

Selection process # BR-T1490-P001

TERMS OF REFERENCE

CONSULTANCY FOR TRAINING, CAPACITY DEVELOPMENT, AND TECHNICAL ASSISTANCE OF THE VALUE CHAINS BENEFICIARIES

**BRAZIL
BR-T1490**

<https://www.iadb.org/es/project/BR-T1490>

BEYOND EXTRACTION (PHASE II): VALUE CHAIN STRENGTHENING AROUND MINING IN MINAS GERAIS

1. Background and Justification

- 1.1.** The Inter-American Development Bank (IDB) is the main source of funding for social and economic development in Latin America and the Caribbean (LAC). The Bank supports efforts to optimize the contribution of the mining-energy sector to sustainable economic development with particular attention to social and environmental aspects.
- 1.2.** The Beyond Extraction II Program (Crescer 2.0 in Brazil) will leverage lessons learned from the successful implementation of the Beyond Extraction Program from 2016 to 2020 (RG-M1300, BR-T1337), which was a collaborative effort between the IDB, Anglo American and Technoserve to further scale impact investment efforts, through innovative technologies and methodologies in Brazil, Chile and Peru. It will also draw from knowledge and projects from other government, private, and civil society organizations and initiatives that aim at enhancing the region's competitiveness by leveraging mining investments.
- 1.3.** The COVID-19 pandemic has led to plummeting incomes for millions of people and businesses around the world. The impact of the pandemic on vulnerable youth, smallholder farmers and entrepreneurs is particularly strong, as these groups face severe challenges to leverage profitable opportunities, putting them on a downward income-investment-production trajectory. In the state of Minas Gerais, GDP fell by 3.9% and unemployment increased to 18% in 2020. Moreover, youth unemployment exceeded 27% in 2020. Although, Brazil is a global leader in the mining sector and associated investments are major drivers of economic activity in rural areas, mining provides only 4% of formal jobs in the area of influence and has a limited duration. Conversely, services generate 40% of the jobs; agriculture, livestock and agroindustry generate 7% of jobs, and public administration generates 18% of the jobs. The next phase of this partnership in Brazil will aim to improve competitiveness and performance of SMEs, smallholder farmers, and their market systems, of youth, and of relevant local institutions for sustainable economic growth in mining communities, by working through three components: (i) strengthening strategic value chains in services like tourism and dairy; (ii) developing youth skills and employability, with an emphasis on women, and based on a diagnosis that the CT will help develop; and (iii) managing

knowledge to influence public policies

2. Project objectives

- 2.1.** The Beyond Extraction II project aims to increase socioeconomic benefits for entrepreneurs and the labor force in the areas of influence of mining operations in Brazil, with a focus on Small and Medium Enterprises (SMEs) and youth. In the aftermath of the COVID-19 pandemic, the program will support the reactivation of economic activities in the targeted communities by (i) strengthening key value chains and productive sectors that can significantly contribute to economic recovery and have a multiplier effect; and (ii) promoting labor market efficiency. The program will deploy a systemic approach and engage with public and private sector actors that have the incentives and influence to impact the entire ecosystem, providing them with innovative tools to grow their businesses and better leverage the local labor market.
- 2.2.** The program aims to contribute to the inclusive and sustainable socioeconomic recovery, development and diversification of the population surrounding mining operations in the state of Minas Gerais to recover from the COVID-19 recession and reduce the economic dependence on the mining sector. Specifically, its goal is to increase economic benefits of smallholder farmers and small and medium enterprises (SMEs) in selected value chains like tourism and dairy, and of youth.
- 2.3.** Moreover, the program will invest in strengthening local institutions and local partners to ensure long-term sustainability of the program's impact, as well as in knowledge management to capture and systematize the lessons learned into implementable best practices. It will also develop knowledge products that will be shared with local governments and key stakeholders to ultimately influence public policies in sectors where the program will intervene.

