

**YOUTH EMPLOYMENT:
TECHNOLOGIES IN THE WORKPLACE PROGRAM
(TC 00-11-00-6-RG)**

EXECUTIVE SUMMARY

Executing Agency: International Youth Foundation (IYF) as a co-financing institution and executing agency and up to 40 non-governmental organizations (NGOs) from the region.

Beneficiaries: Direct beneficiaries of the Program include: up to 40 NGOs from the region that will receive grant funding to implement youth employment information technology training projects; 12,000 youth that will be enrolled in medium and long-term skills training programs; and businesses throughout the region that will have a trained pool of workers in technology disciplines.

Financing: Method: non-reimbursable

MIF (Facility II)	US\$ 10,000,000
IYF	US\$ 10,000,000
Local NGO	US\$ 3,750,000
Total:	US\$ 23,750,000

Execution Schedule: Execution: 48 months
Disbursement: 54 months

Objective and description: The overall objective of the Program is to improve the employability of disadvantaged youth, ages 16-29, through information technology skills. The purpose of the Program is to support projects that establish partnerships between NGOs and IT training providers and businesses to prepare and place disadvantaged youth in jobs using IT skills and to disseminate lessons learned and promote best practices derived from the projects.

The Program is intended to make a significant contribution to building a bridge between labor market needs and youth whose interests and capabilities make them ideal candidates to fill the IT skills gap. The Program will create a dynamic partnership between NGOs, information technology training centers and business to help meet the IT training and employment needs of the region's youth.

This Program encompasses two components: (i) Challenge grants to support projects that establish partnerships between NGOs and/or IT training providers, and businesses to prepare and place youth in jobs using IT skills and (ii) Learning and dissemination to document lessons learned and promote best practices derived from the challenge grants.

**Special
contractual
conditions:**

Prior to the first disbursement, in addition to the Bank's standard contractual conditions, the executing agency will have appointed the Program Director. Prior to disbursement on the Challenge Grant fund, the executing agency will have: (i) approved the operational guidelines for the Challenge Grand Fund, in accordance with the terms and conditions agreed with the Bank; (ii) approved the model Grant Agreement for the financing of projects charged to the Challenge Grant Fund in accordance with the terms and conditions agreed with the Bank; and (iii) submitted the pipeline of eligible projects for the first six months of the Program and the Bank will have provided its no objection to the pipeline. The second and subsequent disbursement for the grant fund will be subject to the presentation of: (i) the pipeline of eligible projects for the following six months and (ii) the amount of resources committed, disbursed, and expended in projects financed with the Challenge Grant Fund.

**Environment /
Social Impact:**

The Committee on Environment and Social Impact reviewed and approved this project on April 20, 2001. The CESI recommended that gender considerations be included in the selection criteria for training projects with NGOs. The Request for Proposal Guidelines do take this recommendation into account in Annex II, page 6.

I. COUNTRY AND PROGRAM ELIGIBILITY

- 1.01 The proposed Program meets the eligibility criteria for a grant through the Human Resources Facility. This facility supports domestic private-sector initiatives, with a particular focus on leveraging financial resources, expanding existing training programs, supporting strategic economic sectors, and promoting partnership between the public and the private sectors in the development and delivery of training programs. All member countries of the MIF are eligible to participate in this Program.

II. BACKGROUND

A. Context

- 2.01 More than 50 per cent of the population in the region is currently 24 years of age or younger. In some countries such as Bolivia, Guatemala, Haiti and Nicaragua, children and youth make up 60 per cent of the population. Unemployment in the region has consistently increased among youth, with figures varying from 36 to 66 per cent, depending on country¹. Yet the job market in the region is characterized by extremely limited employment opportunities for youth in rural areas; a demand for employment that exceeds supply in the urban areas; and an educational system that does not prepare young people for the world of work.
- 2.02 While the continued economic development of the region depends in great measure on nurturing the technical, business, and leadership skills of young people, businesses universally in the region complain that youth lack the fundamental skills required by businesses to adapt quickly to the shifting demands of the information-based global economy. Perhaps the greatest challenge facing the region today is to create training opportunities that will help close both the digital divide between developed and developing countries and the domestic divide between national economic growth and employment opportunities for low-income youth.

