

## **TERMS OF REFERENCE**

### **STRENGTHENING THE CASE MANAGEMENT SYSTEM**

#### **1. BACKGROUND**

1.01 The Government of Saint Lucia (GOSL) has requested assistance from the Caribbean Development Bank (CDB) in financing a project, which would respond to the challenges facing vulnerable groups, particularly youth-at-risk in Castries, Saint Lucia. Castries is challenged by, *inter alia*, increasing crime, inadequate social infrastructure and limited access to social services. The Youth Empowered Project (the Project) will seek to examine and address these challenges by supporting the expansion of, and access to, existing social services as well as the development and implementation of new services so as to reduce social exclusion among youth and families in target communities. In the main, the Project will provide services to address mal-adaptive behaviours, enhance employability skills, support community safety and security and improve inter-linkages and the sharing of current good practices among participating agencies working in target communities. The Project is being implemented through Department of Equity, Social Justice, Empowerment, Youth Development, Sports and Local Government (DOE) within the Ministry of Equity, Social Justice, Local Government and Empowerment (MOE).

1.02 Engaging the surrounding communities and sustaining their active participation in programmes and activities to be developed and delivered in close collaboration with government ministries and participating agencies (PAs) is critical to attaining project outcomes. This is also important for sustaining the effective use of social services by target populations during and after implementation. In this regard, the intervention will utilise the Project Operations Manual (POM) incorporating a Community Participation Plan (CPP) and a Gender Equality Guidance Note (GEGN) to strengthen integration and coordination support among PAs in providing services and programmes to programme participants. The provision of integrated case management services for the Youth Recidivism Reduction and the Out-of-School Suspension Programmes is critical to achieving project outcomes. Given the importance of these programmes to addressing the multi-faceted issues confronting at-risk youth and their families, the Project will seize the opportunity to undertake an assessment of the case management system utilised by social workers within the DOE to address the needs of client populations. This assessment is intended to use current good practice to develop a gender-sensitive assessment framework and toolkit to strengthen and improve operational efficiency of the case management system.

## **2. OBJECTIVE**

2.01 The objective of the consultancy is case management system evaluated and comprehensive assessment framework with toolkit developed to improve operational efficiency.

## **3. METHODOLOGY**

3.01 The Consultant will perform all investigative work and analyses to realise the objective stated above. The consultant will use consultative methodologies in working closely with DOE and other critical stakeholders in the sector to gather data and information. These will include, but are not limited to MOE, school principals, counsellors, teachers, at-risk youth, parents and guardians.

3.02 The Consultant will report to the Project Coordinator (PC) through DOE. The Consultant will also work closely with wraparound officers in DOE. In consultation with DOE and PC, the Consultant will organise a consultation workshop with critical stakeholders at Draft Report stage to share and discuss the findings of the consultancy including draft assessment framework and preliminary toolkit. Feedback given will be incorporated into finalising the framework and toolkit where appropriate.

3.03 The Consultants will examine and research the structure of other case management systems and operating manuals across the region and internationally, and develop a customised framework and toolkit for implementation in the Saint Lucian context.

## **4. SCOPE OF SERVICES**

4.01 The consultancy will involve desk review and consultations across the social services sector and with social workers in particular. The Consultant will review relevant documentation on case management systems regionally and internationally and drawing on lessons of experience and current good practice, develop a comprehensive assessment framework for analysing the current systems, procedures, and practices against international standards and professional case management practices at both the case level and systems level. Specifically, the consultants will be required to:

- (a) review existing local, regional and international literature on case management systems across the social sector;