3. Scope of Services

- 3.1.** Training, capacity development, and technical assistance of the value chains beneficiaries as part of the first component of the Crescer Program in Brazil. The main focus of this component is to increase economic benefits and access to markets of selected SMEs and smallholder farmers, thus improving their competitiveness and economic performance. The artisanal cheese and tourism were prioritized, given their high potential to reactivate the regional economy, support jobs, and their sociopolitical priority.

4. Key Activities

- 4.1.** Perform analyses of baseline survey, demand and supply, main bottlenecks for growth, and definition of practical steps to address the bottlenecks in trainings.

- 4.2. Design and manage skill development activities to empower 170 smallholder farmers and/or SMEs in artisanal cheese and tourism value chains, focused on skills and knowledge needed to improve operations and productivity, earn higher revenues, reduce operational costs, improve quality of goods or services provided, and adopt sanitary measures to COVID-19.
- 4.3. Adopt a gender lens to ensure that the program positively influences female participation and impact.
- 4.4. Consider the COVID-19 context in assessment to incorporate the impact of the pandemic and how the program can support a quick economic recovery for the selected value chains.
- 4.5. Develop market relationships and access to important public programs like National School Feeding Program (PNAE) and National Food Acquisition Program (PAA).
- 4.6. Work with participants to access mid and large companies and retail networks and with local companies like food processors and exporters to improve their capacity to buy from small-scale producers. Support training participants in forming and conducting sector associations and roundtables, which, besides representing collective interests, can implement initiatives of collective benefit, enhance shared capabilities, improve negotiation power with potential clients, increase access to finance and ensure long-term sustainability of the effort.
- 4.7. Engage with institutions such as Instituto Mineiro de Agropecuária (IMA) to strengthen their support to emerging businesses.
- 4.8. Use distance learning tools, ecommerce platforms, and business intelligence applications and leverage other forms of technology to improve connections and transparency within value chain markets and to scale up effective solutions, including online training.
- 4.9. Develop collective institutional capability to improve the business environment and contribute to long-term sustainability and scaling of program benefits.

5. Expected Outcome and Deliverables

5.1. Expected results include:

- 5.1.1. 450 jobs for smallholder farmers and SMEs supported.
- 5.1.2. Training of 170 smallholder farmers and SMEs, of which at least 40% are owned/led or co-owned/led by women.
- 5.1.3. Additional training/support to 80 farmers and SMEs to obtain financing.
- 5.1.4. Training of 2 value chain sectoral roundtables, associations and/or cooperatives in good practices.

15 local institutions engaged in value chain/sector initiatives or trained to improve quantity and/or quality of services and/or public procurement.

