists of twenty-four NGOs and

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<sup>15</sup> Project Reach is a Rehabilitation and Reintegration Programme implemented at the prison targeting young persons 35 and under.

<sup>16</sup> Fostering Level-headed Youth Project.

<sup>17</sup> Some of the key organisations/institutions supporting these efforts are: (i) CDB, through its continuing BNTF Programme and other direct support; (ii) The European Union; (iii) The World Bank; and Global Canada through CDB.

service organisations as well as Government Ministries, is a principal actor advocating for the rights of children in Grenada. Non-Governmental Agencies such as Grenada National Organisation of Women (GNOW) advocates on behalf of juvenile victims especially in instances of sexual abuse. Another key programme is the Programme for Adolescent Mothers (PAM) which provides a range of services to young mothers. GBJRTC is the only secure juvenile facility in Grenada, however residential homes such as Father Mulligan Home for Boys are in operation and accommodate children who may be in need of care and protection.

2.16 Entities such as Grenada Community Development Agency (GRENCODA) which operate at the community level are key partners in reaching youth where they live. The involvement of these various agencies along with others acknowledge the fact that GOCR cannot meet the varied needs of the youth on its own.

### **3. ISSUES AND CONSTRAINTS**

3.01 The following are seven main issues and concerns identified by GOCR and relevant stakeholders:

- (a) **Limited capacity to operationalise key provisions of the Juvenile Justice Act, including those associated with alternative sentencing options:** While a number of options such as the psycho-educational programmes offered through LACC and community sentencing and counselling have been put in place, there is an urgent need for a residential facility which will divert juveniles from the adult prison system. In addition, the needs of the juveniles assigned to the GBJRTC by the Court require a broader menu of programmes and interventions to address the psychosocial and educational needs of the residents as current services are limited and inadequate.
- (b) **Inadequate institutional capacity for governance, management and service delivery:** The capacity to conduct appropriate assessments of psychosocial needs of juveniles and provide treatment remains limited. There is a lack of appropriate assessment tools and trained personnel to diagnose juveniles and youth, and provide relevant treatment for prevention and rehabilitative care. Key areas of deficit include: clinical psychology, family therapy and social analysis. There is weak coordination and collaboration among service and programme delivery agencies. Programmes tend to be implemented in isolation which does not capitalise on complementary activities in others.
- (c) **Lack of access to/use of an integrated and functional data management and information system:** Diversion, rehabilitation and reintegration are pivotal approaches used in the juvenile justice system. Services and programmes which cut across this spectrum of institutional responses are delivered through multiple agencies both at the governmental and non-governmental levels. There are, however, weak collaboration and coordination mechanisms existing among these agencies resulting in duplication of resources, disconnected services among agencies and ineffective monitoring and evaluation of responses. The Child Well-Being and Juvenile Justice Data Management System which is integral to integrating providers of social services is in place mainly within MOSDH. There is a need to expand the existing network to include key stakeholders at various levels. Additional details of the current arrangements for the juvenile justice data management system are outlined at Appendix 3.1.
- (d) **Limited Preventative Community Programmes for at-risk youth:** Communities in St. Andrew and other parishes with a comparatively higher concentration of young persons

who come into contact with the justice system, lack adequate preventative programmes to mitigate the risk of offending and to channel those at risk into capacity development and opportunities for sustainable employment.

- (e) **Limited support for the implementation of Training in Restorative Justice:** There is the need for programmes that focus on reintegration of juveniles and youth from residential placements and prison, back into community and family life. Overemphasis on punitive sentencing may cause irrevocable harm to young persons in need of care and protection, whether as victims or offenders. Restorative justice models in schools and communities can be used as a preventative measure and are closely tied to diversion, however there is a lack of consistency in how juvenile victimization is addressed in the school operations, with the associated stigma and discrimination towards juvenile victims.
  
- (f) **Inadequate institutional capacity and programming at the GBJRTC:** Staff of GBJRTC require professional development in key areas including psychosocial services, industrial security and first-aid. There is a lack of appropriate education and training programmes for juveniles, and particularly demand-driven TVET programmes and support for those eligible for CSEC subjects. The absence of appropriate facilities for recreational activities, an inadequate system for electronic monitoring and some electrical defects are among critical areas that must be addressed to meet the standards necessary for a secure and safe facility which serves the residents.
  
- (g) **Low Participation and Retention Rate of at-risk males in training activities:** Male youth are at a high risk for drop out, or non-participation in educational or training activities. It is posited that youth “hang out on-the-block<sup>18</sup> with peers, not seeming to be interested in employment” or in education. Their masculinity and manhood are shaped by the block culture with differential behaviour patterns being developed along gender lines which run counter to acceptable norms and values. The participation of males in TVET training in existing programmes has been low with only 30% of trainees on average being male. The absence of a gender differentiated strategy to attract and encourage enrolment and sustained participation of this category of persons limits the capacity of service agencies to address barriers to their participation and to counteract the block culture.

#### **4. PROPOSAL**

4.01 It is proposed that CDB provides to GOCR from its Special Funds Resources (SFR) a loan of an amount not exceeding five hundred thousand United States dollars (USD500,000), and a grant of an amount not exceeding the equivalent of nine hundred and twenty-four thousand United States dollars (USD924,000) to assist GOCR in enhancing the resilience and empowerment of young people.

4.02 The focus of the intervention is to support the establishment of an improved gender responsive juvenile justice prevention and response system to divert juveniles and youth from coming into conflict with the law and to rehabilitate young offenders through effective education and psychosocial services. The emphasis is on strengthening the provisions aimed at prevention, diversion, rehabilitation, treatment

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<sup>18</sup> In this context, ‘block’ refers to a meeting place in a community where male and female youth and young adults gather informally to interact and affirm each other. In some instances, the block is a place where counter-cultural and sub-cultural values are exhibited and validated by those in the group. This environment is known to provide solace and support for the socially-excluded but may also be a fertile ground for criminal activity.

and reintegration. It approaches the challenges in the juvenile justice system from public health, human resource development and life skills perspectives, through the provision of an integrated and coordinated suite of initiatives at the community, sectoral and institutional levels. MOSDH will seek to deliver these services in close collaboration with MOYS, MNS and MOE, building on existing initiatives both at the institutional and community levels.

### **Lessons Learnt**

4.03 This Project draws on lessons learnt from similar CDB-financed initiatives in St. Kitts and Nevis<sup>19</sup> and Belize<sup>20</sup> as well as lessons learnt in designing and implementing crime diversion, prevention and rehabilitation initiatives in Grenada, St. Lucia and across the Caribbean. The lessons include:

- (a) crime diversion, rehabilitation and integration programmes are more effective when complemented by therapeutic services and appropriate education and training programmes, including demand-driven skills development, relevant life skills initiatives and psychological assessments and treatment;
- (b) support via a continuum of care that strengthens the family and community as primary agents of socialisation and stability during social change is critical, particularly when addressing the diverse needs of at-risk cohorts of the population;
- (c) the need for literacy and numeracy training to precede the technical and vocational activities when targeting youth who are most at-risk. The experience from the FLY and REACH Projects is that this approach is critical to enabling the efficient conduct of the programmes;
- (d) the need for nationally and regionally certified skills training – training without certification impedes mobility and employability;
- (e) the need for targeting the most vulnerable youth. Despite the presence of several youth-focussed programmes, at-risk youth need to be specifically targeted since they have unique barriers to accessing initiatives aimed at the general population and there is a culture of non-participation;
- (f) the cost-effective delivery of rehabilitation programmes requires coordinated delivery of existing programmes by key agencies. This will allow for specialised programmes catering to the personal development and learning outcomes of beneficiaries to be integrated into the broader response framework. A gender sensitive approach is required to deal differently with males and females as incentives and actual criminal behaviours are different; and
- (g) risk factors can be moderated by enhancing protective factors that foster resilience and overall development in youth.

## **5. OUTCOME**

5.01 The expected outcome of the Project is an improved gender responsive juvenile justice prevention and response system for enhanced resilience and empowerment of juveniles and young people. A Design and Monitoring Framework for the intervention is at Appendix 5.1.

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<sup>19</sup> St. Kitts and Nevis – Child Development Project (Paper BD 78/04).

<sup>20</sup> Belize - Youth and Community Transformation TA (Paper BD112/12) and Youth Resilience and Inclusive Social Empowerment (RISE) TA (Paper BD31/16).

## 6. PROJECT DESCRIPTION

6.01 The specific components are indicated below:

- (a) **Youth Diversion and Rehabilitation Programmes:** This component supports programmes targeting juveniles and youth, their families and communities and is designed to build resilience against criminogenic factors impacting vulnerable segments of these populations. It comprises the following sub-components:
- (i) **ACE (Actively Committed and Empowered) Youth Community Project:** Implementation of an integrated 18-month training programme targeting 25 at-risk youth<sup>21</sup> under the age of 30 in the Mount Horne community in the St. Andrew parish. The initiative will be facilitated by MOYS and builds on the results of Project FLY. Details on the Mount Horne community are at Appendix 6.1. This community was selected because of the high level of poverty and the need to specifically target youth in that community who may be unemployed, school drop-outs or ordered into this type of programme by the court. The services of a counsellor will be available to trainees. A team of persons previously trained in case management will provide support for up to six months after completion of the programme. This sub-component will be comprised of six activities and these are detailed below:
- (aa) **From the Block to the Classroom and Workforce:** Consultancy services to undertake a rapid assessment of the main factors which are likely to impede the participation of young at-risk males in the ACE Youth Community Project and to develop and guide the implementation of an appropriate strategy to facilitate gender-equitable participation in the programme. The consultancy will also refine the selection criteria of beneficiaries. A Draft Terms of Reference (TOR) is attached at Appendix 6.2;
- (bb) **Life Skills, Literacy and Numeracy Training:** Training in life skills and basic literacy and numeracy will be delivered and be aimed at developing appropriate personal development outcomes and achieving academic milestones. A Draft TOR is attached at Appendix 6.3;
- (cc) **Community Sports and Performing Arts:** Support to participants in disciplines involving both male and female participants through MOYS, Ministry of Tourism, Civil Aviation and Culture, over a two month period. A Draft TOR is attached at Appendix 6.3;
- (dd) **Technical and Vocational Skills Training:** Training in Crop Production up to CVQ Level 1 through the TA Marrayshow Community College at its Mirabeau Farm School, with certification provided by the National Training Agency (NTA);

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<sup>21</sup> For the purpose of this project at-risk youth is defined as youth for whom the probability of successful transitioning to Adulthood, coping with mental and relationship problems and gaining financial stability are low.

- (ee) Small Business Management and Customer Service Training: Training in the Business Lab programme of the New IMANI programme<sup>22</sup> which focuses on business development, coaching, customer service, budgeting and proposal writing. Upon completion, trainees will be eligible to access business development grants from the Grenada Industrial Development Corporation (GIDC). A Draft TOR is attached at Appendix 6.3; and
- (ff) Execution of a Community Project: Provision of training and materials to develop and implement small community projects which will help to address an observable challenge, and enhance the quality of life of other members of the community. Trainees will work along with community members and organisations in the development and implementation of their intervention.
- (ii) **Project Reach**: Support for the 2017-2018 cohort of REACH, the rehabilitation and reintegration programme for young inmates (18 to 35<sup>23</sup> years of age) at Her Majesty's Prison (HMP) who are approaching the time for release. This Project is led by MOYS with assistance from NTA. Forty-five persons including officers and inmates are expected to benefit. Upon completion, ex-offenders will be provided with a set of basic tools to support their re-entry into employment/work, be eligible for funding of approved business plans of up to XCD25,000, and will feature in anti-crime and Public Service Announcements (PSAs). Similar training to that being facilitated under ACE will be provided as well as the services of a Counsellor. A team of persons trained in case management will provide support for up to six months after release from the prison. A Draft TOR for the Counsellor is attached at Appendix 6.4.
- (iii) **Restorative Justice Programme Pilot**: Training of 50 persons from four schools and their associated communities in restorative justice practice. MOSDH will arrange workshops for the training to be conducted over a two year period by four persons who have received training in restorative justice under JJRP. The schools will be selected based on those with the highest incidences of crime by students who are before the Court. A Draft TOR for facilitators is at Appendix 6.3.
- (iv) **Monitoring & Evaluation (M&E)**: Consultancy services to design and conduct Pre-Tracer and Tracer Studies for the Project. The Pre-Tracer Study will be used in the ACE Youth Community Project, Project REACH and at GBJRTC to collect baseline data. The tracer study will be conducted nine months after completion of ACE Youth Community Project and will include graduates of both ACE and Project REACH. Also included will be those residents released from the GBJRTC in the first six month period after the completion of the training. The assignment will be overseen by a M&E Officer and MOSDH. A Draft TOR for the Pre-Tracer and Tracer studies is attached at Appendix 6.5.

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<sup>22</sup> The MOYSRA Imani Programme provides opportunities for unemployed youth and adults in personal development, skill training in over fifty (50) occupational areas; job and small business training; employment and scholarship referrals; access to funding and community engagement and volunteerism.

<sup>23</sup> Young persons between the ages of 18 and 35 account for approximately 60% of the inmates sentenced at the prison.



- (b) **Grand Bacolet Juvenile Rehabilitation and Treatment Centre (GBJRTC)**
- (i) **Short-Term Staff Training:** Training of GBJRTC staff in the areas of Management (CVQ Level III). Prior Learning Assessments leading to Housekeeping and Food Preparation and Cookery (CVQ Level II) will occur. Training in Trauma, Teaching social skills to troubled youth, understanding and working with at risk youth, common sense parenting, first aid, and self-defence and other areas will also be conducted. All of the 50 staff members are to benefit from some type of training. See list of short term training activities at Appendix 6.6.
  - (ii) **Skills Training Programme:** Training in life skills and technical and vocational studies for 25 persons including GBJRTC residents, youth in the alternative sentencing programme and/or those sentenced to attend a TVET training programme by the court. The process of unitary award of the CVQ Level 1 Certification in the areas of Crop Production and Data Processing will be tested. Training will be facilitated by the NTA.
  - (iii) **Infrastructural Review and Construction Supervision Services:** Architectural and engineering services to review JRTC's infrastructure in light of operational experience, as well as to supervise minor upgrades (see (v) below) and prepare a maintenance plan. This consultancy will build on the results of a rapid assessment commissioned by GOGP to inform the appraisal and will be undertaken with loan funds. It is proposed that the recommendations arising out of the consultancy be implemented with CDB financing under a follow-on intervention. A Draft TOR is attached at Appendix 6.7.
  - (iv) **Consultant Clinical Psychologist:** A consultant clinical psychologist will be engaged to work with GBJRTC to enhance the psychological assessment and treatment of residents. This service, which is currently not available at the centre, will be provided twice weekly over a period of three years, partially filling a service provision gap until training of GOGP's clinical psychologist is completed. A Draft TOR is attached at Appendix 6.8.
  - (v) **Minor Upgrades:** Refurbishment of the multi-purpose court; construction of a generator room and procurement of a generator; and the supply and installation of a potable water storage system. Designs and cost estimates have been prepared by the Ministry of Works (MOW). This component will be financed from the proceeds of the Loan.
  - (vi) **Furniture, fixtures, tools, equipment and learning materials:** These items will be provided to support optimal operations as well as delivery of all programmes. The areas to be provided for include, but are not limited to administration, staff training, skills training, safety and security, maintenance and recreation. This component will be financed from the proceeds of the Loan.
- (c) **Enhanced Capacity for Improved Sector Management:**
- (i) **Strengthening of Integrated and Responsive Data Management and Risk Assessment System:** Purchase of computer equipment, software licenses (four

years) and the requisite training to integrate divisions of the Police, LACC, MOE, the Child Protection Agency, MOYSRA, the Counselling Unit, HMP and other associated agencies into the dedicated juvenile data management system. The focal point for this component will be supported by the Management Information Systems (MIS) Officer and M&E Officers of the MOSDH in the implementation of this component. The procurement of the hardware will be facilitated with the proceeds of the Loan.

- (ii) **Recidivism Assessment Tool:** Purchase of the Level of Service Inventory – Revised Validated Risk/Need Assessment Tool (LFI-R)/Youth Level of Service (YLS)/Case Management Inventory. The LFI-R/YLS, which is a web-based, gender-informed, culturally-informed, strengths-focused risk/needs tool, will enable the service providers in the Juvenile Justice System to reliably and accurately classify and predict re-offending within male and female juvenile populations and to develop targeted case plans to mitigate risks identified.
- (iii) **Long Term Training:** Training will be provided at the post graduate level in the areas of Clinical Psychology, Social Policy and Social Work, for persons objectively selected (qualifications, experience and tenure) from within the main social sector agencies and no objection provided by CDB. GOCR will, as a matter of normal operational procedures bond recipients of the Long Term Training for a period commensurate with the period of study.
- (d) **Technical Assistance - Design of a Youth Block:** Consultancy services to prepare detailed designs and cost estimates for the construction of a dedicated youth block on the compound of HMP. It is proposed that the block be constructed with CDB financing under a follow on intervention. This component will be financed from the proceeds of the loan. A Draft TOR is attached at Appendix 6.9.
- (e) **Project Implementation Support**
  - (i) **Project Management:** The establishment of a Project Coordination Unit (PCU) to be housed in the Juvenile Justice Unit of MOSDH, the engagement of a Project Coordinator (PC) to guide the implementation of the Project, and the provision of equipment for the PCU. A M&E Officer and administrative support will be provided by the MOSDH. A Technical Working Group consisting of a focal point from each collaborating institution will be established.
  - (ii) **Financial Audits:** GOCR will undertake this activity through its Audit Department to provide annual financial audits over the life of the Project.

6.02 Although every effort has been made to detail precisely all the activities included in the Project, it is anticipated that changes may be required to locations, collaborating agencies, resources or programme delivery mechanisms during the course of project implementation.

## **7. JUSTIFICATION AND BENEFITS**

7.01 There has been a shift in the profile of juvenile crime over time with serious crimes against persons accounting for an increasing number of arrests of young persons in Grenada. There are also manifestations of deepened psychosocial disturbances which further underscore the urgency for action in treating with juvenile victims. National reform work in the area of juvenile justice has facilitated the recalibration of the legislative and regulatory framework enhancing operational and institutional capacities and the reorientation of services and programmes in the juvenile justice system with encouraging results. This intervention therefore is consistent with Grenada's Growth and Poverty Reduction Strategy (GPRS) 2014-2018 and NSDP 2012-2017 which proposes to create conditions conducive to crime prevention and reduction, enhance the management of the GBJRTC and guarantee the best social environment for the rehabilitation of young transgressors.

7.02 The Project will assist in strengthening the integration, coordination and development effectiveness of skills development and support services for at-risk juveniles and youth. It builds and enhances previous programmes and assists stakeholders to better address the differential and gender-sensitive needs of beneficiaries. The Project will support GOGR's capacity to respond to the pace of the reform process in this sector and the shifting epidemiology of crime and violence especially among juveniles. GOGR will be better positioned to provide a "soft" landing for juvenile victims which will necessarily help in the process to re-orient them on the path towards being productive, integrated and functional citizens.