- (b) conduct gender-balanced interviews with key stakeholders and observe the process of how case management officers conduct interviews and document clients' information;
- (c) on the basis of (a) and (b) above, identify the gaps between what currently exists and current good practice;
- (d) identify critical elements of the case management system and propose key components both at the systems level and individual/case level;
- (e) examine the following elements in undertaking the systems-level assessment: policies, laws, regulations and standards; legal authorities and structure; community perceptions, values and networks; human services; case management supervision structures; and child and family involvement in developing case management policies and services;
- (f) examine the following elements in undertaking the individual level assessment: screening for immediate needs; assessing family strengths and risks; engaging family in their own treatment; providing or referring to quality interventions; and measuring family functioning outcomes to determine the impact of services;
- (g) develop an indicator framework that can be used to categorise current case management practices, identify existing gaps, and determine instances in which current practices may be changed in order to meet good practice standards;
- (h) develop gender-sensitive assessment tools, manuals and workbooks that are related to child and youth welfare case management applicable to the Saint Lucian context;
- (i) within the toolkit, outline broad principles, processes, and strategies that are likely to improve outcomes for children and families;
- (j) identify the referral process and include clearly defined systems of referral to support implementation of the framework and toolkit;
- (k) determine a timeline for implementation;

- (l) conduct a workshop with all key stakeholders to present findings and discuss the draft assessment framework and toolkit and the resources necessary to support implementation; and
- (m) using feedback from the workshop, where appropriate, finalise the framework and toolkit for implementation.

## **5. TIMING AND QUALIFICATIONS**

5.01 It is expected that the assignment will require a maximum of 30 days over a period of six months and will be undertaken by a two-person team. The consultants shall have advanced university degree/s and professional qualifications in social work, social psychology, or a related field. Experience and practice in a social work setting dealing with case management issues would be an asset.

5.02 The candidates will possess at least eight years' experience in undertaking similar assignments and be experienced in undertaking research, policy development and developing toolkits for implementation by social workers.

## **6. REPORT PREPARATION**

6.01 The Consultants will be required to submit to DNDP and CDB the following reports:

- (a) two copies each of an Inception Report, no later than one week after commencement of the assignment setting out the work plan for completion of the assignment. CDB and DOE will provide feedback within two weeks of receiving the report;
- (b) two copies each of a progress report two months following commencement of the consultancy, including findings from the review and interviews with key informants and stakeholders highlighting the gaps between what currently exists and current good practice, as well as identifying key elements of the case management system for inclusion at both the systems level and individual level;
- (c) a draft Final Report. This report should include the draft toolkit with an indicator framework that can be used to categorise current case management practices, identify existing gaps, and determine instances in which current practices may be changed in order to

meet good practice standards. It should also incorporate feedback, where appropriate from the consultation. CDB and DOE will provide feedback within two weeks of receiving the report; and

- (d) two copies each of a Final Report no later than 10 working days after receipt of the comments of DOE and CDB on the draft Final Report.

6.02 All reports shall contain sex-disaggregated data and gender analysis of the information presented.

6.03 The Final Report should also be supplied by e mail, on CD ROM or flash drive containing text, figures and tables, and all appendices done in Microsoft Word/Excel.

## **TERMS OF REFERENCE**

### **DEVELOPMENT OF A PROJECT MONITORING AND EVALUATION SYSTEM**

#### **1. BACKGROUND**

1.01 The Government of Saint Lucia (GOSL) has requested assistance from the Caribbean Development Bank (CDB) in financing a project, which would respond to the challenges facing vulnerable groups, particularly youth-at-risk in Castries, Saint Lucia. Castries is challenged by, inter alia, increasing crime, inadequate social infrastructure and limited access to social services. The Youth Empowered Project (the Project) will seek to examine address these challenges by supporting the expansion of, and access to, existing social services as well as the development and implementation of new services so as to reduce social exclusion among youth and families in target communities. In the main, the Project will provide services to address mal-adaptive behaviours, enhance employability skills, support community safety and security and improve inter-linkages and the sharing of current good practices among participating agencies working in target communities. The Project is being implemented through Department of Equity, Social Justice, Empowerment, Youth Development, Sports and Local Government (DOE) within the Ministry of Equity, Social Justice, Empowerment, Youth Development, Sports and Local Government (MOE).