B. Information Technology and Youth

- 2.03 One important engine of growth is Information Technology (IT) as it holds significant promise in promoting competition, enhancing productivity, and creating and sustaining economic expansion and jobs. The importance of IT as a job generator is documented in the *Okinawa Charter on the Global Information Society* drawn up by the G8 Summit Meeting last year in Japan to call attention to the impact of information and communication technologies. IT is transforming the world economy: the network revolution is not only forging a new marketplace, but it also is having a profound impact on how business is conducted. Land, physical labor, and capital are becoming of secondary importance in terms of competition on the global market – societies now need skilled “knowledge workers” in order to attract both domestic and foreign investment. Currently, there are over 15.3 million Internet users in the region and that figure is

¹ Youth in this program are those individuals that fall between 16-29 years of age.

projected to rise to 40.8 million by 2004.² In the late nineteen ninety's, Internet use increased 800% and the IT market in Latin America by all accounts is rapidly expanding. Youth are reported as accounting for over a third of all Internet users in the region, a significantly higher proportion than the 19% of youth users in the United States.³

- 2.04 The demand for IT skills will continue to increase sharply in the region as more organizations migrate toward the Internet and automate their businesses with application software. Ironically, the resulting shortage of skilled workers to meet demand exists alongside chronic unemployment. There is an urgent need for programs to train youth entering young labor markets and young workers today, while making the information and knowledge gained flexible enough to sustain them through tomorrow.
- 2.05 All over the developing world, new technologies have impacted the labor market, and not always in just the IT arena. Many other industries, such as agriculture, telecommunications, travel, and finance have used technology to lower costs and raise production. It is safe to say that a minimum level of educational investment in basic computer training has a high rate of return in terms of employability and social mobility. One does not have to be trained in highly technical fields in order to develop the necessary aptitudes for the Information Age.
- 2.06 The next few years will be pivotal ones for the development and growth of Latin America's IT industry and it is critical that young people are given the skills and opportunities to take part in the e-revolution, whether it be as call center customer service representatives or as software engineers. Given the overwhelming youthfulness of the region and the fact that young people tend to suffer unemployment at rates three times that of their adult counterparts, young Latin Americans are both the most able to fill the labor market gap caused by the IT boom and those most in need of the jobs it has created.

C. The Institutional Response

- 2.07 The size and strength of the nonprofit sector serving youth in the region varies from country to country. Generalizations are difficult to make, yet it can be said that they are small organizations whose work has a relatively local nature. As nonprofits they struggle financially as they compete within an increasingly smaller resource pool, and are generally inexperienced when it comes to diversifying and increasing their income base. Yet it can also be said that youth serving NGOs are among the most resilient and creative of the nonprofits that make up civil society. Some have been in existence for more than 50 years, constantly adapting to the needs and changing interests of the youth they serve. Many more have been established more recently, in the last 10 years, and represent the growing number of organizations concerned about the significant numbers of youth who live in persistent poverty.
- 2.08 IYF has conducted a survey of youth serving NGOs in the region and found that they are structured into three types of organizations: (i) they are direct service providers operating

² Emarketer.com. eLatin America Report. 2000

³ Emarketer.com; and Tawfik.

their own programs; (ii) youth organizations more informally structured and led by youth, and (iii) they are intermediary organizations that provide support (financial or technical) to other youth serving organizations. These latter ones may also at times operate their own programs. Direct service providers are probably the largest group in the region, because they may be any type of organization that has a youth program. In response to this widespread development challenge, youth serving NGOs with experience in delivering training services have begun to expand their activities to promote employment and in many instances have sought to develop strategic alliances and partnerships with domestic and international companies that need a well trained and adaptable young work force.

- 2.09 To date, the Bank has invested in the design of employment and training programs in the Region (e.g., Chile Joven and Proyecto Joven) that have focused on technical skills, with some modest efforts to promote entrepreneurship in youth. Likewise, the MIF through its Human Resource Facility has played a pioneering role in the fields of workforce capacity building, labor force modernization, skills standards and labor reconversion. The MIF has recently approved two programs, one for the countries of Chile, Ecuador and Paraguay to provide low-income youth, enrolled in secondary schools, with skills to enable them to enter the workplace and another to improve the performance and increase access of youth living in low-income neighborhoods of Rio to information technology centers that provide computer training and internet access. However, fewer resources have been directed specifically to promoting business and IT skills among youth or on creating partnerships among NGOs, IT training centers, and business in the region.