6. Project Schedule and Milestones

6.1. The proposed calendar of activities is detailed below:

Project Work Plan and Schedule														
	Point Person	Year 1				Year 2				Year 3				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1. Market assessment and strategic plan for priority value chains														
1.1 Priority value chains analyzed and selected	Program Manager													
1.2 Selected value chains' strategic plan developed	Program Manager													
1.3 Program promoted and participating smallholder farmers/SMEs selected	Program Manager													
2. Increased capacity of smallholder farmers and SMEs														
2.1 smallholder farmers/SMEs Training (Production, Quality Certification, Business Development)	Program Manager													
2.2 smallholder farmers/SMEs Technical Assistance Visits (Production, Quality Certification, Business Development)	Program Manager													
2.3 smallholder farmers/SMEs Quality Certification	Program Manager													
2.4 smallholder farmers/SMEs Label and Package Compliance and Marketing	Program Manager													
2.5 smallholder farmers/SMEs Learning Journeys to Academic and Sector Institutions	Program Manager													
2.6 smallholder farmers/SMEs Visits to Production Benchmarks	Program Manager													
2.7 smallholder farmers/SMEs Visits to Retailers	Program Manager													
3. Improved access to quality inputs														
3.1 Map input suppliers	Program Manager													
3.2 Identify quality input manufacturers	Program Manager													
3.3 Outreach to quality input manufacturers	Program Manager													
3.4 Hold business opportunity seminars	Program Manager													
3.5 Link farmers to input suppliers	Program Manager													
4. Increased market linkages of smallholder farmers and SMEs														
4.1 Map and Select Clients (retail stores, supermarkets, e-commerce sites, trade fairs)	Program Manager													
4.2 Introduce Clients and smallholder farmers/SMEs Producers	Program Manager													
4.3 Train Clients (Product Storage, Product Consumption, Product Marketing)	Program Manager													
4.4 Organize Clients Visits to smallholder farmers/SMEs Producers	Program Manager													
4.5 Organize Media Visits to smallholder farmers/SMEs Producers	Program Manager													
4.6 Support smallholder farmers/SMEs Producers to apply in public procurement	Program Manager													
5. Increased access to finance of smallholder farmers and SMEs														
5.1 Identify finance partners	Program Manager													
5.2 Support smallholder farmers/SMEs in writing projects for financing	Program Manager													
5.3 smallholder farmers/SMEs Technical Assistance to apply for financing	Program Manager													
5.4 smallholder farmers/SMEs Technical Assistance to implement financing	Program Manager													
6. Increased collective smallholder farmers and SMEs, inter-institutional, and business environment capacities														
6.1 Sector Institutions Training (Associative Practices, Public Purchases, Data Management)	Program Manager													
6.2 Support city mayorships and state schools in preparing public procurement	Program Manager													
6.3 Sector tables meetings	Program Manager													
6.4 Support implementation of actions set by sector tables	Program Manager													
6.5 Organize stakeholder meetings and workshops	Program Manager													
7. Improved monitoring, evaluation, learning and knowledge sharing														
7.1 Conduct baseline, mid and end of project evaluations	M&E Manager													
7.2 Collect periodic monitoring data	M&E Manager													
7.3 Develop and publish knowledge products	Program Manager													
7.4 Organize knowledge sharing events	Program Manager													

6.2. The progress reports will be presented semi-annually, taking the signing of the contract as the starting date.

7. Reporting Requirements

7.1. The organization / company / institution selected for this project must submit the reports and products described in section 5 to be approved by the IDB. Reports and products must be delivered in Portuguese, in digital format, without spelling mistakes, and editable.

8. Acceptance Criteria

- 8.1. The preliminary reports and the corresponding documentation must be validated by the IDB, which will review the deliverables.
- 8.2. A maximum of three quality assurance iterations will be allowed for each deliverable.

9. Schedule of Payments

- 9.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 9.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Plan	
<i>Deliverables</i>	%
1. <i>Work Plan</i>	20%
2. <i>Activity reports 1 and 2</i>	40%
3. <i>Final Reports 3 and 4</i>	40%
TOTAL	100%

Selection process # BR-T1490-P002

TERMS OF REFERENCE

CONSULTANCY FOR STRATEGIC DIRECTION, MONITORING AND SUPERVISION OF A YOUTH SKILLS AND EMPLOYABILITY PROGRAM IN MINING COMMUNITIES

**BRAZIL
BR-T1490**

<https://www.iadb.org/es/project/BR-T1490>

BEYOND EXTRACTION (PHASE II): VALUE CHAIN STRENGTHENING AROUND MINING IN MINAS GERAIS

1. Background and Justification

- 1.1.** The Inter-American Development Bank (IDB) is the main source of funding for social and economic development in Latin America and the Caribbean (LAC). The Bank supports efforts to optimize the contribution of the mining-energy sector to sustainable economic development with particular attention to social and environmental aspects.
- 1.2.** The Beyond Extraction II Program (Crescer 2.0 in Brazil) will leverage lessons learned from the successful implementation of the Beyond Extraction Program from 2016 to 2020 (RG-M1300, BR-T1337), which was a collaborative effort between the IDB, Anglo American and Technoserve to further scale impact investment efforts, through innovative technologies and methodologies in Brazil, Chile, and Peru. It will also draw from knowledge and projects from other government, private, and civil society organizations and initiatives that aim at enhancing the region's competitiveness by leveraging mining investments.
- 1.3.** The COVID-19 pandemic has led to plummeting incomes for millions of people and businesses around the world. The impact of the pandemic on vulnerable youth, smallholder farmers and entrepreneurs is particularly strong, as these groups face severe challenges to leverage profitable opportunities, putting them on a downward income-investment-production trajectory. In the state of Minas Gerais, GDP fell by 3.9% and unemployment increased to 18% in 2020. Moreover, youth unemployment exceeded 27% in 2020. Although, Brazil is a global leader in the mining sector and associated investments are major drivers of economic activity in rural areas, mining provides only 4% of formal jobs in the area of influence and has a limited duration. Conversely, services generate 40% of the jobs; agriculture, livestock and agroindustry generate 7% of jobs, and public administration generates 18% of the jobs. The next phase of this partnership in Brazil will aim to improve competitiveness and performance of SMEs, smallholder farmers, and their market systems, of youth, and of relevant local institutions for sustainable economic growth in mining communities, by working through three components: (i) strengthening strategic value chains in services like tourism and dairy; (ii) developing youth skills and employability, with an emphasis on women, and based on a diagnosis that the CT will help develop; and (iii) managing