7.03 Accordingly, the assistance provided through this intervention will allow the GOGR to:

- (a) improve efficiency and effectiveness in programme delivery;
- (b) access data for evidence based decision making;
- (c) strengthen the governance structure across the juvenile justice system;
- (d) decrease recidivism;
- (e) improve employability and foster entrepreneurship of juvenile victims;
- (f) better reintegrate young ex-offenders;
- (g) implement restorative justice practices in schools;
- (h) increase male participation in TVET and Skills training programmes; and
- (i) reduce the number of juveniles in conflict with the law and therefore in need of care and protection.

7.04 The Project, through the provision of technical and vocational training will benefit up to 50 youth in the St. Andrew Parish including those at the GBJRTC over a period of two years as well as 45 youth offenders in the main prison. At least 50 other stakeholders will be trained in Restorative Justice Practices. Benefits will accrue to at least 313 juveniles who are arrested on an annual basis and 350 others who access care and protection through the MOSDH yearly. However, for the Project benefits to be sustained, GOGR must continue to develop the child and family centred juvenile justice system and ensure that the requisite capacity of essential personnel is further enhanced and maintained at a level to continue delivering high quality support services to juvenile victims and their families and to divert youth in risk into productive activities.

7.05 In keeping with the CDB's focus on promoting regional cooperation and integration, it is anticipated that:

- (a) findings of this Project will be shared at a CDB-funded regional citizen security symposium in St. Lucia. That symposium, part of the St. Lucia Youth Empowerment Project, will be a forum where challenges, lessons learned, and opportunities for addressing crime and insecurity in the Region will be discussed; and
- (b) project outputs will provide an opportunity for CDB to enhance its knowledge-based products on citizen security and improve the Region's stock of knowledge on the subject.

## **8. EXECUTION**

### **Implementing Agency (IA) and Project Steering Committee (PSC)**

8.01 MOSDH, through a Project Coordination Unit (PCU), will implement the Project with the support of a Project Steering Committee (PSC), to provide oversight and policy direction and to assist in resolving coordination issues. At a minimum, the PSC will have a membership composed of, but not limited to, representation from each of the following:

- (a) Ministry of Social Development and Housing;
- (b) Bacolet Juvenile Rehabilitation and Treatment Centre;
- (c) Child Protection Agency;
- (d) Ministry of National Security;
- (e) Ministry of Education;
- (f) National Training Agency;
- (g) Ministry of Youth and Sports;
- (h) Legal Aid Clinic and Counselling Unit;
- (i) Grenada Coalition on the Rights of the Child;
- (j) Ministry of Works; and
- (k) Youth Representative

The duties and responsibilities of the PSC are provided at Appendix 8.1. It shall be a condition precedent to first disbursement of the Loan and Grant that the PSC be established.

### **Project Coordination Unit (PCU)**

8.02 The PCU will be housed in the Juvenile Justice Unit of MOSDH and equipped under the Project. It will be staffed by a dedicated Project Coordinator (PC), MOSDH's M&E Officer and adequate administrative and clerical support. The PC will be engaged by MOSDH and financed from the proceeds of the Grant. The M&E Officer will not be fully dedicated to the Project but will be assigned by MOSDH. The duties and responsibilities of the PCU are outlined at Appendix 8.1. A Draft TOR for PC is attached at Appendix 8.2. The duties and responsibilities of the M&E Officer are set out at Appendix 8.1. It shall be a condition precedent to first disbursement of the Loan and Grant that GOCR establishes the PCU, engages a PC and assigns the M&E Officer.

### **Technical Working Group (TWG)**

8.03 The PC will be supported by a Technical Working Group (TWG) comprising focal points from MOSDH, MOYS, HMP, MOE and GBJRTC who will be responsible for the implementation of the respective project components/sub-components. It shall be a condition precedent to first disbursement of the Loan and Grant that GOCR establishes the TWG. The duties and responsibilities of the TWG are set out at Appendix 8.1.

### **Collaboration and Implementation**

8.04 MOSDH has agreed to support the Project's integrated approach by pursuing the development and signing of Memoranda of Understanding (MOU) with the collaborating Ministries, in order to codify the proposed cooperative framework. These MOUs are expected to build ownership, accountability, collaboration and sustainability. It shall be a condition of the Loan and Grant that by September 30, 2017 or such later date as CDB may agree, that MOSDH has entered into MOUs with each collaborating Ministry in a form and substance acceptable to CDB. These MOUs shall be reviewed by MOSDH in collaboration with the other parties annually. A Project Management Organisational Chart is provided at Appendix 8.3 and a Provisional Implementation Plan is set out at Appendix 8.4.

### **Monitoring and Evaluation**

8.05 A consultant will be engaged to develop and conduct Pre-Tracer and Tracer Studies as part of the M&E activities of the Project. Surveys will be undertaken by the M&E Officer at appropriate times during implementation to obtain feedback from target populations about the early successes/challenges of the Project. Reports from consultants and focal points will support ongoing monitoring and evaluation of the Project components and sub-components. Reports to facilitate monitoring of the Project will be provided through the PC. As a condition of the Loan, GOCR will furnish or cause to be furnished to CDB, the reports listed in Appendix 8.5, in such form or forms as CDB may require, no later than the times/period specified therein for so doing. CDB staff will be able to track the Project's performance during implementation through the Project reports submitted by the PC, field supervision and periodic consultations.

### **Disbursement**

8.06 Disbursement of the Loan and Grant will be in accordance with CDB's Guidelines for Withdrawal of Proceeds of Loan and Grants. Each disbursement will be made, where applicable, from the Loan and the Grant in proportion to the amounts thereof. It is estimated that disbursements of the Loan and Grant will be made over a period of 34 months, with first disbursement by June 30, 2017 and final disbursement by April 30, 2020.

## **9. COST AND FINANCING**

9.01 The total cost of the Project is estimated at USD1,818,400 to be financed as follows:

- (a) CDB Financing of USD1,424,000 from its SFR comprising
  - (i) a loan to GOCR of an amount not exceeding the equivalent of five hundred thousand United States dollars (USD500,000) at a fixed interest rate of 2.5% per

annum, which will be repayable over six (6) years, inclusive of a grace period of three (3) years; and

- (ii) a grant to the GOCR in an amount not exceeding the equivalent of nine hundred and twenty-four thousand United States dollars (USD924,000).
- (b) GOCR's counterpart funding of three hundred and ninety-four thousand, four hundred United States dollars (USD394,400).

The budget is summarised in Table 9.1 below and the detailed budget and financing plan is included at Appendix 9.1.

**TABLE 9.1: PROJECT COST AND FINANCING (USD)**

Item	CDB	GOCR	Total
	SFR Loan and Grant		
Youth Diversion & Rehabilitation Programmes } Grand Bacolet JRTC }	1,272,700	351,900	1,624,600
Enhanced Capacity for Improved Sector Management }			
Designs for HMP Youth Block }			
Project Implementation Support }			
<b>Base Cost</b>	<b>1,272,700</b>	<b>351,900</b>	<b>1,624,600</b>
Physical contingency	91,530	22,981	114,511
<b>Resource cost</b>	<b>1,364,230</b>	<b>374,881</b>	<b>1,739,111</b>
Price contingency	48,415	19,519	67,934
<b>Cost before Financing charges</b>	<b>1,412,645</b>	<b>394,400</b>	<b>1,807,045</b>
Interest During Implementation	11,355	-	11,355
<b>Total Project cost</b>	<b>1,424,000</b>	<b>394,400</b>	<b>1,818,400</b>
Percentage contribution	78%	22%	100%

## 10. PROCUREMENT

10.01 Procurement under the loan and grant shall be in accordance with CDB's "Guidelines for the Selection and Engagement of Consultants by Recipients of CDB Financing" (October 2011) and CDB's "Guidelines for Procurement" (January 2006).

10.02 The Data Management software package (TheraScribe) shall be procured using the Direct Contracting procurement method, from PEC Technologies, given the need for standardisation of this proprietary software with that previously procured from PEC Technologies and installed on MOSDH's system (in accordance with paragraph 3.07 of the CDB Guidelines for Procurement (2006)). It has proven to be suitable, and MOSDH now intends to expand its use across the social services sector which does not have an integrated electronic data management system. To permit a contract to be placed with PEC Technologies, an American supplier, a waiver of the aforementioned Guidelines for Procurement is sought

to extend country eligibility with respect to the supplier and the source and origin of the software beyond CDB member countries to include the United States of America. The estimated total value of the waiver is USD 49,350 (inclusive of 5% contingency). Further details of the procurement arrangements are provided in the Procurement Plan at Appendix 10.1.

## 11. RISK ASSESSMENT AND MITIGATION

11.01 Some risks have been identified which could have an effect on the implementation and operation of the Project. The risks and accompanying mitigation measures for the Project are outlined below:

**TABLE 11.1: SUMMARY OF RISKS AND MITIGATION MEASURES**

<b>Risk Type</b>	<b>Description</b>	<b>Mitigation Measure</b>
Implementation	Weak institutional capacity may lead to slow implementation progress.	<ul style="list-style-type: none"> <li>• CDB will finance the engagement of the PC.</li> <li>• The TWG will function to provide critical technical inputs and implementation support for the various components and activities.</li> <li>• Some of the capacity-building activities such as the CVQ Level 2 programme in management will strengthen the implementation capacity, particularly for the GBJRTC and Restorative justice components.</li> <li>• Project builds on existing programmes and seeks to avoid duplication through sharing of resources with other projects such as the OECS Juvenile Justice project and the CDB-funded Climate Change project.</li> </ul>
	Implementation of school initiatives, such as the Restorative Justice programme, will be adversely affected by competing programmes in an already crowded curricular and co-curricular environment.	The programme will include training of principals to engender administrative ownership and support for its implementation and be operationalised within the Health and Family Life Education (HFLE) programme. The Teen Court and Peer Support aspects complement student governance initiatives such as student councils.
	Difficulty in coordination among supporting entities.	A robust coordination mechanism will be in place through the operation of the PCU, TWG and PSC mechanisms. There is an established close working relationship between the three ministries (MOYSRA/MOE/MOSDH) on juvenile justice initiatives and this will be formalised by the signing of MOUs between MOSDH and the collaborating agencies. The existing partnership provides the basis for optimal implementation coherence and coordination. An expanded data management system will help to integrate services and programmes and foster more cooperation.
	Participation of beneficiaries	Development of gender differentiated strategies to mobilise and engage males in training activities.

## 12. GENDER AND PERFORMANCE

12.01 The Gender Marker is shown at Table 12.1 below. The scores for the criteria and the justification and description for each score are presented at Appendix 12.1. The Project's performance assessment score is 3.25 or Satisfactory. The Performance Assessment Summary is at Appendix 12.2.

**TABLE 12.1: GENDER MARKER**

<b>Gender Marker</b>	<b>Analysis</b>	<b>Design</b>	<b>Implementation</b>	<b>M&amp;E</b>	<b>Score</b>	<b>Code</b>
	.75	1.0	1.0	1.0	3.75	<b>GM<sup>24</sup></b>

## 13. RECOMMENDATION

13.01 It is proposed that CDB approve financing to GOGGR of an amount not exceeding the equivalent of one million four hundred and twenty-four thousand United States dollars (USD1,424,000) from CDB's SFR consisting of:

- (a) a loan of an amount not exceeding the equivalent of five hundred thousand United States dollars (USD500,000) to assist GOGGR in financing the design consultancy services for the youth block at Her Majesty's Prison (HMP), infrastructure review and construction supervision services, minor works and furniture and equipment at the GBJRTC and the hardware component of the data management system for improved sector management (the Loan Component); and
- (b) a grant of an amount not exceeding the equivalent of nine hundred and twenty-four thousand United States dollars (USD924,000) to assist GOGGR in financing (a) youth diversion and rehabilitation programmes (b) enhanced capacity for improved sector management (c) training and capacity building at the GBJRTC and (d) project management (the Grant Component);

13.02 It is recommended that CDB lend to GOGGR from CDB's SFR an amount not exceeding the equivalent of five hundred thousand United States dollars (USD500,000) (the Loan) to finance the Loan Component on CDB's standard terms and conditions and on the following terms and conditions:

- (1) **Repayment:** Repayment of the Loan shall be made in twelve (12) equal or approximately equal and consecutive quarterly instalments commencing three (3) years after the date of the Loan Agreement.
- (2) **Interest:** Interest shall be payable quarterly at the rate of two decimal five percent (2.5%) per annum on the amount of the Loan withdrawn and outstanding from time to time.
- (3) **Disbursement:** The first disbursement of the Loan shall be made by June 30, 2017, and the Loan shall be fully disbursed by April 30, 2020, or such later dates as CDB may specify in writing.

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<sup>24</sup> GM – Gender Mainstreamed: the Project has the potential to contribute significantly to gender equality. See Appendix 12.1 for Gender Marker Analysis.



- (a) Except as CDB may otherwise agree:
  - (i) the Loan shall be used exclusively to finance the Loan Component allocated for financing by CDB as shown in the Project Cost and Financing Plan (the Financing Plan) at Appendix 9.1 up to the respective limits specified therein; and
  - (ii) total disbursements under the Loan shall not exceed in the aggregate twenty-seven per cent (27 %) of the Project costs.
- (b) The Loan shall not be used to meet any part of the cost of the Project which consists of identifiable taxes and duties.

(4) **Procurement:**

Procurement shall be in accordance with the procedures set out and/or referred to in the Loan Agreement between CDB and GOCR, or such other procedures as CDB may from time to time specify in writing. The Procurement Plan approved by CDB is set out in Appendix 10.1. Any revisions to the Procurement Plan shall require CDB's prior approval in writing.

(5) **Conditions Precedent to First Disbursement of the Loan:**

- (a) PC referred to in sub-paragraph 6(b)(iv)(aa) below shall have been engaged;
- (b) M&E Officer referred to in sub-paragraph 6(b)(ii) below shall have been assigned; and
- (c) GOCR shall have established:
  - (i) PSC referred to in sub-paragraph 6(b)(i) below;
  - (ii) PCU referred to in sub-paragraph 6(b)(iii) below; and
  - (iii) TWG referred to in sub-paragraph 6(b)(v) below;

(6) **Other Conditions:**

- (a) Except as CDB may otherwise agree, GOCR shall implement the Project through MOSDH.
- (b) GOCR shall:
  - (i) establish and, for the duration of the Project, maintain the PSC with the composition, duties and responsibilities set out at paragraph 8.01 and in the TOR at Appendix 8.1;
  - (ii) assign from among its staff as M&E Officer, a person with qualifications and experience acceptable to CDB, to carry out the duties and responsibilities of the M&E Officer set out at Appendix 8.1.

- (iii) establish and, for the duration of Project, maintain the PCU with the composition and responsibilities set out at paragraph 8.02 and in Appendix 8.1.
- (iv) in accordance with the procurement procedures applicable to the Loan, select and engage:
  - (aa) a PC, who shall be responsible for coordinating and monitoring all aspects of the implementation of the Project, in accordance with the TOR at Appendix 8.2. The qualifications and experience of any person subsequently engaged as PC shall be acceptable to CDB;
  - (bb) competent and experienced consultants to carry out the services set out in the TORs at Appendices 6.7 and 6.9;
- (v) establish and, for the duration of Project, maintain the TWG with the composition and responsibilities set out at paragraph 8.03 and at Appendix 8.1, comprising focal points from the MOSDH, MOYS, MOE, HMP and GBJTRC, who shall be responsible for the implementation of the respective Project components;
- (vi) carry out the Project at all times with due diligence and efficiency and with management personnel whose qualifications and experience are acceptable to CDB and in accordance with sound technical, environmental, financial and managerial standards and practices;
- (vii) institute and maintain organisational, administrative, accounting, and auditing arrangements for the Project acceptable to CDB;
- (viii) execute, implement and operate the Project in compliance with all laws and regulations to which the Project is subject;
- (ix) except as CDB shall otherwise agree, furnish or cause to be furnished to CDB, in such form or forms as CDB may require, the reports listed in Appendix 8.5 of this paper no later than the time periods specified therein for doing so;
- (x) maintain in force all rights of way or use or easement and all permits necessary for the execution and operation of the Project;
- (xi) by September 30, 2017, or such later date as CDB may agree, ensure that MOSDH has entered into Memoranda of Understanding (MOUs) with each collaborating ministry, in form and substance acceptable to CDB, in relation to the implementation of the Project. Except as CDB may otherwise agree, the terms of the MOUs as a minimum shall provide for:
  - (aa) a statement of the role of such collaborating ministry in the implementation of the Project, together with a description of the targets to be achieved and the proposed annual budgetary allocation for this purpose;

- (bb) a requirement that each MOU be reviewed annually by MOSDH; and
- (cc) such other information as may be required by CDB;
- (xii) within a time frame acceptable to CDB implement such recommendations arising from the consultancies, as may be acceptable to CDB; and
- (xiii) except as CDB may otherwise agree, contribute to the Project one million, sixty-four thousand eight hundred and eighty dollars (XCD1,064,880) which shall be expended in a timely manner on the components of the Project designated for financing by GOCR as shown in the Financing Plan at Appendix 9.1.

13.03 It is also recommended that CDB make a grant to GOCR of an amount not exceeding the equivalent of nine hundred and twenty four thousand United States dollars (USD924,000) (the Grant) from CDB's SFR to assist in financing the Grant Component on CDB's standard terms and conditions, and on the following terms and conditions:

(1) **Disbursement:**

- (a) Except as CDB may otherwise agree, disbursement of the Grant shall be made as follows:
  - (i) an amount not exceeding the equivalent of one hundred and eighty-four thousand eight hundred United States dollars (USD184,800) shall be paid to GOCR as an advance (the Advance) on account of expenditure in respect of the Grant Component after receipt by CDB of:
    - (aa) a request in writing from GOCR for such funds;
    - (bb) evidence, acceptable to CDB, that the condition precedent to first disbursement of the Grant set out in sub-paragraph (3) below has been satisfied; and
    - (cc) a copy of the signed contract between GOCR and the consultants for the consultancy services in respect of which the payment is to be made;
  - (ii) the balance of the Grant shall be paid to GOCR periodically after receipt by CDB of an account and documentation, satisfactory to CDB, in support of expenditures incurred by GOCR in respect of the Grant Component, provided, however that CDB shall not be under any obligation to make:
    - (aa) the first such payment under this sub-paragraph until CDB shall have received an account and documentation, satisfactory to CDB, in support of expenditures incurred by GOCR with respect to the Advance;

- (bb) any payment under this sub-paragraph until CDB shall have received the requisite number of copies of the reports or other deliverables, in form and substance acceptable to CDB, to be furnished for the time being by the consultants in accordance with the respective TORs at Appendices 6.2, 6.3, 6.4, 6.5 and 8.2; and
  - (cc) payments exceeding the equivalent of eight hundred and thirty-one thousand six hundred United States dollars (USD831,600) representing ninety percent (90%) of the amount of the Grant, until CDB shall have received:
    - (i) the requisite number of copies of the final reports or other deliverables, in form and substance acceptable to CDB, to be furnished by the consultants in accordance with the respective TORs at Appendices 6.2, 6.3, 6.4, 6.5 and 8.2; and
    - (ii) a certified statement of the expenditures incurred by GOCR in respect of, and in connection with, the Grant Component.
  - (b) The first disbursement of the Grant shall be made by June 30, 2017, and the Grant shall be fully disbursed by April 30, 2020, or such later dates as CDB may specify in writing.
  - (c) Except as CDB may otherwise agree:
    - (iii) the Grant shall be used exclusively to finance the Grant Component allocated for financing by CDB as shown in the Financing Plan at Appendix 9.1 up to the respective limits specified therein; and
    - (iv) total disbursements under the Grant shall not exceed in the aggregate fifty-one per cent (51%) of the Project costs.
  - (c) The Grant shall not be used to meet any part of the cost of the Project which consists of identifiable taxes and duties.
- (2) **Procurement:**
- (a) Except as specified in sub-paragraph (b) below, procurement shall be in accordance with the procedures set out and/or referred to in the Grant Agreement between CDB and GOCR, or such other procedures as CDB may from time to time specify in writing.
  - (b) In respect of procurement of the data management software package, country eligibility for procurement with respect to the supplier and to the origin of the goods shall be extended to countries which are not Member Countries of CDB.