1.02 Engaging the surrounding communities and sustaining their active participation in programmes and activities to be developed and delivered in close collaboration with government ministries and participating agencies (PAs) is critical to attaining project outcomes. This is also important for sustaining the effective use of social services by target populations during and after implementation. In this regard, the intervention will utilise the Project Operations Manual (POM) incorporating a Community Participation Plan (CPP) and a Gender Equality Guidance Note (GEGN) to strengthen integration and coordination support among PAs in providing services and programmes to programme participants. The provision of integrated case management services for the Youth Recidivism Reduction and the Out-of-School Suspension Programmes is critical to achieving project outcomes. It is envisaged that the Monitoring and Evaluation (M&E) System will improve mechanisms to deliver an integrated youth empowerment response for Castries. This will contribute to GOSL's efforts to enhance the baseline information on risk and protective factors in Castries.

## **2. OBJECTIVE**

2.01 The main objective of the consultancy is to assist in developing a comprehensive and participatory M&E system for the Project and by extension a mechanism that creates a unified prevention and response system of violence prevention services for children, adolescents and youth, including the main protocols of action, referral and activation of the mechanism. The development of this system should be premised on a results-based approach to M&E, emphasising results and impacts.

## **3. SCOPE OF SERVICES**

3.01 The Consultant will work closely with the Project Implementation Unit (PIU) and other relevant stakeholders. The M&E System will be guided by six main objectives:

- (a) to monitor and evaluate results and impacts;
- (b) provide a basis for decision-making on necessary amendments and improvements;
- (c) promote accountability for resource use;
- (d) establish accurate baseline data from which project outputs and outcomes can be measured and assist in monitoring and reporting;
- (e) achieve a gender-responsive system with measurable sex-disaggregated targets and outcomes; and
- (f) document, provide feedback on, and disseminate lessons learned.

3.02. The Design and Monitoring Framework (DMF) provides performance and impact indicators for project implementation along with their corresponding means of verification. These will form the basis on which the project's M&E system will be built. The M&E system should incorporate as much as possible, existing M&E mechanisms within GOSL and other PAs.

3.03 The main tasks and responsibilities will include:

- (a) developing the overall framework for project M&E for the physical and process monitoring of project activities based on the project document and DMF.
- (b) guiding and coordinating the review of the DMF including:
  - (i) providing technical advice for the revision of performance indicators;

- (ii) ensuring realistic intermediate and end-of-project targets are defined;
  - (iii) identifying sources of data, collection methods, frequency and cost (where applicable) of collection, and responsibilities for collection and analysis;
  - (iv) identifying gaps in related processes and advising on how they might be addressed; and
  - (v) Ensuring that all critical risks are identified.
- (c) Examining the monitoring and evaluation framework for the current project activities and recommend improvements on what exists, as necessary;
  - (d) identifying the core information needs of project management, Project Steering Committee, funding agencies, line Ministries and other stakeholders;
  - (e) clarifying M&E responsibilities of different project personnel/participating agencies;
  - (f) preparing a detailed M&E budget;
  - (g) preparing a calendar of M&E activities;
  - (h) organising a training workshop in M&E for project staff, local organisations and primary stakeholders with a view to developing local M&E capacity;
  - (i) designing a system to identify, analyse, document and disseminate lessons learned on all project activities;
  - (j) defining the frequency and method by which the M&E system will be revised and improved;
  - (k) training the Project Monitoring and Evaluation Officer; and
  - (l) designing reporting formats.

#### **4. QUALIFICATIONS AND EXPERIENCE**

4.01 The Consultant should have a Master's Degree in a relevant area, for example, social analysis and development, and at least five years of professional experience in developing and implementing M&E systems in similar projects. The Consultant must also have:

- (a) proven experience with the logical framework approach and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), training in M&E development and implementation, facilitating learning oriented



analysis sessions of M&E data with multiple stakeholders, data and information analysis and report writing; and

- (b) a sound understanding of community-based development with a focus on participatory processes, joint management, and gender issues.