knowledge to influence public policies

2. Project Objectives

- 2.1.** The Beyond Extraction II project aims to increase socioeconomic benefits for entrepreneurs and the labor force in the areas of influence of mining operations in Brazil, with a focus on Small and Medium Enterprises (SMEs) and youth. In the aftermath of the COVID-19 pandemic, the program will support the reactivation of economic activities in the targeted communities by (i) strengthening key value chains and productive sectors that can significantly contribute to economic recovery and have a multiplier effect; and (ii) promoting labor market efficiency. The program will deploy a systemic approach and engage with public and private sector actors that have the incentives and influence to impact the entire ecosystem, providing them with innovative tools to grow their businesses and better leverage the local labor market.
- 2.2.** The program aims to contribute to the inclusive and sustainable socioeconomic recovery, development and diversification of the population surrounding mining operations in the state of Minas Gerais to recover from the COVID-19 recession and reduce the economic dependence on the mining sector. Specifically, its goal is to increase economic benefits of smallholder farmers and small and medium enterprises (SMEs) in selected value chains like tourism and dairy, and of youth.
- 2.3.** Moreover, the program will invest in strengthening local institutions and local partners to ensure long-term sustainability of the program's impact, as well as in knowledge management to capture and systematize the lessons learned into implementable best practices. It will also develop knowledge products that will be shared with local governments and key stakeholders to ultimately influence public policies in sectors where the program will intervene.

3. Scope of Services

- 3.1.** Strategic direction, monitoring and supervision of a youth skills and employability program in mining communities as part of the “Developing youth skills and employability” component of Crescer in Brazil. The main focus of this component is to develop employability skills, provide career counselling, build links with employers and facilitate job placement of youth from CMD microregion with local, state and national companies, while leveraging recent investments in education such as: (a) the national curriculum reform legislated in 2017 which streamlines teaching of higher-order cognitive skills and socioemotional skills, and allows students to select their learning itinerary; (b) the inclusion of the disciplines of diversity, inclusion and job market in the curriculum; and (c) the recent opening of new higher education institutions in CMD and Serro. The program will target students in their last high school years, students of higher education, and unemployed and underemployed high school and higher education dropouts, between the ages of 16 to 29, residing in both urban and rural areas of mining communities.

4. Key Activities

- 4.1. Define a strategy for scaling the program's impact on rural youths, including direct and indirect training, leveraging public school teachers and IT platform support.
- 4.2. Design trainings that address existing bottlenecks and gaps for youth to access jobs, like CV creation and interviewing skills, job application in the web, and access to technical education in areas of high local demand.
- 4.3. Deliver direct training to 2,000 youth on employability and entrepreneurship skills, leveraging best practices centered on 'Adult Learning Principles'.
- 4.4. Adopt a mix of experiential, visual, and auditory training techniques to ensure increased participation, learning, and application and will cover personal effectiveness, personal finance, professional effectiveness, IT skills for employability and entrepreneurship.
- 4.5. Engage with participating youth every 6 months after training completion, to support their job placements through refresher training workshops.
- 4.6. Provide an advanced personal finance session to program beneficiaries who secure employment.
- 4.7. Provide educational, entrepreneurship, and career counselling and mentoring to program beneficiaries, both pre-placement and post-placement.
- 4.8. Conduct a diagnosis with the assistance of the Regional Education Superintendence (SRE), to better understand teachers' profile and demographics, socioeconomics, technical and expectations aspects, in order to map and address relevant opportunities and gaps through the capacity-building sessions.
- 4.9. Train public school teachers of target municipalities in facilitating attitudes of learning, employability and entrepreneurship.
- 4.10. Digitalize training content and host it on an e-learning platform, to increase reach and to serve as a contingency plan for the eventuality of public health emergencies.
- 4.11. Ensure the platform benefits 2,300 public schools and 417,000 youth in the second and third year of secondary schooling.
- 4.12. Develop working relationships and facilitate knowledge sharing events with potential employers, to better understand job market demand and develop more and better employment linkages.