- (c) The Procurement Plan approved by CDB is set out in Appendix 10.1. Any revisions to the Procurement Plan shall require CDB's prior approval in writing.

(3) **Condition Precedent to First Disbursement of the Grant:**

The conditions precedent to first disbursement of the Loan shall have been satisfied.

(4) **Other Conditions:**

- (a) Except as CDB may otherwise agree, GOCR shall:
  - (i) implement the Grant Component through MOSDH;
  - (ii) in accordance with the procurement procedures applicable to the Grant select and engage competent and experienced consultants to carry out the services set out in the TORs at Appendices 6.2, 6.3, 6.4, 6.5 and 8.2; and
  - (iii) within a time frame acceptable to CDB implement such recommendations arising from the consultancies, as may be acceptable to CDB.
- (b) Except as CDB may otherwise agree, GOCR shall with respect to the Grant Component:
  - (i) meet or cause to be met:
    - (aa) the costs of the items designated for financing by GOCR in the Financing Plan at Appendix 9.1;
    - (bb) any amount by which the cost of the Grant Component exceeds the amount set out in the Financing Plan;
    - (cc) the cost of any other items needed for the purpose of, or in connection with, the Grant Component; and
  - (ii) provide or cause to be provided, all other inputs that may be required for the punctual and efficient carrying out of the Grant Component not being financed by CDB.
- (c) CDB shall be entitled to suspend, cancel or require a refund of the Grant, or any part thereof, if the Loan, or any part thereof is suspended, cancelled, or called in, except that GOCR shall not be required to refund any amount of the Grant already expended in connection with the Grant Component and not recoverable by GOCR.

LIST OF SUPPORTING DOCUMENTATION:

APPENDIX 2.1	SUPPORT PROGRAMME AND SERVICES
APPENDIX 3.1	STRUCTURE OF JUVENILE JUSTICE DATA MANAGEMENT SYSTEM
APPENDIX 5.1	DESIGN AND MONITORING FRAMEWORK
APPENDIX 6.1	MINI COMMUNITY PROFILE - MOUNT HORNE, ST. ANDREW, GRENADA
APPENDIX 6.2	DRAFT TERMS OF REFERENCE (TOR): RAPID ASSESSMENT OF FACTORS AFFECTING MALE PARTICIPATION
APPENDIX 6.3	DRAFT TERMS OF REFERENCE FACILITATORS
APPENDIX 6.4	DRAFT TERMS OF REFERENCE COUNSELLOR
APPENDIX 6.5	DRAFT TERMS OF REFERENCE PRE-TRACER & TRACER STUDIES
APPENDIX 6.6	LIST OF SHORT TERM TRAINING AREAS – GBJRTC STAFF
APPENDIX 6.7	DRAFT TERMS OF REFERENCE: INFRASTRUCTURAL REVIEW AND CONSTRUCTION SUPERVISION SERVICES
APPENDIX 6.8	DRAFT TERMS OF REFERENCE CONSULTANT CLINICAL PSYCHOLOGIST
APPENDIX 6.9	DRAFT TERMS OF REFERENCE DETAILED DESIGN OF YOUTH BLOCK
APPENDIX 8.1	PROJECT MANAGEMENT ARRANGEMENTS
APPENDIX 8.2	DRAFT TERMS OF REFERENCE PROJECT COORDINATOR
APPENDIX 8.3	PROJECT MANAGEMENT ORGANISATIONAL STRUCTURE
APPENDIX 8.4	PROVISIONAL IMPLEMENTATION PLAN
APPENDIX 8.5	MONITORING AND REPORTING REQUIREMENTS
APPENDIX 9.1	PROJECT COST AND FINANCING PLAN
APPENDIX 10.1	PROCUREMENT PLAN
APPENDIX 12.1	GENDER MARKER ANALYSIS
APPENDIX 12.2	PERFORMANCE ASSESSMENT SUMMARY

**Support Programmes and Services - Grenada**

Entity	Description
<b>Justice System</b>	
<b>A. Royal Grenada Police Force</b>	
<i>Community Relations Department</i>	The Community Relations Department (CRD) is primarily responsible for media relations, collaboration/partnership meditation, conflict resolution, charging and to a lesser extent making arrests. This division engages in crime prevention at the primary, secondary and tertiary levels by way of invitation from community organizations, schools or through their own planning. These prevention strategies predominantly take the form of education and advocacy on selected topics based upon needs, trends or presenting problems.
<i>Criminal Records Office</i>	The Criminal Records Office is primarily responsible for receiving, processing offenders, collecting and maintaining accurate statistical data of offending in Grenada. This office generally generates monthly reports on all persons arrested and/or charged. Data on juveniles are kept together with adults and there is no separate and routine reporting of juvenile, but some information regarding juveniles are available upon request.
<b>B. Ministry of Legal Affairs</b>	The Ministry of Legal Affairs through its Department of Public Prosecution is responsible for providing efficient and effective prosecution in all criminal-related matters to ensure that the relevant perpetrators are prosecuted for the offences they commit, while also providing an avenue for restoration and redress for victims of crime. This department upholds the rule of law by adjudicating over matters involving both juvenile and adult offenders, and is responsible for the function of the Magistracy Department and Supreme Courts.
<i>Magistrate and Supreme Courts</i>	<p>The Magistracy operates at six (6) district levels, while the Supreme Courts operate at one (1) central location both adjudicating over matters involving juvenile and adult offenders. At both levels young offenders/juveniles are predominantly offered diversion options as an alternative to incarceration in an expedited manner. The Courts work along with key social agencies to ensure that the best services are made available to the juveniles in adherence to international conventions, treaties and national legislative frameworks.</p> <p>The Juvenile and family court day operates one day monthly, and is designated to address matters and applications involving offenders under age 18 years, family issues such as maintenance of children, custodial arrangements/placements, child abuse, neglect and abandonment, domestic violence and other sensitive matters involving children and by extension the family. Matters before this court are dealt with “in camera”, meaning only court officers (prosecutors, social workers, magistrate, police, attorneys, court clerks, probation officers) are permitted to be part of the proceedings. Also, depending on the application made, its content is not read out but a decision can be made by the presiding magistrate.</p>
<i>Supreme Court Registry</i>	The Supreme Court Registry serves to facilitate the efficient functioning of the Supreme Court, and to promptly file all documents in accordance with the relevant legislation. Records are managed separately for civil and criminal matters through the Judicial Enforcement Management System (JEMS) as well as manually. JEMS is a nationally and regionally networked system, through which the legal fraternity has access to records of court cases. Records at the Supreme Court Registry are public records accessible to the general public and stakeholders upon request.
<b>C. Her Majesty Prison</b>	Her Majesty's Prison is the sole incarceration institution in Grenada and is governed and operated under the direction of the Prison Rules. It is an adult correctional facility which is used to house both male and female offenders sentenced or awaiting sentencing. It operates under the guidance of the Minister of National Security and is responsible for the rehabilitation of offenders while serving as a protective barrier for society against those in contravention of the law. As part of its mandate to rehabilitate, programs and services are predominantly offered to sentenced offenders. However, there is no policy or rule obligating prisoners to attend programs or utilize services offered therein. Services, skills and programs offered include: medical care, counselling, religious seminars, carpentry, plumbing, construction, farming, basic literacy and advanced education and certification.
<b>D. Ministry of Social Development</b>	
<i>Probation Unit</i>	The Probation Unit is part of the Social Services Division in the Ministry of Social Development (MOSDH). The Probation Unit augments the Juvenile Justice Unit by monitoring juveniles in conflict with the law, assisting with representation at the court by providing professional assistance in the form

<b>Entity</b>	<b>Description</b>
	of pre-sentence and social inquiry reports, facilitation of family case conferencing, and community-based supervision of offenders serving non-custodial sentences.
<i>Juvenile Justice Unit</i>	The Juvenile Justice Unit is responsible for juvenile justice reformation through policy and legislative development, rehabilitative program planning and implementation, and infrastructural development to facilitate same.
<b>E. Legal Aid and Counselling Clinic</b>	The Legal Aid and Counselling Clinic (LACC) is the single non-profit, non-partisan, non-governmental organization in the Grenada providing cost effective legal and psychosocial services to low income persons, particularly women and children. LACC was established in 1987 by the Grenada Community Development Agency (GRENCODA). The services include: legal services and advice for adults and children as well as rehabilitation, developmental and diversion programs for both adult and juvenile offenders. LACC works closely with other governmental and non-governmental entities toward providing effective and comprehensive services. The LACC offers the Alternative Psycho-educational Diversion Program for young male offenders and the Changes Program for battered women. Both are aimed at mental reconfiguration, facilitating behaviour change and healthier social well-being.
<b>Social Welfare</b>	
<b>F. Ministry of Social Development &amp; Housing</b>	The primary aim of the Ministry of Social Development and Housing (MOSDH) is to provide services to persons to assist in the areas of individual and family conflict and social problem resolution, the alleviation of poverty, rehabilitation of the disabled, disadvantaged, deprived and those affected by the crisis and natural disasters. In particular, it addresses the needs of families, victims of abuse, children, young offenders and persons in need of intervention. MOSDH accomplishes its mission through the development of policies, programs and networking with various stakeholder organizations, and implements its mandate related to juveniles and their families who are at-risk, victims and/or offenders through its Social Services Unit.
<i>Social Services Unit</i>	<p>As part of its social support services delivery under the family law reform project, the Social Services Unit holistically contributes to juvenile justice reformation, through the following subdivisions:</p> <p><b>Counselling Division</b></p> <p>The Counselling Division provides psychological services necessary to initiate and maintain behaviour change for young offenders and victims where necessary (e.g. if requested by Child Protection Agency or MOE) by providing them with skills necessary to make better judgments, decisions and to have better mental health.</p> <p><b>Domestic Violence Unit</b></p> <p>The domestic violence unit focuses on the family as a unit for intervention and change. The Unit does this through policy, advocacy, community outreach, education with an emphasis on prevention, and public awareness of what constitutes domestic violence and the availability of services for change.</p> <p><b>Parenting Unit</b></p> <p>The main objective of the Parenting Unit, under the Division of Gender and Family Affairs is to build strong families and healthy relationships in Grenada. It does this through the use of programs and campaigns designed to provide education, awareness, advocacy and sensitization of issues pertaining to positive parenting styles. Parenting sessions are held on a community level and can be at the request of community organizations or on a referral basis through the court system, social workers, or other stakeholder organizations. The sessions are predominantly conducted in groups with parents with a focus on developing parenting skills and parent-child relationships. In the past a few parents have been referred to the programme by the courts and Child Protection Agency, but the programme is not designed to specifically address the needs of those groups.</p> <p><b>Safety Net Unit</b></p> <p>The Social Safety Net division also serves an integral function by providing Public Assistance to vulnerable families who fall below the poverty line. The flagship program of the Safety Net Unit is the SEED Programme, a cash transfer programme where cash transfers are made to the families in need, elderly, the mentally ill, and persons who are physically and mentally challenged. Children in need are only eligible for assistance if the family as a unit meets the criteria for the programme.</p> <p><b>Probation Unit &amp; Juvenile Justice Unit (see D above)</b></p>
<b>G. Child Protection Authority</b>	The Child Protection Authority initially the Child Welfare Authority is the statutory body responsible for the care and protection of children. In May 2010, the Child Protection Agency was given the mandate for the care and protection of children pertaining to issues of abuse, neglect and abandonment, as well as adoption, as enshrined in the Child Protection and Adoption Act of 2010. This agency also



<b>Entity</b>	<b>Description</b>
	advocates on behalf of the child in legal (e.g. court) and non-legal (e.g. school) settings. The Child Protection Agency's work extends to the management of cases at the home, community and institutional levels.
<b>H. Grenada National Coalition on the Rights of the Child</b>	Grenada National Coalition on the Rights of the Child (GNCRC) is the primary agency advocating for the rights of children, as well as advocating for the protection and development of all children in Grenada. GNCRC membership is made up of over 24 different partners, representing Government Ministries, Non-Governmental and Service Organizations. The United Nations Children's Fund (UNICEF) and Government of Grenada jointly provide technical and financial assistance for GNCRC's work. GNCRC also receives financial support from local businesses and services, in the form of sponsorship and material contributions.
<b>I. Ministry of Education (MOE)</b>	The Ministry of Education (MOE) is mandated to ensure equitable access to quality and relevant education to all citizens of Grenada regardless of age, sex, race, colour, creed, ability or socio-economic status. Apart from academic provisions it also utilizes various programmes and services aimed at equipping student with knowledge, attitudes, values and skills that contribute to psycho-social capacity building to face life's challenges. The Student Support Services and the Health and Family Life departments are the two main departments through which juvenile justice and child welfare are addressed through the MOE,
<i>Student support services</i>	Student Support Services offers several programs through the following units: Guidance and Counselling Division, Drug Control Secretariat, School Feeding Program and the School Attendance Programme.
<i>Guidance and Counselling Division</i>	The Guidance and Counselling Division provides much needed psychological and counselling services to students who are at risk or have come into contact with the law. The initial contact can be made through a court, parent or guardian, school authority, other social agencies or by the student. As part of its role, this sub-division engages in educating and training teachers in the art of guidance and counselling, and where necessary provide parenting advice and skills, as well as assisting with teaching Health & Family Life Education (HFLE).
<i>Drug Control Secretariat</i>	The primary functional areas of the Drug Control Secretariat (DCS) are coordination, monitoring, evaluation, strategic planning and program development. It serves to provide evidence-based educational programs and strategies aimed at targeting the demand aspect of drugs among school attending persons/student. It does so by collecting and analysing data and disseminating the key findings/ information to key stakeholders and students while performing an anti-drug use advocacy, prevention and intervention functions.
<i>School Attendance Program</i>	The School Attendance Department is responsible for monitoring students to ensure punctuality and regularity in attendance. Where there are cases of repeated truancy and tardiness home visits are conducted by school attendance officers to ascertain the associated contributing factors. This is followed by a report and referral to the necessary service providers to ensure that the student needs are met toward facilitating consistency in school attendance.
<i>School Feeding Program</i>	The School Feeding Program provides hot meals daily at the school for poor and vulnerable students at a cost of less than EC \$5.00 weekly. The students who benefit from this program may be unable to afford lunch otherwise. This program employs personnel as cooking staff at the school who follow a meal plan for daily lunches, as part of providing a balanced and nutritional diet for student who would otherwise not have access to this at home.
<i>Health and Family Life Education (HFLE) &amp; Social and Life Skills Education (SLS)</i>	Through the Health and Family Life Education (HFLE) and the Social and Life Skills (SLS) Education, primary and secondary school students are taught skills to develop and maintain positive attitudes for health and well-being. The HFLE curriculum is comprised of 4 thematic areas: (1) Self and Interpersonal relationships, (2) Sexuality and Sexual Health, (3) Appropriate Eating and Fitness, and (4) Managing the Environment. Through these four thematic areas, students learn about decision-making, problem solving, effective communication, interpersonal relationship, coping, negotiations, and refusal skills among others. Gaps in the HFLE curriculum led to the development of the SLS curriculum which was instituted in 2012. The SLS curriculum comprises two components – (1) Personal Development and (2) Virtues at the primary school level, while at the secondary level, the two components are (1) Anger Management and (2) Personal Development. However, it was discussed that there is overlap between the HFLE and SLS curricula, resulting in some schools choosing to implement one or the other rather than both curricula.
<b>J. Ministry of Health</b>	
<i>Mt. Gay Psychiatric Hospital</i>	The Mt. Gay Hospital is the sole mental health institution operational under the Ministry of Health. It is a governmental entity and is responsible for processing, treatment and care of persons with mental