D. The International Youth Foundation

- 2.10 Established in 1990, the International Youth Foundation (IYF) and its Partner organizations in Latin America, Eastern Europe, Africa and Asia, over the last decade have gained international recognition for their support of a wide range of programs and services. The 11 IYF partner organizations in the region are examples of intermediary, operating organizations.⁴ They are known for their imaginative and effective work providing financial support, as well as training and services for youth at the national level. The track record of the partner organizations is impressive. They support a wide diversity of programs according to local needs, yet all share similar approaches to supporting youth development. While no two partners are alike, they share similar attributes, including: a professional staff, a high level and representative board of directors, support to networks of local grassroots and non-governmental organizations, grant making as well as operating programs, and collaborative relationships with the

⁴ IYF's Partners in Latin America include: *Fundación Sustentabilidad, Educación, Solidariedad* and *Fundación YPF* in Argentina; *Fundação Abrinq* in Brazil; *Alianza para la Incidencia en Políticas Públicas de Juventud* in Colombia; *Fundación Esquel-Ecuador*; *Fundación de la Comunidad de Oaxaca* and *Fundación VAMOS* in Mexico; *Centro para la Información y Recursos para el Desarrollo* in Paraguay; *Centro de Información y Educación para la Prevención del Abuso de Drogas* in Perú; *Foro Juvenil* in Uruguay; and *Oportunidades* in Venezuela.

public and business sectors. Today, IYF has partner organizations in nine MIF member countries.

- 2.11 IYF administers more than US\$50 million in grant programs from foundations such as the W. K. Kellogg Foundation and dozens of corporate donors including Lucent Technologies, Nokia, Microsoft and Cisco Systems. IYF has become a world leader in forging new relationships with the public and private sector, especially with multilateral agencies. It has played a critical role over the last 10 years advancing tri-sectoral partnerships, in which the private, public and NGO sectors join efforts on behalf of youth. IYF serves as a resource for the international community on youth due to its extensive publications, networks, databases, and seminars. IYF realizes that the magnitude and scope of challenges facing young people demand even greater commitment, investment, and innovation from all sectors of society. As a co-financing partner in this program, IYF will bring to bear new resources raised from corporations and foundations in Japan, Europe and the Americas to match the MIF's contribution one to one. (See Annex V of the technical files for more information of IYF).

E. The Program

- 2.12 The *Youth Employment: Technologies in the Workplace Program* is intended to make a significant contribution to building a bridge between labor market needs and youth whose interests and capabilities make them ideal candidates to fill the IT skills gap. The Program will support up to 40 grant projects with NGOs to prepare and place disadvantaged youth in jobs using IT skills. The Program will create a dynamic partnership between NGOs, information technology training centers and business to help meet the IT training and employment needs of the region's youth.
- 2.13 The Program will target low-income youth (ages 16-29) living in both rural and urban areas that have a minimum of six years of education. The young person will not typically have background/experience/skills in information technology. The Program expects to enroll 12,000 youth in information technology training and employment projects. 9,600 (80%) of these youth will have demonstrated improvement in employment skills, knowledge and attitudes as a result of their participation in the training programs and 4,800 (40%) of these youth will have been placed in paid internships and apprenticeships, in full-time and part-time employment in both the formal and informal sectors as a result of their participation.

III. PROGRAM OBJECTIVES AND BASIC COMPONENTS

- 3.01 The overall objective of the Program is to improve the employability of disadvantaged youth, ages 16-29, through information technology skills. The purpose of the Program is to support projects that establish partnerships between NGOs and IT training providers and businesses to prepare and place disadvantaged youth in jobs using IT skills and to disseminate lessons learned and promote best practices derived from the projects. This Program encompasses two components: (i) Challenge grants and (ii) Learning and dissemination.