5. Expected Outcome and Deliverables

- 5.1. Expected results include:
 - 5.1.1. 1,000 jobs supported for youth.
 - 5.1.2. 30% revenue increase of participating youth through employment and entrepreneurship.
 - 5.1.3. 2,000 youth – at least 60% women – directly trained in personal competencies, employability and entrepreneurship skills.
 - 5.1.4. 2,000 youth – at least 50% women – indirectly trained by public school teachers and/or digital platform in employability and entrepreneurship skills.
 - 5.1.5. 70% of youth directly trained who are satisfied with the training received.

6.2. The progress reports will be presented semi-annually, taking the signing of the contract as the starting date.

7. Reporting Requirements

7.1. The organization / company / institution selected for this project must submit the reports and products described in section 5 to be approved by the IDB. Reports and products must be delivered in Portuguese, in digital format, without spelling mistakes, and editable.

8. Acceptance Criteria

8.1. The preliminary reports and the corresponding documentation must be validated by the IDB, which will review the deliverables.

8.2. A maximum of three quality assurance iterations will be allowed for each deliverable.

9. Schedule of Payments

9.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

9.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Plan	
<i>Deliverables</i>	%
2. <i>Work Plan</i>	20%
3. <i>Activity reports 1 and 2</i>	40%
4. <i>Final Reports 3 and 4</i>	40%
TOTAL	100%

Selection process # BR-T1490-P001

TERMS OF REFERENCE

**CONSULTANCY FOR MONITORING, EVALUATION, AND LEARNING (MEL) MANAGEMENT AND PUBLIC
POLICY INNOVATION FOR VALUE CHAIN AND LABOR MARKET STRENGTHENING**

BRAZIL

BR-T1490

<https://www.iadb.org/es/project/BR-T1490>

**BEYOND EXTRACTION (PHASE II): MEL MANAGEMENT AND PUBLIC POLICY INNOVATION FOR VALUE
CHAIN AND LABOR MARKET STRENGTHENING**

1. Background and Justification

- 1.1.** The Inter-American Development Bank (IDB) is the main source of funding for social and economic development in Latin America and the Caribbean (LAC). The Bank supports efforts to optimize the contribution of the mining-energy sector to sustainable economic development with particular attention to social and environmental aspects.
- 1.2.** The Beyond Extraction II Program (Crescer 2.0 in Brazil) will leverage lessons learned from the successful implementation of the Beyond Extraction Program from 2016 to 2020 (RG-M1300, BR-T1337), which was a collaborative effort between the IDB, Anglo American and Technoserve to further scale impact investment efforts, through innovative technologies and methodologies in Brazil, Chile and Peru. It will also draw from knowledge and projects from other government, private, and civil society organizations and initiatives that aim at enhancing the region's competitiveness by leveraging mining investments.
- 1.3.** The COVID-19 pandemic has led to plummeting incomes for millions of people and businesses around the world. The impact of the pandemic on vulnerable youth, smallholder farmers and entrepreneurs is particularly strong, as these groups face severe challenges to leverage profitable opportunities, putting them on a downward income-investment-production trajectory. In the state of Minas Gerais, GDP fell by 3.9% and unemployment increased to 18% in 2020. Moreover, youth unemployment exceeded 27% in 2020. Although, Brazil is a global leader in the mining sector and associated investments are major drivers of economic activity in rural areas, mining provides only 4% of formal jobs in the area of influence and has a limited duration. Conversely, services generate 40% of the jobs; agriculture, livestock and agroindustry generate 7% of jobs, and public administration generates 18% of the jobs. The next phase of this partnership in Brazil will aim to improve competitiveness and performance of SMEs, smallholder farmers, and their market systems, of youth, and of relevant local institutions for sustainable economic growth in mining communities, by working through three components: (i) strengthening strategic value chains in services like tourism and dairy; (ii) developing youth skills and employability, with an emphasis on women, and based on a diagnosis that the CT will help develop; and (iii) managing knowledge to influence public policies