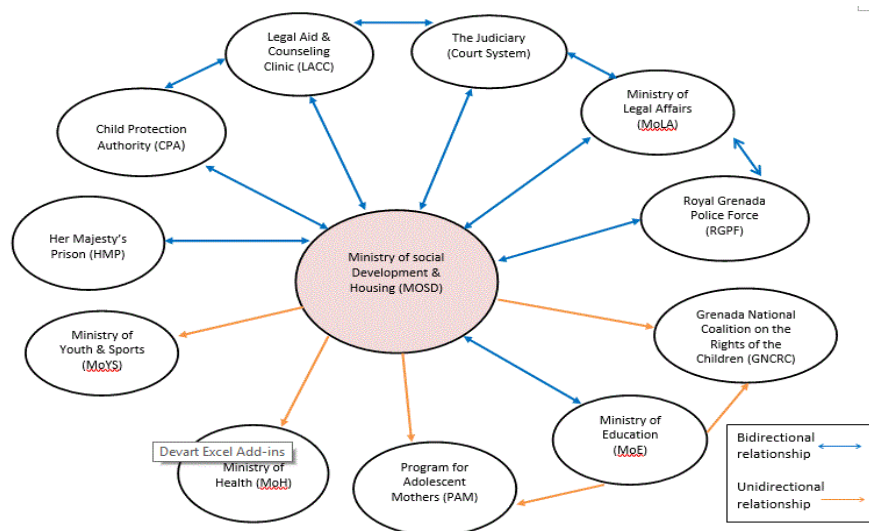
<b>Entity</b>	<b>Description</b>
	health conditions. This is facilitated through medical history taking. The Mt. Gay Psychiatric Hospital provides services for males, females, adult and young persons. There is no distinction or designated areas allocated for the treatment of young person which is separate from adult patients. Persons who are treated at this facility enter via various routes including the general hospital and walk in, on referral by family, the police, social institutions, the court and other stakeholder organizations or self-referral.
<i>Accident and Emergency Department, General Hospital</i>	
<b>J. Ministry of Youth and Sports</b>	The Ministry of Youth and Sports (MOYSRA) through its Division of Youth Empowerment primarily focuses on harnessing youth development through planning, implementing, managing, assessing and monitoring youth development procedures, fostering youth involvement in development processes, coordinating and monitoring youth-led enterprises and developing and facilitating leadership, entrepreneurship and life skills training. This division focuses heavily on the rehabilitation of delinquent, disorderly and idle youth into a structured, disciplined and dynamic youth force by providing vocational/skills development opportunities for their gainful employment. This is evidenced in the Youth in Conflict with the Law Programme – a court ordered diversion option for rehabilitation and vocational skill development for young men in conflict with the law. There is also a programme for persons under age 30 that is offered to young men who are incarcerated. The Division also has a community-based programme called Youth Pulse – the programme goes to targeted communities for one (1) day and engages youth with various fun and positive activities, including education on various topics to assist young people in leading healthy productive lives.
<b>J. Grenada National Organization of Women</b>	Grenada National Organization of Women (GNOW) was launched on April 23, 1995 and registered under the Companies Act of Grenada in 1996. Its mission is to create a change in the socialization and culture of power relations between women and men through sensitization and action for equal participation in the household, the community, the workplace and in national life. It is the umbrella non-governmental organization for the women of Grenada. GNOW’s advocacy function extends to the rights of juvenile victims (e.g. cases of sexual abuse).
<b>K. Program for Adolescent Mothers</b>	The Program for Adolescent Mothers (PAM) was established as a two-year academic and vocational training centre. First time pregnant and adolescent mothers obtain counselling and continuing education to provide them with life skills in an integrated program of family life and health, family planning, and traditional academic skills to reduce the possibility of a second pregnancy before completing their schooling. Students are prepared for the National School Leaving Examination and for CXC/CSEC. PAM operates a Day Care Centre where mothers can bring their babies each morning, allowing mothers to concentrate on their studies without having to worry about their child’s welfare. There is a lunch program for students and staff at a nominal cost. In addition to academics and counselling, skills are offered in: hospitality, arts, sewing, food and nutrition and secretarial.
<b>L. New Life Organization</b>	The New Life Organization (NEWLO) is a private, non-denominational, vocational skills training centre which aims to provide quality life and vocational skills training for disadvantaged youth, and to facilitate growth and development of the individual in relation to the family, the community, and the nation. The trainees range in age from 17 to 24 years. Most of the trainees who attend NEWLO are school drop-outs due to truancy, pregnancy, anti-social behaviour and financial needs. Trainees attend classes and training sessions at one of the two centres in Grenada – Palmiste and Grenville (St. Andrew’s Life Centre). NEWLO charges a nominal registration fee for attendance and operates a resident community for some of its trainees. New trainees are enrolled three times annually. All trainees entering NEWLO must first complete the Adolescent Development Program (ADP) for the first term, which focuses on the social, physical, intellectual, creative, emotional and spiritual (SPICES) dimensions of a well-rounded individual. Upon successful completion of the ADP trainees will choose the skill of their choice from among 15 areas. The staff and volunteers at NEWLO are highly skilled. NEWLO has been working along with the Probation Unit via a European Union Funded Project as a diversion programme for juveniles in conflict with the law. The programme commenced in 2012 with two-year duration initially, to be completed in 2014. Upon review and satisfactory achievement of target indicators, the European Union will make a disbursement of funds to facilitate continuation.
<i>Legal Aid and Counselling Clinic (see E above)</i>	
<b>M. Residential Homes</b>	
<i>Bel Air Home for Adolescents and Children</i>	Bel Air Home is a residential centre which caters for abandoned, abused, neglected and severely emotionally disturbed children. This is a spacious building with space for outdoor recreation, a nursery which can house approximately 20 infants and living quarters for another 20 adolescents. Currently, there are 12 children and 10 adolescents housed at the facility. Additional facilities include a library and common room. All school-aged children attend school. Some of the activities include: structured

<b>Entity</b>	<b>Description</b>
	recreation and sports, tutoring, computer literacy, and counselling. The facility operates on a 24-hour shift system, and staff includes both males and females with some having formal training in institutional care. Juveniles who have been in conflict with the law have never been housed at this facility.
<i>Dorothy Hopkins Centre</i>	The Dorothy Hopkins Centre is a residential facility which caters for the physically and mentally challenged. Residents at this facility range from ages 13-45 years. This is a two-storey facility that can house 40 residents. The challenge is to provide facilities for the adult population who all entered as children, but were abandoned by their natural parents and have therefore become permanent residents. Play therapy is included among the services offered. The facility operates with 12 staff on a 24-hour shift system. There is ongoing staff development training to equip staff with skills to deal with children in conflict with the law who are placed at the institution. Currently there is one juvenile offender residing at the institution.
<i>Queen Elizabeth Home for Children</i>	The Queen Elizabeth Home is a residential facility which caters for children who are between ages 0 to 16 years and are orphaned, abandoned, neglected or considered needy. School attendance is mandatory. The facility operates its own bus service. Some of the activities offered at the home include: in-door and out-door play, tutoring, and basic life skills training. The facility operates with a total of 18 staff on a 24-hour shift system. The staff engages in monthly training and development with a focus on addressing the needs and caring for juvenile residents who are in conflict with the law. Currently, there are 19 residents at this facility, but none in conflict with the law.
<i>Father Mulligan Home for Boys</i>	The father Mulligan Home for Boys is a residential facility for boys. Presently, there are eight members of staff and eight residents. Staff members have not received any form of training in handling juveniles in conflict with the law who may be placed in their care. Presently there are no juveniles in conflict with the law at the facility.
<i>Emergency Shelter</i>	

**STRUCTURE OF JUVENILE JUSTICE DATA MANAGEMENT SYSTEM**

- (a) **Responsibility and Coordination:** The Ministry of Social Development (MOSDH) has overall responsibility for the Data Management System (*Therascribe*) of the Juvenile Justice (JJ) system in Grenada. MOSDH coordinates and implements all activities through a Chief Information Manager (CIM), given the sensitivity of the data being stored on the clients within the JJ system. The CIM is responsible for the functioning and operational effectiveness of the data management system among all Juvenile Justice Service Providers. The coordination of the system, specifically for data management and operations, is based on a Protocol (Protocol 1) which is in effect. Figure 1 shows the participating stakeholder entities:

**Figure 1: Grenada Juvenile Justice System Data Management Partners**



Source: MOSDH, Grenada

- (b) **Technical Support:** Technical support is provided through a team comprising focal points in each of the key agencies and organisations involved in the JJ system. The team is led by the CIM and includes representatives from the Planning Unit (MOSDH), the Education Planning Unit (Ministry of Education) and the Information Technology Division of the Ministry of Finance, which hosts the central system on the Government network.
- (c) **Financing and sustainability:** Recurrent financing for the Data Management software and system will be financed through the Information and Communication Technology (ICT) budget line within the national budget. It will be an integral part of the incoming Government of Grenada Data Centre which is expected to provide both infrastructural and software management services across the public service. The Data Centre will be part of the Caribbean Regional Communications Infrastructure Program (CARCIP), which is financed by the World Bank and is intended to increase access to regional broadband networks and advance the development of an ICT-enabled services industry in Grenada and the Caribbean Region. The Grenada component of CARSIP is expected to be implemented during 2018 and 2019.

## DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Dates, Sources and Reporting Mechanisms	Assumptions
<p><b>1. Project Impact:</b> Enhanced resilience and empowerment of the juveniles and young people in Grenada.</p>	<p>1. Reduction in number of juveniles who come into contact with the juvenile justice system either as victims or as offenders by 2028 (data disaggregated by sex of perpetrator and victim).</p>	<p>1. Statistics from Juvenile Justice Data Management System (JJDMs). 2. Results from Pre tracer and tracer studies.</p>	<p>1. GOGR sustains policy support for juvenile justice reforms 2. Young persons have opportunity to access the labour market and to start and operate successful businesses. 3. Complementary juvenile crime and violence reduction programmes are effective. 4. Citizen security/social protection investment approved for Grenada.</p>
<p><b>2. Project Outcome:</b> Improved gender responsive juvenile justice prevention and response system.</p>	<p>3 years after project completion:</p> <p>1. 30% reduction in recidivism rate of Youth Project Beneficiaries: (Baseline 2014: 63%); 2. Number of male beneficiaries of the project in conflict with the law reduced by 25%. (Baseline 2014: 57) 3. Number of female beneficiaries of the project in conflict with the law reduced by 15%. (Baseline 2014: 38) 4. 60% of CVQ graduates find employment/work/self-employment within 9 months.</p>	<p>1. Statistics from Juvenile Justice Data Management System (JJDMs). 2. Results from tracer studies. 3. Project M&amp;E Reports.</p>	<p>1. Evidence based planning for services and programmes for juveniles fully adopted and utilized. 2. Wraparound services are timely and effective for high risk juveniles who come into contact with the JJS. 3. Training programmes are effective. 4. Communities maintain support for development activities. 5. Improved collaboration and cooperation among service and programme providers.</p>
<p><b>3. Intermediate Outcomes:</b> (a) Improved response and treatment programmes</p>	<p>1. 50% of juveniles who come into contact with the child protection and juvenile justice system assessed for risk of delinquency by Q4 2020. (Baseline; 0) 2. Restorative Justice Programme adopted in at least 2 schools by Q2, 2020. (Baseline; 0)</p>		

**DESIGN AND MONITORING FRAMEWORK**

<b>Design Summary</b>	<b>Performance Targets/Indicators</b>	<b>Dates, Sources and Reporting Mechanisms</b>	<b>Assumptions</b>
(b) Effective training programmes	<ol style="list-style-type: none"> <li>1. ACE included at least 45% males by September 2017.</li> <li>2. 70% of male and female trainees achieve full CVQ certification by Q1 2019. (baseline, n/a)</li> <li>3. Restorative Justice Programme fully implemented in at least 2 schools by Q2 2020. (Baseline; 0)</li> </ol>		
<b>4. Project Outputs:</b> (a) Youth Diversion and Rehabilitation Programme: <ul style="list-style-type: none"> <li>- ACE Project;</li> <li>- Project Reach;</li> <li>- Restorative Justice Programme.</li> </ul>	<ol style="list-style-type: none"> <li>1. 120<sup>25</sup> persons trained under the Youth Diversion and Rehabilitation programme by Q1, 2019. (Baseline; n/a)</li> <li>2. Gender differentiated strategies for male youth engagement developed by Q3 2017;</li> <li>3. Training of stakeholders in 4 schools by Q3, 2018. (Baseline; n/a)</li> <li>4. Restorative Justice programme piloted in 4 schools by Q3, 2018.</li> </ol>	<ol style="list-style-type: none"> <li>1. PCU Completion Report.</li> <li>2. CDB PCR.</li> <li>3. PCU Status Reports</li> </ol>	<ol style="list-style-type: none"> <li>1. Programme facilities are appropriately used and adequately maintained.</li> </ol>
(b) Grand Bacolet Juvenile Rehabilitation and Treatment Centre (GBJRTC)	<ol style="list-style-type: none"> <li>1. Staff training completed by Q4, 2019.</li> <li>2. GBJRTC facility upgraded by Q2, 2018.</li> <li>3. CVQ programmes implemented by Q3, 2019.</li> <li>4. Maintenance Plan developed by Q3, 2017.</li> </ol>		
(c) Enhanced Capacity for Improved Sector Management	<ol style="list-style-type: none"> <li>1. Tracer Study completed by Q4, 2019.</li> <li>2. Three (3) persons trained to postgraduate degree level by Q2, 2020.</li> <li>3. Expanded data management system in place by Q2, 2018.</li> </ol>		
(d) TA - Designs for Youth Block (HMP)	<ol style="list-style-type: none"> <li>1. Designs for Youth Block completed by Q1, 2018.</li> </ol>		

<sup>25</sup> ACE – 25 youth; Project Reach – 45 persons; Restorative Justice Programme – 50 stakeholders

**DESIGN AND MONITORING FRAMEWORK**

<b>Design Summary</b>	<b>Performance Targets/Indicators</b>			<b>Dates, Sources and Reporting Mechanisms</b>	<b>Assumptions</b>
<b>Inputs:</b>	<b>(USD)</b>			1. Disbursement records of PCU and CDB. 2. Contracts signed by the selected consultant(s). 3. Work schedule agreed with the consultant(s). 4. CDB staff supervision. 5. Quarterly Reports on Investment Cost.	1. GOGR provides counterpart and administrative support; 2. Stake-holders cooperate and participate effectively in the survey and consultation process.
	<b>CDB Loan and Grant</b>	<b>GOGR</b>	<b>Total</b>		
Youth Diversion and Rehabilitation Programme Grand Bacolet Juvenile Rehabilitation and Treatment Centre Enhanced Capacity for Improved Sector Management Designs for HMP Youth Block Project Implementation Support	1,272,700	351,900	1,624,600		
Base Cost Contingencies and Interest During Implementation	<b>1,272,700</b>	<b>351,900</b>	<b>1,624,600</b>		
	151,300	42,500	193,800		
<b>Total</b>	<b>1,424,000</b>	<b>394,400</b>	<b>1,818,400</b>		
<b>Percentages</b>	<b>78%</b>	<b>22%</b>	<b>100%</b>		

**Mini Community Profile - Mount Horne, St. Andrew, Grenada**

1. Mount Horne (Mt. Horne) is a community in Grenada, located in the parish of St. Andrew, on the north western side of the island. Next to St. George, St. Andrew is one of the most populated parishes. Mount Horne currently has a population of approximately five thousand (5000) residents with about 65% being under 35 years of age and having more males than females within that age classification.

2. This community lies in the constituency of St. Andrews North-West and has the Minister of Social Development and Housing as its representative in the House of Parliament. The immediate neighbouring communities are Paraclete and La Fillette. They all share similarities in their community dynamics having farming as a stable means of employment. Approximately 50% of the poor live in St. Andrew and St. George.

**The following list shows key components of the profile for Mount Horne community.**

<b>Name:</b>	Mount Horne (Mt. Horne)
<b>Location:</b>	St. Andrew, Grenada
<b>Constituency:</b>	St. Andrew North West
<b>Population:</b>	Approximately 5,000 people
<b>Youth Population:</b>	Approximately 3,260 young people
<b>Main Means of Employment:</b>	Agriculture (Crop Production, Livestock Rearing, Poultry)
<b>Recreational Sport Activities:</b>	Playing Basketball, Football, Cricket and Annual Good Friday Athletics.
<b>Primary Schools:</b>	Generally, students use Paraclete Government School, St. Mary's RC School and St. Andrew Methodist School.
<b>Secondary Schools:</b>	Students use St. Andrew Anglican Secondary School (SAASS), Grenville Secondary School (GSS), St. Joseph Convent St. Andrew (SJCSA) and Grenada Christian Academy (GCA).
<b>Community Businesses:</b>	Poultry Farm, Grenada Cocoa Association, Sports Bars, Small Shops, and Auto Mechanic Workshops.
<b>Housing:</b>	Approximately 60% built-up and having running water, electricity, telephone and cable television.
<b>Youth Groups:</b>	Mt. Horne Progressive Youth Group and Valley Youth Group. Both community groups are active.
<b>Water Supply:</b>	National Water and Sewage Authority (NAWASA) has established a reliable water supply in Mt. Horne.



**Transportation Service:** Reliable transport service with the Zone 9 mini-buses serving the community.

**Churches:** Two Churches

**Places of Recreation:** Mt. Horne Playing Field, Mt. Horne Community Centre and Mt. Horne Basketball Court.

**Frequent negative behaviour of youth:**

- “Hangs out” on-the-block with peers and not seeming to be interested in employment;
- Engagement in deviant and violent behaviour;
- Engaging in use and abuse of marijuana and use of alcohol as a normal social behaviour;
- Engaging in gambling on-the-block;
- Use of obscenities.

**Education Challenges:**

- Low level of education among a significant number of youth;
- Youth who completed neither primary nor secondary school.

3. It is important to note that Mt. Horne Progressive Youth Group organizes an annual Good Friday Athlete Sport meeting at the Mt. Horne Playing Field. This yearly activity has grown and it is now featured as a major event in the constituency having teams from both inside and outside of the community participating in the competition.

**DRAFT TERMS OF REFERENCE**  
**RAPID ASSESSMENT OF FACTORS AFFECTING MALE PARTICIPATION**

**1. BACKGROUND**

1.01 In Grenada, young people are disproportionately represented in the incidence of violence, both as perpetrators and as victims. Most of the prisoners are below thirty-five (35) years of age. They are mostly males who have dropped out of the education system between forms 2 and 4 with issues of poverty and abuse being key features in their lives. According to the Inter-American Development Bank “poverty, lack of opportunities, no significant bonds with adults, lack of a connection with educational institutions, and the presence of negative cultural values encourage and reinforce risky behaviour”.<sup>26</sup>

1.02 To respond to challenges at-risk youth face the Government of Grenada (GOGR) has instituted several programmes for at risk youth. These include the Youth Pulse, Hype (Helping Young People Excel) and Community Youth Forums, Project Reach, Project Fly, the SYG (Strengthening Youth Group) Programme and the New Imani Programme. Having different foci, these projects and programmes target youth at risk by equipping them to transition into adulthood successfully and to enhance their live chances.

1.03 With the support of the Caribbean Development Bank (CDB), GOGR will implement the Actively Committed and Empowered (ACE) Youth Rehabilitation Project, which will target 25 at-risk youth<sup>27</sup> (under the age of 30) in the Mount Horne community in the St. Andrew parish of Grenada. The aim of the ACE is to intervene in the lives of these youth and help them develop into financially independent, positive and productive adults who make valuable contributions to their society. This will be fostered by addressing the needs of the youth through the delivery of an integrated skills training programme which includes soft skills and livelihoods enhancement programme. Social support systems will be put in place to support the participation of trainees. Beneficiaries will be school dropouts, unemployed youth or youth subject to sentencing by the court stipulating participation in TVET programmes.

1.04 Factors threatening the Project’s success and observed in the other Government programmes are high dropout rates and low participation rates of males in projects and programmes at the community level. In another community rehabilitation project, Project FLY for instance, 75% of participants were females. Facilitating males in taking full advantage of opportunities presented through training and capacity building activities is particularly relevant as males constitute the majority of perpetrators of crime and are keen purveyors of the culture on the block. Data for 2014 indicate that 91.3 % of crimes committed by juveniles were committed by male youth. There is recognition however that there are certain offences or negative behaviours which females engage in, but which may not be as easily detectable. Awakening earnest interest in academic, technological and vocational training will go a long way in diverting youth from deviant behaviours which could cause them to come into conflict with the law. In the pursuit of gender equity, and given the particularly urgent need to reach at-risk males, a gender-sensitive analysis of the factors preventing and impeding attendance and to derive a strategy to increase male participation is necessary.

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<sup>26</sup> IADB Resource Reference: <http://www.iadb.org/en/topics/education/at-risk-youth-an-urgent-challenge-for-the-caribbean.6649.html>

<sup>27</sup> For the purpose of this Project at-risk youth is defined as youth for whom the probability of successful transitioning to adulthood, coping with mental and relationship problems and gaining financial stability are low.

## **2. OBJECTIVE OF THE CONSULTANCY**

2.01 The objective of the consultancy is to encourage increased participation of males in the ACE Youth Community Rehabilitation Project. More specifically, the aim is 1) to identify the main factors which impede the participation of young at-risk males in training activities or programmes such as the ACE Youth Community Rehabilitation Project; and 2) to develop a strategy to respond to the identified challenges and to move young males from the block to the classroom or the workforce.

## **3. METHODOLOGY**

3.01 The Consultant will perform all investigative work and analyses to realise the objective stated above. The use of differential participatory and consultative methodologies in working closely with critical stakeholders in the sector will be required. These stakeholders will include the Ministry of Social Development and Housing; the Ministry of Youth, Sports and Religious Affairs; Youth Officers and Community Development Officers; Facilitators of Youth At-Risk Projects; Community Personnel; Ministry of Education officials and youth themselves.