## **5. DURATION**

5.01 The assignment will require 90 person days.

## **6. REPORTING REQUIREMENTS**

6.01 The Consultant shall report to the Project Coordinator (PC) in the PIU. The Consultant(s) will furnish reports on the assignment as set out in the Scope of Services to GOSL and CDB both as bound documents and in electronic format. Five copies of the bound reports shall be provided to GOSL and one to CDB. An electronic copy of the complete report shall be provided in Portable Document Format (PDF), or in other suitable electronic formats as may be agreed, either by email or on CD-ROM to GOSL and to CDB. Reports shall be submitted as indicated below:

- (a) an Inception Report within two weeks of commencement of the assignment;
- (b) a Draft Report within ten weeks of commencement of the assignment. The Report should outline all of the outputs identified in the scope of services. The proposed forms for data collection should be included and a Training Plan should also be discussed in the Report;
- (c) a Training Report, including training materials and participant evaluation; and
- (d) a Final Report within three weeks after receipt of comments from GOSL and CDB. The Report will incorporate the comments on the Draft Report provided by, GOSL and CDB.

## **TERMS OF REFERENCE**

### **DEVELOPMENT OF A PROJECT OPERATIONS MANUAL, COMMUNITY PARTICIPATION PLAN AND GENDER EQUALITY GUIDANCE NOTE**

#### **1. BACKGROUND**

1.01 The Government of Saint Lucia (GOSL) has requested assistance from the Caribbean Development Bank (CDB) in financing a project, which would respond to the challenges facing vulnerable groups, particularly youth-at-risk in Castries, Saint Lucia. Castries is challenged by, *inter alia*, increasing crime, inadequate social infrastructure and limited access to social services. The Youth Empowered Project (the Project) will seek to examine address these challenges by supporting the expansion of, and access to, existing social services as well as the development and implementation of new services so as to reduce social exclusion among youth and families in target communities. In the main, the Project will provide services to address mal-adaptive behaviours, enhance employability skills, support community safety and security and improve inter-linkages and the sharing of current good practices among participating agencies working in target communities. The Project is being implemented through Department of Equity, Social Justice, Empowerment, Youth Development, Sports and Local Government (DOE) through the Ministry of Equity, Social Justice, Local Government and Empowerment (MOE)).

1.02 Engagement of the surrounding communities and their active participation in programmes and activities during project implementation is critical to attaining project outcomes and sustaining the effective use of social services and infrastructure both during and after implementation. In addition, given the multiplicity of activities and actors involved in the project – some of which are still to be scheduled and properly defined - a consultancy is required to develop a Project Operations Manual (POM) incorporating a Community Participation Plan (CPP) and a Gender Equality Guidance Note (GEGN).

#### **2. OBJECTIVE**

2.01 The consultancy will assist GOSL in improving social service delivery outcomes through mechanisms of community participation and the effective integration of gender equality (GE) considerations.

2.02 Preparation of the GEGN will involve *inter alia*;

- (a) consulting with key stakeholders to identify gender-specific issues or options to be addressed in the design and delivery of project activities;
- (b) identifying mechanisms for further refinement of component activities to strengthen gender equality in the delivery of project activities;
- (c) conducting a gender audit of the implementing and participating agencies and assessing their capabilities for gender equality monitoring and reporting;
- (d) elaborating the roles and responsibilities of stakeholders for gender equality monitoring;
- (e) providing recommendations to support the effective integration of GE in project activities; and
- (f) identifying gender outcomes, through a harmonised approach with stakeholders and participating agencies (PAs).

#### 2.03 The CPP will consider or support:

- (a) robust outreach to communities who are often under-represented in civic processes, recognising that they may have specific participation needs;
- (b) new tools and technologies to promote broader general awareness of (and participation in) the Project (for example, social media, web-based engagement, blogs/vlogs, etc.);
- (c) providing opportunities for participation through the inclusion of innovative or creative ways to explore issues (for example, using alternative venues, collaborating with arts organisations, use of sports, etc.);
- (d) ensuring traditional techniques like workshops are made dynamic and compelling (for example, through use of video, visualisation, etc.);
- (e) introduction of participatory community environmental awareness, disaster preparedness and risk reduction activities in the programmes being supported under the project, in order to reduce

potential impacts of localised hazards and attendant environment, health and safety concerns in Castries Project Communities;

- (f) providing a safe and respectful engagement environment such that people will be able to participate in a way that is comfortable; and
- (g) straight-forward means for community members to see how their input feeds into the implementation process.