2. Objectives

- 2.1.** The Beyond Extraction II project aims to increase socioeconomic benefits for entrepreneurs and the labor force in the areas of influence of mining operations in Brazil, with a focus on Small and Medium Enterprises (SMEs) and youth. In the aftermath of the COVID-19 pandemic, the program will support the reactivation of economic activities in the targeted communities by (i) strengthening key value chains and productive sectors that can significantly contribute to economic recovery and have a multiplier effect; and (ii) promoting labor market efficiency. The program will deploy a systemic approach and engage with public and private sector actors that have the incentives and influence to impact the entire ecosystem, providing them with innovative tools to grow their businesses and better leverage the local labor market.
- 2.2.** The program aims to contribute to the inclusive and sustainable socioeconomic recovery, development and diversification of the population surrounding mining operations in the state of Minas Gerais to recover from the COVID-19 recession and reduce the economic dependence on the mining sector. Specifically, its goal is to increase economic benefits of smallholder farmers and small and medium enterprises (SMEs) in selected value chains like tourism and dairy, and of youth.
- 2.3.** Moreover, the program will invest in strengthening local institutions and local partners to ensure long-term sustainability of the program's impact, as well as in knowledge management to capture and systematize the lessons learned into implementable best practices. It will also develop knowledge products that will be shared with local governments and key stakeholders to ultimately influence public policies in sectors where the program will intervene.

3. Scope of Services

- 3.1.** This knowledge management consultancy will be oriented at capturing lessons learned, systematizing them as implementable best practices and recommendations, and disseminating this information with relevant stakeholders to ultimately influence local public policy and future development programs. The program will design a learning agenda to increase scale and sustainability. Relevant stakeholders targeted by this component include members of the value chain sector roundtables; local, state, and federal government agencies involved in the value chains; public and private educational institutions focused on youth; public and private companies in the region, among others.

4. Key Activities

- 4.1.** Provide training and consulting to local governments to increase public purchases that are inclusive of local smallholder farmers and businesses.
- 4.2.** Provide training to value chain beneficiaries and government representatives in biosecurity and sanitary measures to prevent COVID.

- 4.3. Map relevant public entities and their agendas to find synergies that may contribute to the program's impact scaling and sustainability.
- 4.4. Elaborate a communications strategy to reach target audiences, including presentations of case studies, knowledge products, lessons learned, and proposed recommendations to target institutions.
- 4.5. Generate cooperation agreements and/or consulting agreements with a sample of public institutions that may adopt, scale, and sustain program results.
- 4.6. Set up and implement a monitoring, evaluation and learning system to generate information that can be presented through an effective communication strategy, develop relationships, and influence local institutions and organizations with the potential to scale-up and enhance the sustainability of its contributions.
- 4.7. Provide support and technical expertise for the implementation of information technology tools for effective program evaluation and learning.
- 4.8. Monitor overall program quality and operations and facilitate exchange of goods case practices across Latin America.