3.02 The Consultant will examine and research the structure of other policies, strategies and action planning documents of youth at risk programmes across the region and internationally, and adapt current good practice in order to achieve higher participation rates and lower drop-out rates in the Project.

3.03 The Consultant will apply field work where necessary, conduct interviews with sampled participants (approximately 35 interviews) of GOGR's youth-at risk projects and implementing agencies as well as hold focus group discussions with males and females separately as necessary at the community level (Mount Horne).

## **4. SCOPE OF SERVICES**

4.01 The consultancy will involve desk and field work and consultations across all projects or programmes which target youth at risk in Grenada as well as document and derive recommendations from regional and international best practices. Specifically, the consultants will be required to:

- (a) Investigate the socioeconomic profile, expectations and incentives to participate in at risk projects of at risk males and females and analyse gender differences in the Grenadian context;
- (b) Compare at-risk males and females who dropped out with those who attend projects with regards to socioeconomic profile, expectations and incentives to participate;
- (c) Identify major reasons, impeding or preventing factors for participation in youth-risk projects for males and females;
- (d) Analyse the pedagogical designs, methodology and learning outcomes of youth-at-risk projects in Grenada, regionally and internationally and identify best practices;
- (e) Derive recommendations for a gender-sensitive strategy to improve the design of projects for at-risk youth to increase attendance at-risk males in particular;
- (f) Develop and implement a social marketing strategy to encourage the take up of training opportunities by males;

- (g) Conduct a consultative workshop with key stakeholders to discuss findings of the assessment and the strategy and to formulate a gender-sensitive action plan outlining actions, resources and accountabilities to implement the strategy in the Grenadian context. Key considerations here will include groundings and the use of youth male animators/mobilizers.

## **5. TIMING AND QUALIFICATIONS**

- 5.01 The consultant will work over a period of two months. The assignment will take 30 days.
- 5.02 The consultant should possess a Masters in Sociology or Education and five years' experience in youth-at risk projects. Experience in gender analysis would be a requirement.

## **6. REPORTING REQUIREMENTS**

- 6.01 The consultant will report to the Director of Social Development through the Project Coordinator.
- 6.02 The following reports, one hard copy each, along with an electronic copy either by email, on CD-ROM or flash drive, shall be submitted to the Project Coordinator, PSC and CDB at the times indicated below.
  - (a) Draft Inception Report within one week of commencement of the assignment outlining a work plan and approach to the assignment, the methodology, questionnaires, the tasks and responsibilities and a time schedule for the completion of the assignment.
  - (b) Draft Interim Report within four weeks of commencement of the assignment outlining preliminary findings for the draft gender-sensitive strategy to improve participation of, in particular, at-risk males, in youth at-risk projects, and an outline / design of the consultative workshop;
  - (c) Draft Final Report, within two weeks after completion of the assignment including the gender-sensitive strategy to improve participation of, in particular, at-risk males, in youth at-risk projects, and the gender-sensitive action plan to implement the strategy.

**BUDGET**  
**(USD)**

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

**DRAFT TERMS OF REFERENCE**  
**FACILITATORS**

**1. BACKGROUND**

1.01 The Government of Grenada (GOCR) has requested assistance from the Caribbean Development Bank (CDB) in financing a Project to support the country's efforts to establish an improved gender responsive juvenile justice prevention and response system. The Awakening Special Potential by Investing in Restoration and Empowerment (ASPIRE) of Youth - Grenada will support the implementation of several sub-projects which will target 25 at-risk youth in the Mount Horne community, 45 youth offenders at Her Majesty's Prison, 25 juveniles at the Grand Bacolet Juvenile Rehabilitation and Treatment Centre in Grenada and 50 stakeholder in the Restorative Justice Programme. The Project is being implemented through the Ministry of Social Development and Housing (MOSDH), through a Project Coordination Unit (PCU) to be established within the Juvenile Justice Unit of MOSDH. Literacy, Numeracy, Performing Arts, Sports, Customer Service, Small Business and Restorative Justice Facilitators are required to provide the prescribed training under the programmes.

**2. OBJECTIVE**

2.01 The objective of the consultancies is to assist the PCU to facilitate the literacy, numeracy, arts, sports, customer service, small business, and restorative justice sessions to be held as part of the respective sub-projects.

**3. SCOPE OF SERVICES**

3.01 Literacy Facilitator:

- (a) Prepare and facilitate literacy lessons using various teaching methods
- (b) Prepare work schedules.
- (c) Work with the Monitoring and Evaluation Officer, MOSD to develop baseline data on students' reading level at the beginning and end of each cycle.
- (d) Support and regularly monitor students' reading level and evaluate programme performance in reference to baseline data.
- (e) Motivate youth to believe in their capacity to learn and responsibility for learning.
- (f) Provide strong classroom management and small group teaching settings.
- (g) Provide reports on students' performance and progress.
- (h) Attend required meetings and training sessions.
- (i) Report any problems, incidents and concerns relating to the literacy programme.
- (j) Perform other related work as required.

3.02 Numeracy Facilitator:

- (a) Prepare and facilitate numeracy lessons using various teaching methods.
- (b) Prepare work schedules.
- (c) Work with the Monitoring and Evaluation Officer and MOSDH to develop baseline data on students' numeracy level at the beginning and end of each cycle.
- (d) Support and regularly monitor students' numeracy level and evaluate programme performance in reference to baseline data.
- (e) Motivate youth to believe in their capacity to learn and responsibility for learning.
- (f) Provide strong classroom management and small group teaching settings.
- (g) Provide reports on students' performance and progress.

- (h) Attend required meetings and training sessions.
- (i) Report any problems, incidents and concerns relating to the numeracy programme.
- (j) Perform other related work as required.

3.03 Sports Facilitator:

- (a) Plan, deliver and supervise the sports programmes.
- (b) Prepare forms to ensure monitoring and evaluation of sports skills and character development.
- (c) Assist in ensuring risk management, articulation and adherence to safety guidelines and First Aid treatment for all participants and spectators.
- (d) Specify and ensure the maintenance and proper use of all sporting equipment.
- (e) Assist with creating and facilitating informational material as needed for promotion of sport activities.
- (f) Establish and maintain good links with partners, sports federations, and other youth service providers.
- (g) Manage and monitor the budget allocated to the sports programme effectively and efficiently.
- (h) Attend required meetings and training sessions.
- (i) Report any problems, incidents and concerns.
- (j) Perform other related work as required.

3.04 Performing Arts Facilitator:

- (a) Plan and deliver a comprehensive high quality arts programme that meets the needs of the young people.
- (b) Facilitate art sessions outside of your own speciality based on the needs of young people.
- (c) Motivate, encourage and support young people to participate fully in arts sessions, including identifying talented youngsters and creating development plans.
- (d) Identify any relevant issues or areas of development for young people and ensuring that these are targeted in the arts programme delivery.
- (e) Provide reports and information as required in order to demonstrate the impact of the Arts programme.
- (f) Manage the budget allocated to the arts programme effectively and efficiently.
- (g) Network with local appropriate arts clubs and community providers and other partner organisations to develop joint working programmes.
- (h) Attend required meetings and training sessions.
- (i) Report any problems, incidents and concerns.
- (j) Perform other related work as required.

3.05 Customer Service Facilitator:

- (a) Develop and deliver training in customer service which includes but is not limited to customer service skills, customer service attitude, building customer loyalty, creating effective first impressions and managing customer expectations;
- (b) Submit a Training Plan for the duration of the training programme;
- (c) Provide handouts and other supporting materials to participants;
- (d) Conduct an evaluation of the training and provide a report to the PCU;
- (e) Provide authorization on a Certificate of Participation for trainees.

3.06 **Small Business Facilitator:**

- (a) Provide a one month work plan for the Small Business Training in the respective sub-projects;
- (b) Engage all participants in the delivery of the training in Small Business Development;
- (c) Work closely with the PCU to accomplish the objectives of the training;
- (d) Monitor all participants and their progress and provide feedback to PCU;
- (e) Compile a timely report and submit to PCU at the end of the Small Business Training;
- (f) Report to the training centres in a timely manner and on the days agreed for training.

3.07 **Restorative Justice Facilitator**

- (a) Develop and deliver training in Restorative Justice philosophy, principles and practices;
- (b) Submit a Training Plan for the duration of the training programme;
- (c) Provide handouts and other supporting materials to participants;
- (d) Conduct an Evaluation of the Training and provide a report to the PCU;
- (e) Provide authorization on Certificate of Participation for participants.

**4. QUALIFICATIONS AND EXPERIENCE**

4.01 The Literacy and Numeracy Facilitator should possess the following minimum qualifications:

- (a) An Associate Degree in Primary Education.
- (b) Training in Pedagogy and Andragogy.
- (c) Minimum of five years teaching in classroom at the primary school level.
- (d) Experience teaching adolescence and adults.
- (e) Strong spoken and written communication skills and fluency in the English language, knowledge of creole would be an asset.

4.02 The Arts and Sports Facilitators should possess the following minimum qualifications:

- (a) An Associate Degree in their relevant discipline.
- (b) At least four years' experience coaching/teaching youths.
- (c) Certification in Coaching Programs for local/international Sports Federations.
- (d) Professional experience working with young people either in a paid or voluntary capacity.
- (e) Experience in teaching and/or group facilitation.
- (f) Experience in facilitating or delivering life skills or personal development sessions would be an asset.
- (g) **References:** At least two references from previous employment.

4.03 The Customer Service Facilitator should possess the following minimum qualifications:

- (a) At least 8-10 years' experience in customer service or a related field;
- (b) Experience working with youth at risk and youth in conflict with the law;
- (c) Significant experience in delivering customer service training;
- (d) Good communication skills, interpersonal relationship skills, computer skills, data collection skills, and coordination skills and the ability to be collaborative and cooperative.



- 4.04 The Small Business Facilitator should possess the following minimum qualifications:
- (a) At least 5 years or more experience in Small Business facilitation and training;
  - (b) Strategic content and training materials development;
  - (c) Ability to work independently and/or in a team environment;
  - (d) Ability to manage time and clients exceptionally;
  - (e) Articulate and professional communication skills;
  - (f) Be a passionate and results driven individual.
- 4.05 The Restorative Justice Facilitator should possess the following minimum qualifications:
- (a) At least 5 years' experience working in restorative justice or a related field;
  - (b) Experience working with youth at risk and youth in conflict with the law;
  - (c) Significant experience in delivering training;
  - (d) Good communication skills, interpersonal relationship skills, computer skills, data skills, coordination skills and the ability to be collaborative and cooperative.

**5. DURATION**

- 5.01 The assignment is expected to last for no more than 18 months from the date of contract signing.

**6. REPORTING REQUIREMENTS**

- 6.01 The Literacy, Numeracy, Arts, Sports, Customer Service, Small Business and Restorative Justice Facilitators will be supervised by the Project Coordinator but will develop and facilitate programmes in consultation with the respective ministries/focal points.

**7. BUDGET**

- 7.01 It is estimated that the budget for the assignments would be a total of USD56,000 over a period of eighteen months.

**DRAFT TERMS OF REFERENCE**  
**COUNSELLOR**

**1. BACKGROUND**

1.01 The Government of Grenada (GOGR) has requested assistance from the Caribbean Development Bank (CDB) in financing a Project which would respond to the challenges facing juvenile victims and youth-at-risk in Grenada. Grenada is challenged by, *inter alia*, increasing participation of youth in crime and violence, high rate of youth unemployment, high dropout rates among boys and girls as well as a high level of poverty. Young men within the prison system and indeed the wider society often exhibit behaviours resulting from unresolved traumatic experiences. Themes that emerge from cases within the prison systems point to traumatic home experiences, parental inadequacy, neglect, abandonment, exposure to brutality, school truancy and dropout, considerable inner rage, temper control problems and progression to the committal of violent crimes (murder, armed robbery). Experience has shown that in order to effect true rehabilitation it is critical that not only should there be a focus on skills development but that proper psychosocial support which allows for proper care and treatment for juveniles who present with a range of deep seated issues should be provided.

1.02 The Awakening Special Potential by Investing in Restoration and Empowerment (ASPIRE) Project - Grenada (the Project) will seek to complement GOGR's efforts to establish an improved gender equitable juvenile justice prevention and response system. In particular, the Project will provide services to enhance the residential aspect of the juvenile justice system, enhance employability skills, support community safety and security, improve service delivery and improve service coordination. The Project is being implemented through the Ministry of Social Development & Housing (MOSDH) in collaboration with the Ministry of Youth and Sports (MOYS), Ministry of Education (MOE) and the Ministry of National Security (MNS).

1.03 A Counsellor is required to provide basic assessments, provide for referrals and support the development of care plans for participants in the following sub-components of the Project:

- (a) Actively Committed and Empowered (ACE) Youth Community Rehabilitation Project, targeting youth 16 – 24 years of age; and
- (b) Project Reach, targeting youth 18 – 35 years of age.

The Counsellor will report on his or her activities and progress to the Focal Point for each of these sub-components and work collaboratively with the staff of the GBJRTC in the conduct of his or her duties.

**2. SCOPE OF SERVICES**

2.01 The Counsellor will undertake the following specific tasks/activities:

- (a) Perform psychological assessments, counselling and other psycho-social services to project beneficiaries. This aspect would include some diagnostic testing. Primary health screening should be facilitated;
- (b) Following assessment, construct and guide the maintenance of psychological intervention plans in collaboration with other agencies/medical staff;
- (c) Determine the need for further specialized treatments and referrals;
- (d) Ensure that the records are duly completed and kept confidentially;
- (e) Provide feedback to the Focal Point on issues that might affect the smooth implementation of the Project;
- (f) Create and update a file on each of the youth participants within the program;

- (g) Provide Critical Incident Stress Debriefing; and
- (h) Provide monthly narrative and statistical reports to the Focal Point.

**3. REPORTING REQUIREMENTS**

4.01 The Counsellor will work in close collaboration with the focal point for each sub-component of the Project and will report directly to PC. Reporting will commence within one month of Programme commencement, with the final report to be submitted two weeks after the completion of the Programme.

**5. QUALIFICATIONS AND EXPERIENCE**

5.01 A Graduate Degree in psychology or counselling is required. Psychosocial training and/or specialization in mental health is essential with 3 - 5 years of related work experience as well as experience working with at-risk youth or young men and women in conflict with the law. Possession of good communication skills, interpersonal relationship skills, training/facilitation skills, computer skills, collaborative, cooperative and coordination skills would be advantageous. Must have ability to work with minimum supervision and under pressure. Should have the capacity to work in an inter-disciplinary team and must have a very developed understanding of the cultural dimensions of Grenada, including deep-rooted gender ideologies. Must be able to keep information confidential.

**6. DURATION**

6.01 The assignment is expected to last for no more than 16 months.

**7. BUDGET**

7.01 It is estimated that the budget for the assignment would be twelve thousand United States dollars (USD 12,000).

**DRAFT TERMS OF REFERENCE**  
**PRE-TRACER AND TRACER STUDIES**

**1. BACKGROUND**

1.01 The Government of Grenada (GOGR) has requested assistance from the Caribbean Development Bank (CDB) in financing a Project, which would respond to the challenges facing juvenile victims and youth-at-risk in Grenada. Grenada is challenged by, *inter alia*, increasing participation of youth in crime and violence, high rate of youth unemployment, high dropout rates among boys and girls as well as a high level of poverty. The ASPIRE Grenada Youth Project (the Project) will seek to complement the GOGR efforts to establish an improved gender equitable juvenile justice prevention and response system. In particular, the Project will provide services to enhance the residential aspect of the Juvenile justice system, enhance employability skills, support community safety and security, improve service delivery and improve service coordination. The Project is being implemented through the Ministry of Social Development (MOSDH).

1.02 One aspect of the Project specifically focuses on enhancing the employability and life skills of youth at risk, at the community level, in the prison system as well as at the Grand Bacolet Juvenile Rehabilitation and Treatment Centre (GBJRTC). In order to support effective planning, and monitoring and evaluation (M&E) of the ACE Youth Rehabilitation Project, Project Reach and GBJRTC both at the implementation and post implementation stages there is need for an effective system to be put in place that will support this. Not only is key data such as graduation rates not generated, but little information is maintained on graduate placement and a systematic tracer study system is non-existent. Further given the focus on rehabilitation and reintegration data on whether or not participants of the programmes come into conflict with the law at least in the first nine months following the completion of training, will be essential. This dearth of such relevant data, constrains strategic efforts to promote enhanced relevance of Ministry and Youth and Sports (MOYS) and Ministry of Social Development and Housing (MOSDH) and to facilitate an evaluation of their institutional efficacy. The approach to these challenges will encompass a two pronged approach which comprise of:

- (a) *The Pre-Tracer Study*: this is important to generate baseline data on the student's socio-economic and socio-demographic background. It will be conducted at the beginning of the training. It will provide data that will allow for the verification of information during the conduct of the tracer study.
- (b) *The Tracer Study*: this is a key aspect of institutional efficacy, specifically its external efficiency – the extent to which the Project's graduates are adequately prepared for the labour market and are able to transition to employment in areas consistent with their training. The Tracer Study is intended to:
  - (i) outline the graduation or completion rate of participants in the programme;
  - (ii) analyse how long it takes graduates to secure employment in both formal and informal sectors;
  - (iii) assess the employment opportunities and conditions of graduates including barriers to employment;
  - (iv) establish the extent to which graduates are engaged in employment or self-employment both in the formal and informal sectors;

- (v) assess the relative standard of living of different categories of graduates such as those in the construction and beauty trades;
- (vi) assess whether the competencies of graduates are sufficient to prepare them for jobs they are performing;
- (vii) evaluate the level of graduate satisfaction with the training experience and the adequacy of their training for function effectively in the world of work;
- (viii) evaluate the level of employer satisfaction with the quality of graduates;
- (ix) evaluate the factors inhibiting unemployed graduates; and
- (x) propose recommendations for improving the quality and relevance of programmes such ACE Youth Community Rehabilitation Project, Project Reach and GBJRTC under the Project and the employment opportunities and competitiveness of graduates; and
- (xi) number and types of conflict with the law;
- (xii) engagement in further training activities; and
- (xiii) allow for comparison between data collected in the pre-tracer study.

## **2. OBJECTIVE**

2.01 The objective of this consultancy is to assist the MOSDH and MOYS to assess the impact of the Ace Community Rehabilitation Project, Project Reach and Training Programme at the GBJRTC. It will also provide insight on the experiences of graduates of the programme in terms of labour market penetration, entrepreneurship activities and their overall quality of life post training.

## **3. SCOPE OF SERVICES**

3.01 The Consultant will work closely with the Monitoring and Evaluation Officer assigned to the PCU as well as key members of the Technical Working Group (TWG) and report to the Project Coordinator in the conduct of this assignment. The team comprising the M&E Officer, key members of the TWG, technical and administrative staff will serve as local counterparts to the consultant for the purposes of understudying the tracer study process to enable its replication. The study, using both quantitative and qualitative investigative methods, will be based on a desk study and the review of existing relevant data/documentation; field survey/interviews of a representative sample of employed and unemployed graduates and employers; focus group consultations, case studies (trainees, employers, and trainers) and analysis of the data, presentation and preparation of the report. Specifically, the consultant will:

### Pre-Tracer Study

- (a) Develop a Pre-Tracer Study methodology including interview guide, questionnaire designed to collect data on the following, but not limited to:
  - (i) socio-economic background including employment status and current income;

- (ii) socio- demographic background;
  - (iii) motivation for enrolment;
  - (iv) interest in other areas of training or support; and
  - (v) information on number of times participant would have come into conflict with the law (if at all) and nature of offences
- (b) conduct data collection, analysis and report preparation in collaboration with the M&E Officer and submission to the PC, PSC and CDB.