2.04 The POM will include, *inter alia*:

- (a) documentation and guidance on best practice in project implementation;
- (b) a detailed description of the programme execution and coordination schemes;
- (c) functions of the staff of the PIU;
- (d) responsibilities of each PA;)
- (e) the standard agreements that the executing agency will sign with the PAs;
- (f) the templates for the preparation of memoranda of understanding and annual operating plans and budgets;
- (g) the frequency of meetings of the PIU and PAs;
- (h) approval authorities for disbursement of funds and related matters;
- (i) the specifications for the preparation of the monitoring and evaluation reports; and
- (j) the levels of approval authority for the PIU, PSC and each PA.

### **3. SCOPE OF SERVICES**

3.01 The consultant shall undertake, *inter alia*, the following:

- (a) review all relevant project documentation, including appraisal reports, reports regarding the preparation consultancy, drawings, etc;
- (b) review relevant policy guidelines regarding procurement, as well as terms and conditions of the loan agreement related to project implementation;
- (c) consult with staff of the PIU, PSC, and other stakeholders;
- (d) conduct an analysis of the gender dimensions of crime and citizen security in the project host communities, identify critical issues relevant to the Project and develop strategies to inform project implementation;
- (e) prepare a GEGN, based on the analysis and proposed strategies, to inform POM, CPP and the various project components and activities to be implemented by PAs;
- (f) review and incorporate information in the monitoring and reporting systems of the Project;
- (g) assist in developing operational approaches for strengthening mechanisms of community participation in monitoring and implementation related to the Project;
- (h) assist in developing a network of support for community participation strategies within GOSL agencies, civil society groups, community residents and other stakeholders; and
- (i) prepare a POM (incorporating CPP and GEGN) to support the implementation of the Project.

### **4. QUALIFICATIONS AND EXPERIENCE**

4.01 The consultant(s) should possess the following minimum qualifications:

- (a) a University Degree or other relevant qualification in the Social Sciences, Public Administration or other relevant discipline with

post-graduate qualification in operations management or business administration, gender and development or international development. Professional qualification in project management is desirable;

- (b) a minimum of eight years' relevant professional experience;
- (c) a minimum of five years' experience in gender programming or planning;
- (d) a sound understanding of issues related to community development;
- (e) knowledge of the preparation of project documentation related to project implementation, procurement or similar areas; and
- (f) strong spoken and written communication skills and fluency in the English language.

## **5. DURATION**

5.01 The consultancy is expected to last not more than four months.

## **6. REPORTING REQUIREMENTS**

6.01 The Consultant shall report to the Project Coordinator (PC) in the Project Implementation Unit (PIU). The Consultant(s) will furnish reports on the assignment as set out in the Scope of Services to GOSL and CDB both as bound documents and in electronic format. Five copies of the bound reports shall be provided to GOSL and one to CDB. An electronic copy of the complete report shall also be provided in Portable Document Format (PDF), or in other suitable electronic formats as may be agreed, either by email or on CD-ROM to GOSL and to CDB. Reports shall be submitted as indicated below:

- (a) an Inception Report within two weeks of the signing of the contract;
- (b) the Draft POM within eight weeks of the signing of the contract; incorporating the initial draft of the CPP and GEGN;
- (c) the Final Report on the POM, CPP and GEGN within three weeks of receipt of comments from GOSL and CDB on the draft report; incorporating comments from GOSL and CDB; and
- (d) facilitate a workshop to present the POM, CPP and GEGN<sup>1</sup> to project staff and other relevant stakeholders and submit an evaluation

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<sup>1</sup> The GEGN may be used as a reference by other interventions addressing crime and citizen security in Saint Lucia.

report on the workshop, including participants' evaluations, within two weeks of submission of the final report.