5. Expected Outcome and Deliverables

- 5.1. Expected results include:
 - 5.1.1.2 10 local institutions that adopt recommendations shared through program knowledge products, events, trainings, and consulting to improve quality of services for smallholder farmers and SMEs.
 - 5.1.2. 10 public schools and private higher education institutions that adopt recommendations shared through program knowledge products, events, trainings, and consulting to improve quality of services for youth.
 - 5.1.3. Design and implementation of a program monitoring system and a learning and communication plan.
 - 5.1.4. 4 knowledge products published and shared with stakeholders.
 - 5.1.5. 3 events to present learnings, good practices, and/or public policy recommendations based on program results.
 - 5.1.6. Participation of 12 public and private institutions in trainings, consulting and events developed by program, as well as their reception of knowledge products.

6. Project Schedule and Milestones

- 6.1. This knowledge management consultancy supports the activities contemplated in the value chain and youth components of the project. Therefore, the proposed calendar of activities is detailed below:

Component and activity	Point Person	Year 1												Year 2												Year 3													
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12		
1.1. Registration and selection																																							
1.1.1. Promotion of program enrollment	Program Manager																																						
1.1.2. Application process	Program Manager																																						
1.1.3. Selection of young participants	Program Manager																																						
1.2. Training preparation																																							
1.2.1. Material printing and monitoring and evaluation tools	Program Manager																																						
1.2.2. Preparation of student folders and material	Program Manager																																						
1.2.3. Preparation of lesson materials (facilitator box)	Program Manager																																						
1.3. Youth training																																							
1.3.1. Personal effectiveness module - 6 sessions, 18 h	Program Manager																																						
1.3.2. Personal finance module - 1 session, 3 h	Program Manager																																						
1.3.3. Professional effectiveness module - 9 sessions, 27 h	Program Manager																																						
1.3.4. IT skills for employability module - 3 sessions, 9 h	Program Manager																																						
1.3.5. Graduation	Program Manager																																						
1.4. Aftercare																																							
1.4.1. Survey data and resume/CV data monitoring & evaluation	Program Manager																																						
1.4.2. Organization of M&E documents	Program Manager																																						
1.4.3. Training cycle assessment	Program Manager																																						
1.4.4. Didactic material update	Program Manager																																						
1.4.5. Analysis of EMEP test by class and didactic improvements	Program Manager																																						
1.5. Employment guidance and links with job market																																							
1.5.1. Mapping and partnerships with employer companies	Program Manager																																						
1.5.2. Definition of selection criteria, filtering, and referral of youth	Program Manager																																						
1.5.3. Receiving vacancies	Program Manager																																						
1.5.4. Referrals of young participants to vacancies	Program Manager																																						
1.5.5. Selection & implementation of training aimed at companies	Program Manager																																						
1.5.6. Connection & partnerships with higher ed. institutions	Program Manager																																						
1.5.7. Dissemination of higher education institutions and courses	Program Manager																																						
1.5.8. Youth career planning and employment monitoring	Program Manager																																						
1.5.9. Partnerships with entrepreneurship networks	Program Manager																																						
1.5.10. Consultancy for young entrepreneurs (4 sessions)	Program Manager																																						
2. Indirect youth training																																							
2.1. Diagnosis																																							
2.1.1. Questionnaire with teachers and students and data analysis	Program Manager																																						
2.1.2. Diagnostic presentation to Anglo American & IDB Lab	Program Manager																																						
2.1.3. Diagnosis presentation to education departments	Program Manager																																						
2.1.4. Presentation of diagnosis to teachers	Program Manager																																						
2.2. Indirect training of teachers and students																																							
2.2.1. Updating of teacher and student training material	Program Manager																																						
2.2.2. Definition of dates, times and places for training	Program Manager																																						
2.2.3. Teacher training in facilitating attitudes for learning	Program Manager																																						
2.2.4. Preparation practical lesson plans for teacher application	Program Manager																																						
2.2.5. Teacher practical application of content in classroom	Program Manager																																						
2.2.6. Direct reinforcement training for students by TNS	Program Manager																																						
2.2.7. Teacher training in employability	Program Manager																																						
2.2.8. Preparation practical lesson plans for teacher application	Program Manager																																						
2.2.9. Teacher practical application of content in classroom	Program Manager																																						
2.2.10. TNS facilitators direct reinforcement training for students	Program Manager																																						
2.2.11. Teacher training in entrepreneurship	Program Manager																																						

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