#### Tracer Study

- (a) Conduct desk study review of all relevant documentation including, but not limited to, Past Tracer Study or any other reports linked to TVET programmes in Grenada, Labour Market Survey reports, Employer's surveys, TVET Policy documents and MOYS and MOSDH TVET programmes and graduation data;
- (b) develop a Tracer Study methodology including interview guide, questionnaire, focus group consultations and case studies, designed to collect data on the following, but not limited to:
  - (i) employment rate - self and wage employment and formal and informal;
  - (ii) graduates' incomes;
  - (iii) the duration of finding a job after training;
  - (iv) job retention rates;
  - (v) career differences by gender;
  - (vi) match between training and jobs taken up;
  - (vii) employers' perception of the quality of the graduate;
  - (viii) graduates' perception of the adequacy of the training for job readiness and functioning;
  - (ix) graduates who are not yet employed; and
  - (x) recommendations from employers and graduates on programmes and training.
  - (xi) number of times, if any in conflict with the law post programme;
  - (xi) types of offences;
  - (xii) identification of factors which led to conflict with the law;
- (c) conduct data collection, analysis and report preparation;
- (e) conduct of a presentation of key findings and hold a debriefing workshop with relevant stakeholders of the ACE Youth Community Rehabilitation Project, Project Reach and GBJRTC and any other stakeholders.

#### **4. TIMING AND QUALIFICATIONS**

4.01 It is expected that the assignment will require a maximum of 60 days. For the Pre-Tracer a total of 20 days will be required for the conduct of this phase of the study. This activity will be implemented at the start of the training programme. A total of 40 days will be allocated for the conduct of the Tracer study which is to be implemented over a period of three months, nine months after the conclusion of both training activities at ACE and at Project Reach. Residents released from the GBJRTC during the first six months after the conclusion of the TVET programme there will be included in the tracer study. The Consultant

shall possess post-graduate qualifications in Social Sciences, Education, Economics, Statistics or a related field. Strong experience in planning, designing and implementing tracer studies and excellent report-writing skills are required. Knowledge and experience in TVET will be an advantage, and knowledge of the education system in Grenada and the Region will be an asset. Experience with quantitative and quantitative research methods is critical. Experience with working with statistical packages is required.

## **5. DELIVERABLES AND REPORTING REQUIREMENTS**

5.01 The Consultant will be required to submit to PC, PCU and the Caribbean Development Bank (CDB) five hard copies and one electronic copy of the following reports. The electronic copy should be submitted on CD ROM, email or flash drive, containing the text, tables and all appendices done in Microsoft Word/Excel:

### *Pre-Tracer:*

- (a) An initial report no later than 5 days after the commencement of the assignment. The report should include the analysis of the desk review, and the pre-tracer study methodology and work plan. PC, PCU and CDB will provide comments upon receipt of the Report.
- (b) A Draft within 10 days of acceptance of the Initial Report by BTVI and CDB, which includes the Tracer Study Report and plans for the conduct of the workshop on the findings of the report. The PC, PCU and CDB will provide comments upon receipt of the report.
- (c) Final Report, within 5 days of acceptance of the Draft Final Report by PC, PCU and CDB, incorporating feedback from the debriefing workshop and comments from PC, PCU and CDB.

### *Tracer Study:*

- (a) An Initial Report, no later than two weeks after commencement of the assignment. The report should include the analysis of the desk review and the tracer study methodology. PC, PCU and CDB will provide comments upon receipt of the Report.
- (b) A Draft within two months of acceptance of the Initial Report by BTVI and CDB, which includes the Tracer Study Report and plans for the conduct of the workshop on the findings of the report. The PC, PCU and CDB will provide comments upon receipt of the report.
- (c) A Final Report, within 2 weeks of acceptance of the Draft Final Report by PC, PCU and CDB, incorporating feedback from the debriefing workshop and comments from PC, PCU and CDB.

**DRAFT BUDGET**  
**(USD)**

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**List of Proposed Short Term Training for GBJRTC Staff**

<b>Training Area</b>	<b>Beneficiaries</b>	<b>Number (M/F)</b>	<b>Training Agency</b>
Management (Level 3) with (Assessment of Prior Learning)	Management Staff	3 females, 1 male (Admin. officer)	NTA
Housekeeping Level 2 (Assessment of Prior Learning Assessment and relevant units completed)	Housekeeping Staff	2 females	NTA
Food Preparation and Cookery - Level 2 (Assessment of Prior Learning (APL) and relevant components completed)	Cook	3 female cooks	NTA
Trauma Intervention – 2 day workshop) Institute will cover cost of training while the cost of the venue, airfare, per diem to be covered by the project.	Professional Staff and key stakeholders	30	Franciscan Institute (Trinidad and Tobago)
Teaching Social Skills to Troubled Youth. (1 day)	Professional staff and other key Juvenile justice stakeholders	30	Franciscan Institute
Understanding and working with At Risk Youth (2 day)	Professional staff and other key Juvenile justice stakeholders	30	Franciscan Institute
Common Sense Parenting (training of trainers; 3 days)	Professional staff of the centre	10	Franciscan Institute/ Republic Bank
First Aid Training	Professional staff of centre	50	Occupational Safety Consultancy
Self-defence training	Professional staff at the Centre	50	HMP/ RGPF

**DRAFT TERMS OF REFERENCE**

**INFRASTRUCTURAL REVIEW AND CONSTRUCTION SUPERVISION SERVICES**

**1. BACKGROUND**

1.01 The Government of Grenada (GOGR) has requested funding from the Caribbean Development Bank (CDB) to conduct the Awakening Special Potential by Investing in Restoration and Empowerment (ASPIRE) Project - Grenada. One of the components of the Project involves the Grand Bacolet Juvenile Rehabilitation and Treatment Centre (GBJRTC), where minor works designed by the Ministry of Works (MOW) are to be constructed, and detailed designs and cost estimates developed to respond to the recommendations outlined in a Rapid Infrastructural Assessment Report. That initial assessment was of the buildings housing GBJRTC was required based on changes in the operational environment and the recommendations now need to be refined to facilitate implementation. The Project will be executed through a Project Coordination Unit (PCU) located within the Ministry of Social Development and Housing (MOSDH). Consultancy services are required to prepare costed detailed proposals for any recommended enhancements to the built infrastructure, prepare bid documents for the planned external minor works, provide construction supervision services for those works and to prepare a maintenance plan for the facility utilising an existing local template.

**2. OBJECTIVE**

2.01 The objective of this consultancy is to assist GOGR with determining the required improvements to the buildings, as well as with the supervision of the construction of proposed external minor works and in the provision of a plan to assist with the maintenance of the facility.

**3. SCOPE OF SERVICES**

**Infrastructural Review Services:**

3.01 The scope of infrastructural review services shall include, but not be limited to, the following activities:

- (a) reviewing the recommendations of the Rapid Infrastructural Assessment Report;
- (b) participating in meetings and consultations with GOGR representatives including MOSD, and MOW officials; management, staff and residents of GBJRTC, the National Training Agency (NTA), and other key stakeholders, to inform the Firm's understanding of requirements for the facility;
- (c) following the review and meetings, commenting on whether the current building design is consistent with GOGY's objectives and the appropriate international, regional and local best practices for similar facilities. That confirmation should include, but need not be limited to, finish and fixture standards; low maintenance considerations; building code requirements; relevant space requirements for academic, administrative, residential and support services; operating standards for health, safety, thermal comfort, lighting, gender considerations, facilitation of persons with physical disabilities; renewable energy and energy efficiency; climate change impacts; mains and standby power supply; mains and backup water supply; sewage disposal facilities; storm water drainage, rainwater collection and reuse, site access; parking; landscaping; and other amenities;

- (d) conducting sufficient field surveys and investigations to suitably inform the design process;
- (e) preparing detailed drawings, specifications, and cost estimates for any recommended infrastructural improvements to the buildings. Current costs for similar works in Grenada be used as a basis for all unit rates and costings as far as is practically possible;
- (f) reviewing the plans for the minor works prepared by MOW and recommending any required revisions;
- (g) preparing a draft environmental and social management plan (ESMP) to be implemented and monitored during the minor works. The plan should include a notification and complaints mechanism that provides for communication with local communities at the site;
- (h) preparing Bills of Quantities using an approved standard method of measurement. The provisions of the draft ESMP should be itemised for pricing in the Bills of Quantities;
- (i) preparing bidding documents including specifications using an approved form of contract to allow GOCR to solicit bids from qualified contractors;
- (j) preparing a draft maintenance plan for the current facility utilising a template to be provided by GOCR.

**Construction Supervision Services:**

3.01 The scope of construction supervision services shall include, but not be limited to, the following activities:

- (a) assisting PCU during the Bid Period. This includes conducting joint site visits with bidders, responding (through the PCU) to queries raised by bidders during the Bid Period, evaluating bid submissions and presenting a comprehensive Bid Evaluation Report with recommendations to PCU;
- (b) chairing a pre-construction meeting and monthly meetings to discuss the planning and progress of the works;
- (c) carrying out the supervision services related to the construction, including inspections at critical stages, furnishing the Contractor with required information, approving payments, and reviewing the Contractor's technical submissions;
- (d) representing the interest of GOCR *vis-à-vis* the Contractor in any matter related to the construction contract and the proper execution thereof;
- (e) reporting monthly on the progress of the works, the Contractor's performance, the quality of the works and the financial status and forecasts;
- (f) proposing and presenting for approval any changes in the plans deemed necessary for the completion of works;
- (g) informing GOCR of problems or potential problems which might arise in connection with any construction contract and making recommendations for possible solutions;

- (h) ensuring the receipt of, and maintaining as permanent records, all warranties required under the terms of the contract documents for materials and equipment accepted and incorporated in the Works. All local materials incorporated in the Project, and their source, are also to be recommended for approval;
- (i) preparing as-built drawings as the work progresses;
- (j) approving and monitoring of the ESMP;
- (k) conducting a taking-over inspection(s) of the Works, made jointly with representatives of GOCR and the Contractor, and in accordance with the contract, until a taking-over Certificate, signed by the members of the inspection team, can be issued;
- (l) performing any and all other items of works not specifically mentioned above, but which are necessary and essential to successfully supervise the construction activities in accordance with the plans, specifications and terms of contract. The Firm's responsibility for the site supervision of the works shall continue until the Contractors have completed all outstanding works to the satisfaction of GOCR; and
- (m) conducting a completion inspection(s) of the Works, made jointly with representatives of GOCR and the Contractor, and in accordance with the contract, until a Completion Certificate, signed by the members of the inspection team, can be issued.

#### **4. INPUTS**

4.01 The services of the Firm will be required over a 13-month period to undertake the various activities outlined at Section 3 of the Terms of Reference (TOR). The Firm will provide the personnel, equipment and software required to carry out the assignment and be responsible for obtaining all additional information for the execution of the services necessary for the Project.

#### **5. REPORTING REQUIREMENTS**

5.01 The Firm shall provide the following documents and reports to PCU as three hard copies and electronically in pdf format or as otherwise requested:

- (a) **Inception Report:** The Inception Report will be presented two weeks after the signing of the contract, and will include, but not limited to: initial findings; Firm's detailed work schedule and methodology; and review criteria to be employed;
- (b) **Draft Final Review Report:** The Draft Final Design Report will be submitted no later than eight weeks after the start of the assignment. The Report shall present the results of the activities undertaken as prescribed under Infrastructural Review Services;
- (c) **Final Review Report:** Within two weeks of receipt of comments from GOCR on the Draft Final Design Report, the Final Design Report shall be submitted incorporating those comments;
- (d) **Bid Evaluation Report:** Within three weeks of receipt of the bids forwarded by GOCR, the Firm shall present a Bid Evaluation Report, to include but not be limited to, an

assessment of the bidder's compliance with the instructions to bidders, their bid sums, any corrections to the bid sums, individual rates, and proposed timeframes. A recommendation for award shall be given;

- (e) **Pre-construction Report:** Within four weeks of award of the contract for the minor works, the Firm shall present a Pre-construction Report, to include but not be limited to, the minutes of the pre-construction meeting, the contract price, proposed start date, proposed completion date, the Contractor's work schedule, anticipated cash flow and the construction drawings and specifications to include any alterations to the scheme arising out of the bid process;
- (f) **Construction Progress Reports:** Within one week of the end of each month, submit a Monthly Progress Report, briefly and concisely summarising construction activities and progress for the previous month, and reporting on the monitoring of ESMP. Problems encountered, and/or problems anticipated, shall be clearly stated, together with steps taken or recommendations for their correction/mitigation. These reports shall also list the Contractor's equipment and work force (disaggregated by sex). It will also indicate the work to be performed during the coming month, expenditure record, and current estimates of final cost and completion date;
- (g) **Works Completion Report:** Within one month of the issue of the Taking-Over Certificate, provide a Works Completion Report, summarising the current status of the works and contract, and reporting on expected outcomes at the end of the Defects Notification Period and including as-built drawings. The as-built drawings shall be provided in electronic (pdf) format as well as in full size (A3) hardcopy sets. All data, records, field books, manuals, and warranties, properly indexed and catalogued, shall also be provided. Manuals and warranties shall also be provided in electronic (pdf) format;
- (h) **Contract Completion Report:** Within two months of the issue of the Performance Certificate, prepare a Contract Completion Report on construction, summarising the construction activities, contract changes, claims or disputes or any other substantive matters which had an effect on the quality, cost and progress of the work.

5.02 All reports shall be prepared in English. GOCR will provide comments on the reports within two weeks of receipt and the Firm will adjust the ongoing work according to the comments received.

## **6. IMPLEMENTATION ARRANGEMENTS**

6.01 GOCR, through its Project Coordinator (PC), will facilitate the work of the Firm and make available all relevant studies, reports, maps and data, relevant to completion of the exercise and will act as liaison between the Firm and GOCR officials and stakeholders. At a minimum the building and site plans (in dwg format) shall be provided.

## **7. QUALIFICATIONS AND EXPERIENCE**

7.01 The Firm should possess experience in developing youth detention institutions. Its Key Experts should possess at least ten years' experience and have worked on at least one assignment of a similar nature. Experience in the construction of TVET facilities, as well as experience in the Caribbean will be an asset. The educational qualifications are as follows:

- (a) Architect/Team Leader – a minimum of a Bachelor’s Degree in the field of Architecture and corporate membership in a recognised professional association. Training in project or construction management would be an asset;
- (b) Civil/Structural Engineer – a minimum of a Bachelor’s degree in Engineering and corporate membership in a recognised professional association;
- (c) Mechanical Engineer – a minimum of a Bachelor’s degree in Engineering and corporate membership in a recognised professional association;
- (d) Electrical Engineer – a minimum of a Bachelor’s degree in Engineering and corporate membership in a recognised professional association;
- (e) Cost Consultant – a minimum of a Bachelor’s degree in Civil Engineering or Quantity Surveying and corporate membership in a recognised professional association.

**BUDGET**  
**(USD)**

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**DRAFT TERMS OF REFERENCE**  
**CONSULTANT CLINICAL PSYCHOLOGIST**

**1. BACKGROUND**

1.01 Studies across the region have highlighted the fact that alternative/diversion sentencing and restorative justice models have not been sufficiently utilized in the region, and continue to be overshadowed by more punitive approaches to sentencing, including the use of custodial settings like prisons; correctional centres and other traditional methods.

1.02 The Government of Grenada is in the process of reforming the Juvenile Justice System. The upscaling of the system includes: law and policy reform; prevention initiatives aimed at the active creation of an environment that deters children from coming into conflict with the law (diversion programs, resolving cases by non-custodial measures) and; rehabilitative and treatment programmes.

1.03 The Ministry of Social Development and Housing (MOSDH) is the State entity leading the reform process. This new agenda saw the promulgation of the Juvenile Justice Act of 2012. The Act made provision for the establishment of the Grand Bacolet Juvenile Rehabilitation and Treatment Centre (GBJRTC) designed to rehabilitate young offenders to make meaningful contributions to society.

1.04 The Act also contemplated the establishment of Psychological Assessment Centres with full responsibility for conducting assessments. Within the Public Service, there are no clinical psychologists and GBJRTC staff's highest level of psychology qualification is at the Master's level. In this regard, GBJRTC will be unable to do the proper assessments since most of the identified assessment tools require a PhD-qualified practitioner to conduct the assessment. The Awakening Special Potential by Investing in Restoration and Empowerment (ASPIRE) of Youth - Grenada will provide for training of an individual to this level over a three period. However, it is imperative however that a Clinical Psychologist is contracted to provide support to the GBJRTC in the interim.

**2. OBJECTIVE**

2.01 To work closely with the clinical treatment team of the GBJRTC in the provision of clinical psychological services that would enhance the treatment of residents thereby strengthening the capacity of the GBJRTC to provide rehabilitation and treatment services to residents.

**3. SCOPE OF SERVICES**

3.01 The Ministry of Social Development and Housing (MOSDH) seeks the services of a Clinical Psychologist on a part time consultancy basis for a period of 3 years to provide Clinical Psychological support service at the Grand Bacolet Juvenile Rehabilitation and Treatment Centre (GBJRTC).

3.02 The Consultant shall undertake to do the following:

- (a) Provide technical support to the Treatment team of the GBJRTC in the area of treatment planning;
- (b) Provide expert advice in case conferences;
- (c) Provide didactic training for the staff of the GBJRTC;
- (d) Conduct psychological assessment of referred cases;
- (e) Provide expert psychological services to the Courts and the GBJRTC;

- (f) Provide psychological administrative support for GBJRTC.

#### **4. IMPLEMENTATION ARRANGEMENTS**

4.01 Introduction and interface with key stakeholders including the GBJRTC staff. The GBJRTC will be responsible for the following:

- (a) To provide office space
- (b) To provide a counterpart within the GBJRTC to support the consultant.
- (c) To provide access to files and relevant data.
- (d) Provision of assessment tools

#### **5. REPORTING REQUIREMENTS**

5.01 Consultant will report to the Manager GBJRTC and shall deliver the following:

- (a) Minimum of three (3) Psychological Assessments and reports weekly
- (b) Debriefing meetings with treatment team once fortnightly
- (c) Provision of expert advice to the Court and Treatment Team on a monthly basis as requested.
- (d) Review and audit of all residents files bi-annually.
- (e) Minimum of two (2) training workshops and presentations for staff and key stake holders, per year.
- (f) Provision of Quarterly reports to the Manager in accordance with the standards of the American Psychological Association. All reports must provide statistics on cases.

#### **6. QUALIFICATIONS AND EXPERIENCE**

6.01 The Consultant must possess the following qualifications and experience:

- (a) A PHD in Clinical Psychology.
- (b) Experience working with children and youth.
- (c) Knowledge of Juvenile Justice issues.
- (d) Practical experience in conducting psychological assessments, treatment planning, provision of training etc.

#### **7. BUDGET**

7.01 This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.



**DRAFT TERMS OF REFERENCE**  
**DETAILED DESIGN OF YOUTH BLOCK**

**1. BACKGROUND**

1.01 The Government of Grenada (GOGR) has requested assistance from the Caribbean Development Bank (CDB) in financing the Awakening Special Potential by Investing in Restoration and Empowerment (ASPIRE) Project - Grenada. Technical Assistance will be provided under the Project to develop costed detailed designs for the construction of a youth block on the compound of Her Majesty's Prison (HMP). The Project will be executed through a Project Coordination Unit (PCU) located within the Ministry of Social Development and Housing (MOSDH). Consultancy services are required to produce the design for the block.

**2. OBJECTIVE**

2.01 The objective of this consultancy is to prepare detailed designs and cost estimates for the construction and complete outfitting of a Youth Block, guided by a Climate Vulnerability Assessment (CVA) in order to produce a gender-responsive, environmentally-sensitive and resilient new facility.

**3. SCOPE OF SERVICES**

3.01 The Firm shall be solely responsible for the analysis and interpretation of all data received and collected, the timely completion of designs, and the accuracy and completeness of the findings and recommendations. All designs should be least whole life cost solutions. Important data and calculations shall be presented in sufficient detail to permit verification and later updating.

**Preliminary Design Services**

3.02 The tasks will include, but not be limited to:

- (a) conducting sufficient field surveys and investigations to suitably inform the design process, in particular soil and geotechnical surveys; topographical surveys; and location of above and underground utilities.
- (b) conducting a CVA and preparing an environmental management plan (EMP) as per the requirements listed at Annex 1 to this Appendix.
- (c) participating in meetings and consultations with GOGR representatives, HMP officials, the National Disaster Management Agency (NaDMA) and other key stakeholders to inform the Firm's understanding of requirements for the facilities;
- (d) determine planning requirements for the proposed facility consistent with GOGR's objectives and guided by appropriate international, regional and local best practices for similar facilities, that include, but need not be limited to finish and fixture standards; low maintenance considerations; building code requirements; relevant space requirements for custodial, administrative and support services; operating standards for health, safety, thermal comfort, lighting, gender considerations, facilitation of persons with physical disabilities and other necessary functional considerations; opportunities for energy efficiency and renewable energy integration; mains and standby power supply; mains and

backup water supply, storm water disposal, sewage disposal, rainwater collection and reuse; site access, parking, landscaping, and other amenities;

- (e) prepare a baseline design incorporating the results of the consultations, the minimum regulatory requirements and the basic suggestions of the CVA. This design shall be used to assess the implications of incorporating any additional measures suggested by the CVA.
- (f) prepare preliminary designs incorporating the baseline design and at least one other option. Each design should include the recommended contract packaging, implementation schedules and cost estimates. The designs should include a site plan, floor plans showing the dimensions and uses of each room, elevations superimposed on the site profile, and building sections.

**Detailed Design Services:**

3.03 Contingent upon GOGY's review and approval of one of the proposed preliminary designs:

- (a) prepare detailed designs and specifications as necessary for all building and site works. The detailed designs and specifications shall be produced in accordance with accepted international standards;
- (b) prepare bills of quantities (using an approved standard method of measurement) and detailed cost estimates for the proposed works (inclusive of furniture and equipment), based on the designs and specifications above. Current costs for similar works in Grenada shall be used as a basis for all unit rates and detailed costings as far as is practically possible;
- (c) prepare bidding documents using an approved form of contract to allow GOGY to solicit bids from qualified contractors. Include appropriate provisions of the EMPs in the technical specifications of the bid documents, itemised for contractor pricing in the Bills of Quantities.

**4. INPUTS**

4.01 The services of the Firm will be required over a 6-month period to undertake the various activities outlined at Section 3 of the Terms of Reference (TOR). The Firm will provide the personnel, equipment and software required to carry out the assignment and be responsible for obtaining all additional information for the execution of the services necessary for the Project.

**5. REPORTING REQUIREMENTS**

5.01 The Firm shall provide the following documents and reports to PCU as three hard copies and electronically in pdf format or as otherwise requested:

- (a) **Inception Report:** The Inception Report will be presented two weeks after the signing of the contract, and it will include, but not limited to: initial findings; consultant's detailed work schedule and methodology; and design criteria to be employed;
- (b) **Preliminary Design Report:** The Preliminary Design Report will be presented no later than 60 days after the signing of the contract, and include the preliminary designs, construction

base cost estimates, suggestions and rationale for the amount/percentage of contingency to be allowed, expected construction duration, and a list of persons consulted;

- (c) **Draft Final Design Report:** The Draft Final Design Report will be submitted no later than four weeks after receipt of comments from GOCR on the recommendations arising out of the Preliminary Design Report. The Report shall present the results of the activities undertaken as prescribed under Detailed Design Services; and
- (d) **Final Design Report:** Within two weeks of receipt of comments from GOCR on the Draft Final Design Report, the Final Design Report shall be submitted incorporating those comments.

5.02 All reports shall be prepared in English. GOCR will provide comments on the reports within four weeks of receipt and the Firm will adjust the ongoing work according to the comments received.

## **6. IMPLEMENTATION ARRANGEMENTS**

6.01 GOCR through its Project Coordinator (PC) will facilitate the work of the Firm and make available all relevant studies, reports, maps and data, relevant to completion of the exercise and will act as liaison between the Firm and GOCR officials and stakeholders.

## **7. QUALIFICATIONS AND EXPERIENCE**

7.01 The Firm should possess experience in secure facilities. Its Key Experts should possess at least five years' experience and have worked on at least one assignment of a similar nature. All of the key Experts must have excellent communication and interpersonal skills and must be fluent in spoken and written English. Experience in the Caribbean will be an asset. The educational qualifications are as follows:

- (f) Key Expert 1: Architect - a minimum of a Bachelor's Degree in the field of Architecture and corporate membership in a recognised professional association. Certification or post graduate qualifications in an environmental area, e.g. Leadership in Energy & Environmental Design (LEED), and/or training in project or construction management would be an asset.
- (g) Key Expert 2: Civil/Structural Engineer – a minimum of a Bachelor's degree in Civil/Structural Engineering and corporate membership in a recognised professional association.
- (h) Key Expert 3: Mechanical Engineer – a minimum of a Bachelor's degree in Mechanical Engineering and corporate membership in a recognised professional association.
- (i) Key Expert 4: Electrical Engineer – a minimum of a Bachelor's degree in Electrical Engineering and corporate membership in a recognised professional association.
- (j) Key Expert 5: Climate Change Specialist and Environmental specialist – a minimum of an advanced degree in a minimum of a Master's Degree in Environmental Sciences, Environmental Engineering, Environmental Management or a related discipline. Experience as noted above in the area of climate change impacts adaptation and mitigation is required. Extensive knowledge of the Climate Change Adaptation context in the Caribbean region would be an asset. Experience as noted above in the development of Environmental Management Plans. Training in Health and Safety would be an asset.

Familiarity with the Grenadian institutional framework and ongoing programs would also be an asset.

- (k) Key Expert 8: Cost Consultant - a minimum of a Bachelor's degree in Civil Engineering or Quantity Surveying and corporate membership in a recognised professional association.

**8. COMMENTS BY THE FIRM**

8.01 The Firm is requested to make comments on, and suggestions for, improvements to these TORs, if any. The financial implications, if any, of these recommendations should be indicated separately in the Financial Proposal.

**BUDGET**  
**(USD)**

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

**PROJECT MANAGEMENT ARRANGEMENTS**

**Project Coordination Unit**

1. A Project Coordination Unit (PCU) will be established to coordinate all aspects of the Project and facilitate the associated monitoring and evaluation activities. It shall be housed in the Juvenile Justice Unit of MOSDH. It will be headed by a dedicated Project Coordinator (PC), staffed by MOSDH's Monitoring and Evaluation (M&E) Officer and provided with adequate administrative and clerical support by MOSDH.

**Project Steering Committee**

1. A Project Steering Committee (PSC) will be established to provide oversight and policy direction for the Project and to assist in resolving coordination issues. Its Chairperson will be the Director in the Ministry of Social Development and Housing. A Deputy Chairperson, appointed by the Chairperson, will assume the responsibilities in the absence of the Chairperson. The PC shall serve as Secretary to the PSC.

2. As a minimum, the PSC will have a membership composed of, but not be limited to representation at a senior level from the ministries/agencies outlined below:

- (a) Ministry of Social Development and Housing (MOSDH)
- (b) Bacolet Juvenile Rehabilitation and Treatment Centre (GBJRTC)
- (c) Child Protection Agency (CPA)
- (d) Ministry of National Security (MNS)
- (e) Ministry of Education (MOE)
- (f) National Training Agency (NTA)
- (g) Ministry of Youth and Sports (MOYS)
- (h) Legal Aid Clinic and Counselling Unit (LACC)
- (i) Grenada Coalition on the Rights of the Child (GCRC)
- (j) Ministry of Works (MOW)
- (k) A youth representative.

3. Each organisation represented on the PSC will be required to nominate their representative and an alternate. Other persons may be invited to participate in PSC meetings based on the subject matter being addressed. These special invitees will, however, not be authorised to vote.

4. The PSC shall:

- (a) review all implementation and financial reports required by the respective loan agreements prior to their submission to CDB;
- (b) provide assistance and guidance to the PCU in handling implementation and coordination problems brought to its attention;
- (c) review changes in project arrangements prior to presentation to CDB for consideration and disbursement; and
- (d) monitor the resource allocation requirements for the Project.

5. The PSC will meet at least quarterly, and more often if required. The PC may request additional meetings when faced with extraordinary situations. The Chairperson shall convene the PSC meetings.

### **Project Coordinator**

A Consultant will be engaged to serve as the dedicated Project Coordinator (PC). The Draft Terms of Reference for the PC are attached at Appendix 8.2.

### **Monitoring and Evaluation Officer**

Working under the guidance of the Project Coordinator (PC), and reporting to the Director of Social Development, Ministry of Social Development and Housing (MOSDH), the Project Monitoring & Evaluation (M&E) Officer will be responsible for the following duties and tasks:

- (a) Assist in the design and implementation of the Project's monitoring and evaluation framework, including working with the M&E consultant in identifying the range of data and information required to appropriately monitor and evaluate the Project;
- (b) Maintain a database of appropriate indicators for project monitoring and reporting;
- (c) Ensure the inclusion of appropriate gender-disaggregated indicators in the Design and Monitoring Framework;
- (d) Based on the M&E consultancy, establish systems to collect the data required by the Project including developing linkages with existing monitoring systems in-country;
- (e) Analyse data on indicators under the framework and provide an assessment of progress;
- (f) Provide regularly updated reports on the status of implementation against goals and outcomes to the PC;
- (g) Assist in assessing and defining best practices and lessons learned;
- (h) Facilitate training in the M&E system when appropriate;
- (i) Review and amend the monitoring system as necessary to ensure effectiveness;
- (j) Assist PC in review and updating the ASPIRE Grenada Youth Project work plans and provide technical guidance on M&E issues; and
- (k) Perform any other related duties as required.
- (l) To facilitate the implementation of the Pre-tracer Study and the Tracer Study to monitor outcomes of the Project Reach and ACE Youth Community Rehabilitation Project and the TVET training at the GBJRTC.

### **Technical Working Group**

Given the collaborative approach adopted for the design and implementation of the Project, a Technical Working Group (TWG) shall be established. TWG will comprise of the focal points from MOSDH, MOE, MOYS, GBJRTC and the HMP and any other agency assigned by the relevant ministries to oversee the implementation of the various components of the Project. TWG, which reports to the PSC through the PC, shall be chaired by the representative of the MOSDH.

The PC will act as Secretary to the TWG. Other persons may be invited to participate in the TWG meetings based on the subject matter being addressed. The work of the TWG will be coordinated by PC. The TWG shall, *inter alia*:

- Meet monthly as a group with the PC to discuss progress and agree on issues to be escalated to the PCU;
- represent PSC in day to day dealings with facilitators, contractors and consultants;
- monitor the implementation of project activities under their immediate remit;
- assist the PC with the finalization of Terms of References;
- assisting PC with the development and finalization of procurement documents;
- assist the PC with the review of expressions of interests and technical proposals;
- assist the M&E Officer with the collection of relevant information necessary for monitoring and evaluation of the Project activities under each of their direct remit;
- participate in relevant consultations with key stakeholders; and
- undertake any other responsibilities as may be required.

**DRAFT TERMS OF REFERENCE**  
**PROJECT COORDINATOR**

**1. BACKGROUND**

1.01 The Government of Grenada (GOGR) has requested assistance from the Caribbean Development Bank (CDB) in financing a Project, which will respond to the challenges facing juvenile victims and youth-at-risk in Grenada. Grenada is challenged by, *inter alia*, increasing participation of juveniles and youth in crime and violence, high rate of youth unemployment, high dropout rates among boys and girls as well as a high level of poverty. The Awakening Special Potential by Investing in Restoration and Empowerment (ASPIRE) of Youth - Grenada Project will seek to complement the GOGR efforts to establish an improved gender equitable and comprehensive juvenile justice prevention and response system. In particular, the Project will provide services to enhance the residential aspect of the Juvenile justice system, enhance employability skills, support community safety and security, improve service delivery and improve service coordination. The Project is being implemented through the Ministry of Social Development (MOSDH).

1.03 A Project Coordinator (PC) is required to head the Project Coordination Unit (PCU). The PCU will be located in of the MOSDH. PC will work under the overall direction of the Project Steering Committee (PSC) and supervision of the Director of Social Development, and will report his/her activities and progress on the implementation of the Project, by written reports to PSC through the Director of Social Development.

**2. SCOPE OF SERVICES**

2.01. The Project Coordinator (PC) shall be responsible for coordinating and monitoring all aspects of the implementation of the Project and will report to the Director of Social Development during implementation. Responsibilities of the PC include, but are not limited to:

- (a) Representing the MOSDH in its interaction with consultants, suppliers, focal points and contractors;
- (b) Reading the Project document and be familiar with the components outline therein as well as with the requirements for the smooth implementation of the Project;
- (c) providing fiduciary oversight for of all components of the Project;
- (d) liaising with the CDB on technical and administrative aspects of the Project;
- (e) serving as secretary to the PSC;
- (f) promoting the various elements of the Project within the target communities and among key stakeholders to support recruitment of participants;
- (g) ensuring the incorporation of gender analysis at appropriate stages of the Project's outputs;
- (h) liaising with lead agencies in the communities to implement the various components of the Project.



- (i) supporting the relevant focal points in outreach and recruitment efforts to enrol participants;
- (j) coordinating with sites to ensure that logistics are in place for delivery of programmes;
- (k) submitting to CDB, gender-responsive progress reports in accordance with the Project reporting requirements, including updates to the procurement plans. This should include reports submitted by each focal point for their respective programme;
- (l) working with focal points to finalise, work plans and annual budgets;
- (m) facilitating the requests for proposals and bids and then facilitating the evaluation of proposals and recommendations of the awards of contracts and advise GOCR on the selected candidates for onward submission to CDB for no objection;
- (n) facilitating the evaluation applications of candidates for the award of long term training opportunities technical assistance consultancy contracts in view of their overall quality, responsiveness to gender equality and focus on results and advise GOCR on the selected candidates for onward submission to CDB for no objection;
- (o) ensuring the incorporation of gender analysis at appropriate stages of the Project's outputs.
- (p) providing cost control;
- (q) preparing and submitting claims to CDB for disbursement;
- (r) keeping separate accounts for project-related expenditures and disbursement activities;
- (s) preparing and submitting to CDB a Project Completion Report;
- (t) establishing effective relationships with private, non-profit and community worksites and partners;
- (u) overseeing the following components:
  - (i) Consultancy for the development and implementation Pre-Tracer and Tracer Study and the development the M&E system to support an integrated youth empowerment response.
  - (ii) Institutional Strengthening and Capacity Development.
  - (iii) Bacolet JRTC Enhancement
  - (iv) Worksite/mentorship development, including orientation and evaluations.
  - (v) Maintenance and compliance of participant files.
  - (vi) Overall programme compliance to the conditions of the CDB Loan and Grant Agreements.

- (vii) Project audits, and evaluation.
- (v) Participant and programme linkages with other youth empowerment programmes and community programmes.
- (w) attending and co-facilitating meetings;
- (x) attending other department staff meetings, trainings, or workshops as assigned; and
- (y) assisted by the focal points, finalising the terms of references for all consultancy services to be undertaken in the Project.

**3. EXPERIENCE AND QUALIFICATIONS**

3.01 The PC should have a minimum of the following qualifications:

- (a) A Post Graduate Degree or commensurate qualifications in the Social Sciences or a relevant field with a minimum of 10 years' experience in the coordination, management and implementation of youth-at risk/citizen/community security/crime prevention projects.
- (b) A keen understanding of the juvenile justice system, community development and experience in mainstreaming gender equality in poor, vulnerable and at-risk communities would be an asset.
- (c) The qualifications and experience of any person subsequently assigned to the position of PC shall be acceptable to CDB.

**4. DURATION**

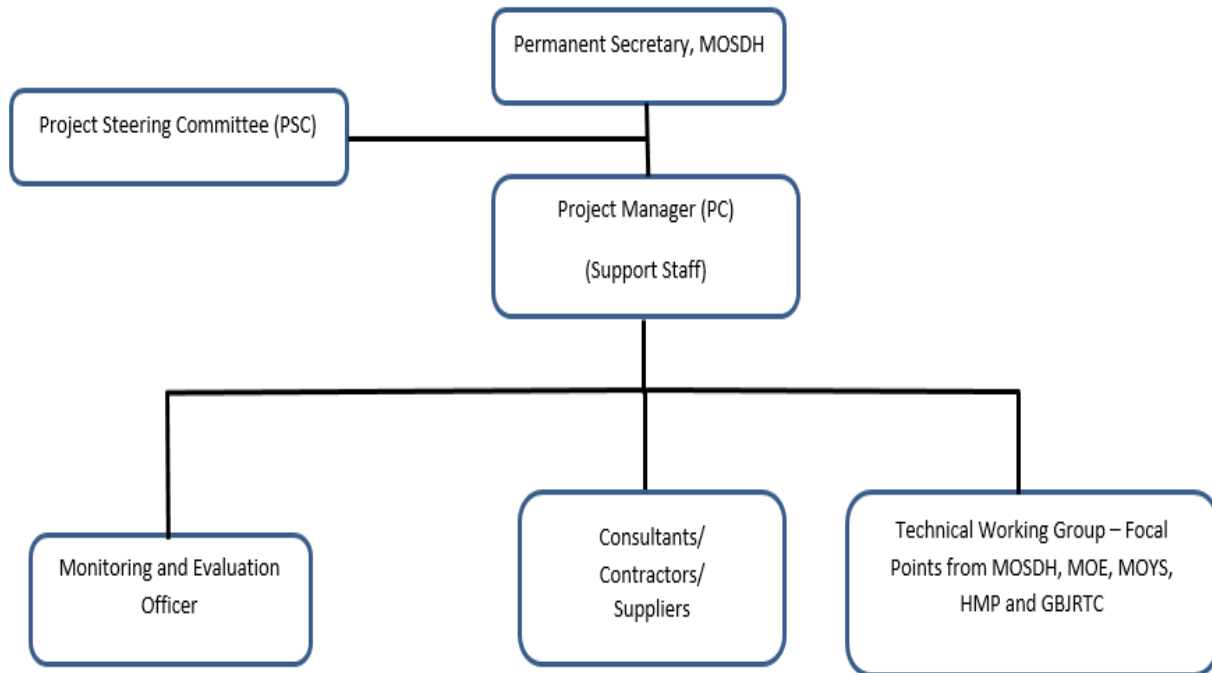
4.01 The assignment is expected to last for no more than 36 months from the date of contract signing.

**5. BUDGET**

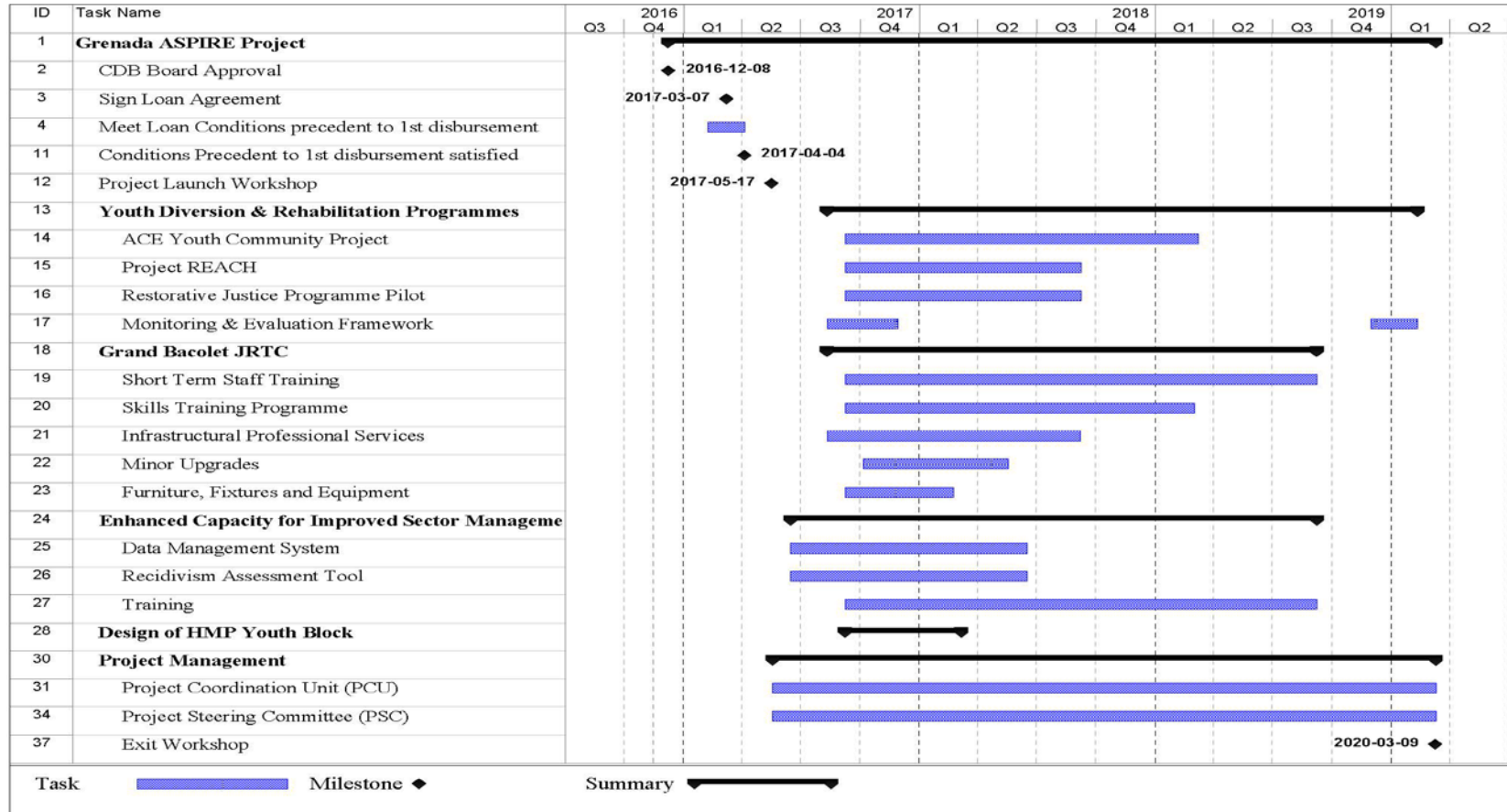
5.01 

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**PROJECT MANAGEMENT ORGANISATIONAL STRUCTURE**



## PROVISIONAL IMPLEMENTATION PLAN



**MONITORING AND REPORTING REQUIREMENTS**

<b>Report</b>	<b>Time of Submission</b>
1. Monthly Progress Brief, informed by PCU staff and submitted by PC.	Within 30 days after the end of each calendar month.
2. Quarterly Report (including progress and projections on each component, sub-component or contract; the budget; disbursements; work plan for the following quarter; outcome indicators, updated procurement plan; and implementation schedule).	Within four weeks of the end of each quarter, commencing the end of the 1 <sup>st</sup> full quarter following the PLW, and continuing until submission of the PCR.
3. Procurement documentation, as determined by the method of procurement, prepared and submitted by PC.	As required.
4. Consultants' Reports.	As per the TORs.
5. Audited Annual Financial Statements, prepared by Department of Audit, GOCR and including a management report, submitted by PC.	Within four months of the end of the financial year.
6. Project Completion Report prepared by PC.	Within three months of the final disbursement of the loan.

**PROJECT COST AND FINANCING (USD)**

<b>Item</b>	<b>CDB SFR Loan and Grant</b>	<b>GOCR</b>	<b>Total</b>
<b>Youth Diversion &amp; Rehabilitation Programmes</b> ACE Youth Community Project Project REACH Restorative Justice Programme Pilot Pre-tracer and Tracer Studies	296,000	23,000	319,000
<b>Grand Bacolet JRTC</b> Short term staff training Skills training programme: Infrastructural Review and Construction Supervision Services Consultant Clinical Psychologist Minor exterior works Furniture, fixtures, equipment	563,000	63,600	626,600
<b>Enhanced Capacity for Improved Sector Management</b> Data Management System Recidivism Assessment Tool Long Term Training	251,000	133,700	348,700
<b>Designs for HMP Youth Block</b>	86,000	8,000	94,000
<b>Project Implementation Support</b> Project Management Financial Audits	112,700	123,600	236,300
<b>Base Cost</b>	<b>1,272,700</b>	<b>351,900</b>	<b>1,624,600</b>
Physical Contingency	91,530	22,981	114,511
<b>Resource Cost</b>	<b>1,364,230</b>	<b>374,881</b>	<b>1,739,111</b>
Price Contingency	48,415	19,519	67,934
<b>Cost before Financing Charges</b>	<b>1,412,645</b>	<b>394,400</b>	<b>1,807,045</b>
IDI	11,355	-	11,355
<b>Total Project Cost</b>	<b>1,424,000</b>	<b>394,400</b>	<b>1,818,400</b>
Percentage Contribution	78%	22%	100%

**PROCUREMENT PLAN**

**I. General**

**1. Project Information:**

Country: Grenada

Borrower: GOGR

Project Name: Awakening Special Potential by Investing in Restoration and Empowerment (ASPIRE) Project - Grenada

Project Executing Agency: Project Coordination Unit (PCU), Ministry of Social Development and Housing (MOSDH)

**2. Bank's Approval Date of the Procurement Plan:** Original: December 8, 2016  
Revised: N/A

**3. Period Covered By This Procurement Plan:** December 2016 – June 2018

**II. Goods, Works and Non-Consulting Services**

**1. Prior Review Threshold:** Procurement decision subject to prior review by the Bank as stated in Appendix 2 to the Guidelines for Procurement:

	<b>Procurement Method</b>	<b>Prior Review Threshold (USD)</b>	<b>Comments</b>
1.	Works – all methods	██████████	Bid Documents for works will be subject to prior review.
2.	Goods and Non-consultancy Services – all methods	██████████	Bid Documents for goods will be subject to prior review.

**2. Prequalification.** No.

**3. Reference to (if any) Project Operational/Procurement Manual:**  
CDB's Guidelines for Procurement (2006).

**4. Any Other Special Procurement Arrangements:**

- (a) The Data Management software package (TheraScribe) shall be procured, using the Direct Contracting procurement method, from PEC Technologies, given the need for standardisation of this proprietary software with that previously procured from PEC Technologies and installed on MOSDH's system (in accordance with paragraph 3.07 of the CDB Guidelines for Procurement (2006)). It has proven it to be suitable, and MOSDH now intends to expand its use across the social services sector which does not have an integrated electronic data management system. To permit a contract to be placed with PEC Technologies, an American supplier, a waiver of the aforementioned Guidelines for Procurement is required to extend country eligibility with respect to the supplier and the

source and origin of the software beyond CDB member countries to include the United States of America. [REDACTED]

- (b) Direct Contracting (DC) of the Recidivism Assessment Tool software package on the basis of eligibility of the supplier MHS Inc., the tool being an industry standard, it being already in use within the region (Barbados and Trinidad) and has proven to be suitable.
- (c) CVQ Skills Training shall be procured using the Direct Contracting procurement method as the Grenada National Training Agency’s (GNTA) provides and certifies such training in Grenada.

**5. Indicative Procurement Packages with Methods:**

1	2	3	4	5	6	7	8
Ref No.	Contract (Description)	Est. Cost (USD ‘000)	Procurement Method	Pre-qual (Yes / No)	Bank Review (Prior / Post)	Expected Bid-Opening Date	Comments
<b>1. Youth Diversion &amp; Rehabilitation Programmes</b>							
N1	Various non-consultancy services	[REDACTED]	Shopping	No	Post	Q3 2017	[REDACTED]
G1	Equipment and learning materials	[REDACTED]	Shopping	No	Post	Q3 2017	[REDACTED]
<b>2. Grand Bacolet JRTC</b>							
W1	Minor exterior works	[REDACTED]	NCB	No	Prior	Q3 2017	
G2	Furniture	[REDACTED]	NCB	No	Prior	Q3 2017	
G3	Equipment & learning materials	[REDACTED]	NCB	No	Prior	Q3 2017	
N2	Short-term Training	[REDACTED]	Shopping	No	Post	Q3 2017	[REDACTED]
N3	CVQ Skills Training	[REDACTED]	DC	No	Post	Q3 2017	Through GNTA
<b>3. Enhanced Capacity for Improved Sector Management</b>							
G4	Data Management System - Hardware	[REDACTED]	NCB	No	Prior	Q3 2017	
G5	Data Management System – Software including training	[REDACTED]	DC	No	Post	Q3 2017	
G6	Recidivism Assessment Tool	[REDACTED]	DC	No	Post	Q2 2017	
N4	PhD, Child Psychology	[REDACTED]	LIB	No	Prior	Q3 2017	1 person

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1	2	3	4	5	6	7	8
Ref No.	Contract (Description)	Est. Cost (USD '000)	Procurement Method	Pre-qual (Yes / No)	Bank Review (Prior / Post)	Expected Bid-Opening Date	Comments
N5	MA, Social Work	[REDACTED]	LIB	No	Prior	Q3 2017	1 person
N6	MA, Social Policy	[REDACTED]	LIB	No	Prior	Q3 2017	1 person
<b>5. Project Implementation Support</b>							
G7	Equipment for PCU	[REDACTED]	Shopping	No	Post	Q2 2017	

**III. Consulting Services**

- Prior Review Threshold:** Procurement decision subject to prior review by the Bank as stated in Appendix 1 to the Guidelines for the Selection and Engagement of Consultants:

	Selection Method	Prior Review Threshold	Comments
1.	QCBS	[REDACTED]	
2.	ICS	[REDACTED]	
3.	SSS	[REDACTED]	

- Reference to (if any) Project Operational/Procurement Manual:** CDB's Guidelines for the Selection and Engagement of Consultants (2011).
- Any Other Special Procurement Arrangements:**
  - The Single Source Selection (SSS) method shall be employed with respect to the Procurement of the REACH Counsellor to allow for continuity of interaction as some youth remain from the last cohort.
  - The Single Source Selection Method with respect to advance contracting the preliminary aspect of the Infrastructural Assessment in order to prepare a Rapid Infrastructural Assessment Report to inform the Appraisal, and on the basis of the small value of the consultancy and the urgent need to investigate specific issues given that GBJRTC is operational.

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**4. Procurement Packages with Methods and Time Schedule:**

<b>1.</b>	<b>2.</b>	<b>3.</b>	<b>4.</b>	<b>5.</b>	<b>6.</b>	<b>7.</b>
<b>Ref No.</b>	<b>Assignment (Description)</b>	<b>Est. Cost (USD '000)</b>	<b>Selection Method</b>	<b>Review by Bank (Prior/ Post)</b>	<b>Expected Proposal Submission Date</b>	<b>Comments</b>
<b>1. Youth Diversion &amp; Rehabilitation Programmes</b>						
C1.	Rapid Assessment of Factors Affecting Male Participation		ICS	Prior	n/a	Selection Q3 2017
C2.	Counsellor		SSS	Post	n/a	Commencement Q3 2017
C3.	Facilitators		ICS	Post	n/a	Selection Q3 2017
C4.	Pre-tracer & Tracer Studies		ICS	Prior	n/a	Selection Q2 2017
<b>2. Grand Bacolet JRTC</b>						
C5.	Facilitators		ICS	Post	n/a	Q3 2017
C6.	Rapid Infrastructural Assessment		SSS	Post	n/a	Advance contracted to inform the appraisal.
C7.	Infrastructural review and construction supervision services		QCBS	Prior	Q3 2017	
C8.	Clinical Psychology Services		ICS	Prior	n/a	Selection Q3 2107
<b>4. Designs for HMP Youth Block</b>						
C9.	Professional services		QCBS	Prior	Q3 2017	
<b>5. Project Implementation Support</b>						
C10.	Project Coordinator		ICS	Prior	Q2 2017	3 year contract
C11.	Auditors		NBF	n/a	n/a	GOGR Audit Dept. assigned Q4 2017.

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**IV. Implementing Agency Capacity Building Activities with Time Schedule**

No.	Expected Outcome/ Activity Description	Estimated Cost (USD '000)	Estimated Duration	Start Date	Comments
T1.	Project Launch Workshop (PLW)	-	2 days	Q2 2017	
T2.	CDB E-procurement modules	-	2 days	Q2 2017	

**V. Summary of Proposed Procurement Arrangements**

Project Component		CDB (USD'000)						NBF (USD'000)	Total Cost (USD'000)	
		LIB	NCB	SHOP	DC	QCBS	ICS	SSS		Country
1.	Youth Diversion & Rehabilitation Programmes	-	-	█	-	-	█	█	█	█
2.	Grand Bacolet JRTC	-	█	█	█	█		█	█	█
3.	Enhanced Capacity for Improved Sector Management	█	█	█	-	-	-	-	█	█
4.	Designs for HMP Youth Block	-	-	-	█	█	-	-	█	█
5.	Project Implementation Support	-	█	-	-	-	█	-	█	█
<b>Sub-Total (Base Cost)</b>		█	█	█	█	█	█	█	█	█
Physical contingency								█	█	█
Price contingency								█	█	█
IDI								█	-	█
<b>Total Project Cost</b>										█

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Consultant Selection:

CQS	Consultant Qualification Selection
SSS	Single Source Selection
QBS	Quality-Based Selection
QCBS	Quality- and Cost-Based Selection
FBS	Fixed Budget Selection
LCS	Least Cost Selection
ICS	Individual Consultant Selection
NBF	Non-Bank Financed

Goods, Works & Non-Consulting Services:

DC	Direct Contracting
RCB	Regional Competitive Bidding
ICB	International Competitive Bidding
NCB	National Competitive Bidding
LIB	Limited International Bidding
SHOP	Shopping
FA	Force Account
NBF	Non-Bank Financed

**GENDER MARKER ANALYSIS**

<b>Project Cycle Stage</b>	<b>Criteria</b>	<b>Score</b>
<b>Analysis: Introduction/Background/Preparation</b>	Consultations with women/girls/men/boys and relevant gender-related or sector-related public or private organisations have taken place.	0.50
	Social analysis identifies gender issues and priorities.	0.25
	Macroeconomic analysis identifies gender issues and priorities	0.00
<b>Design: Project Proposal/Definition/Objective/Description</b>	To address the needs of women/girls and men/boys concrete interventions to reduce existing gender disparities have been designed. Effect on project outcome is direct.	0.50
	Project objective/outcome includes gender equality.	0.50
<b>Implementation: Execution</b>	Terms of Reference of project coordinating unit includes responsibility for gender mainstreaming.	0.50
<b>Monitoring and Evaluation: Results-Monitoring-Framework (RMF)</b>	Sex-disaggregated data included in the baselines, indicators and targets of the RMF.	0.50
	At least one gender-specific indicator at the outcome and/or output level in the RMF	0.50
<b>Total Score</b>		<b>3.75</b>

**Gender Mainstreamed (GM):** the Project has the potential to contribute significantly to gender equality.

**PERFORMANCE ASSESSMENT SUMMARY**

<b>Criteria</b>	<b>Score</b>	<b>Justification</b>
Relevance	4	The Project accords with Grenada's Growth and Poverty Reduction Strategy (GPRS) 2014-2018 and GOCR's National Strategic Development Plan (NSDP) 2012-2017 which propose to create conditions conducive to crime prevention and reduction, enhance the management of the BJRTC and guarantee the best social environment for the rehabilitation of young transgressors. It was accorded high priority in CDB Country Strategy Paper for Grenada (CSP: 2014-2018), and supports the Organisation of Eastern Caribbean States (OECS)'s JJRP. The Project is consistent with CDB's Strategic Objective of supporting inclusive and sustainable growth and development in its BMCs.
Effectiveness	3	The Project will assist in strengthening the integration, coordination and development effectiveness of skills development and support services at-risk juveniles and youth. The intervention builds and enhances previous programmes and assist stakeholders to better address the differential and gender-sensitive needs of beneficiaries.
Efficiency	3	The Project will play a major role in enhancing the framework for the delivery of services at GBJRTC, HMP and at-risk communities in Grenada, drawing on lessons of experience and current good practice during implementation in order to enhance service delivery. Efficiency gains in project management will be enhancing the capacity of MOSDH to implement the Project in partnership with other ministries, rather than establishing a new implementation mechanism.
Sustainability	4	The Project enhances the capacity of government ministries/agencies working to address provide improved services to persons within the juvenile justice system, the prison and at-risk communities. The Project will deliver major outputs such as an integrated risk assessment and information management system, an institutionalised CVQ programme in GBJRTC along with an enhanced maintenance capacity. GOCR has committed to investing additional resources to maintain the spectrum of services supported under the Project. In this regard the Project strengthens country systems to respond to the needs of juvenile victims in a systematic manner.
<b>Overall Score</b>	<b>3.50</b>	<b>Satisfactory</b>