Component I: Challenge Grants and Technical Assistance (MIF\$7,900,000; IYF\$7,900,000)

- 3.02 This component is divided into the two areas of activity: (i) **Challenge Grant Fund** for a total amount of **\$15 million** that will be divided evenly between MIF and IYF resources and disbursed on a pari passu basis; and (ii) **Technical assistance (\$800,000)** which includes the activities necessary to promote, process, secure co-financing and local counterpart support, approve, and monitor up to 40 challenge grants to NGOs throughout the region.
- A. Challenge Grant Fund
- 3.03 The Challenge Grant fund will be available to NGOs in the region including: local, regional or national NGOs with a strong potential or experience in creating partnerships with the public and/or corporate sectors in the development and delivery of employment training programs for youth; foundations; business associations; chambers of commerce; or technical/training institutions that have a track record working with youth and are from countries that are members of the Bank. Proposals will be reviewed on a first come, first serve basis from eligible institutions in the region. Grants will be awarded beginning in month three of the Program and concluding in month 30 of the Program. All grants will have a minimum duration of 12 months and a maximum duration of 36 months. (Specific information on the selection and eligibility requirements for the Challenge Grants may be found in the *Model Request for Proposal Guidelines* in Annex II.)
- 3.04 The Challenge Grants will require local matching financing of a minimum of 25% of the total cost of the project. Program matching grant resources would range from \$300,000 to \$700,000 per institution. This funding range was arrived at based on an overview of NGO grant programs in the region and the overall absorptive capacity of youth serving NGOs. This range of funding, when complemented by 25% institutional matching by the NGO, is considered sufficient to accommodate developmental costs of IT training products and approaches for the specific target population and the costs associated in forming partnerships with established IT training providers and employers. Project execution of each grant should not exceed 36 months.
- 3.05 Projects receiving support will be characterized by: (i) employment training that responds to an identified labor market need, user information technology; (ii) a clear strategy for placing trained youth in jobs; (iii) beneficiaries (youth aged 16 – 29), with special consideration given to young women to assure appropriate representation) who come from low-income or disadvantaged backgrounds; and (iv) activities that combine technical training with business life-skills that enable young people to enter successfully and remain in the labor market. Proposals will be assessed by IYF for their technical merit and coverage of the global project objectives and target population, and on the ability of the NGO to extend, duplicate, and sustain the program once grant financing is concluded.

- 3.06 Eligible types of activities that would receive grant financing under this Program would include but would not be limited to:
- a. Development of innovative and cost-effective IT training products, methods, and materials. **Training products** may consist of any combination of the following: curricula, technical courses, training modules, training networks and consortia, methodologies for analyzing training needs, methodologies for forecasting training needs, evaluation tools, certification frameworks, information data bases, open and distance learning material; **training methods** could include: group training, distance training, semi-autonomous/flexible training; **training materials**: printed (books, manuals, guides), audio cassettes, video cassettes, electronic-based materials.
 - b. Training of trainers through targeted short courses and workshops.
 - c. Collaborative programs involving IT training providers, local educational agencies, businesses, firms, or combinations thereof to facilitate the youth employment as a direct result of the training.
 - d. Development of methods for leveraging additional resources from public/private sources.
 - e. Capacity building to upgrade technical knowledge or adopt new technologies for employment training geared to specific labor market training requirement.
- B. Technical assistance**
- 3.07 Program staff and short-term consultants, hired by IYF, will promote the challenge grants, facilitate the design and approval of grant applications, monitor project implementation and provide technical support to challenge grant beneficiary organizations. To do this, IYF will issue a Request for Proposal Program Brochure (RFP) in printed form and on the IYF web site that will announce the program, describe eligibility requirements, and outline criteria for selection. The IYF has conducted a survey of youth serving NGOs in the region provides the Program with an initial listing of more than 500 organizations. This list coupled with its network of partner institutions and the IDB Country Offices will help to ensure that the call for proposals is comprehensive and inclusive.
- 3.08 Networks used for the dissemination of the brochure will include: the Commonwealth Youth Forum, Ibero-American Youth Organization, Integración Joven - Merco Sur Youth Forum, Salesian Congregation, Caritas, Partners of the Americas, Junior Achievement International, Inter-American Scout Office, Ibero-American Network of Drug Prevention Organizations, etc. The RFP will be used to publicize the Program, give guidance to prospective applicants, and to provide information to potential sources of counterpart funds. Three thousand copies of the RFP will be printed and distributed.
- 3.09 Within the first six months of the program and continuing through month 24, IYF will organize and facilitate six promotional workshops. The purpose of the workshops will be

to launch the program and to inform NGOs, IT training providers from both regional and non-regional MIF member countries (Japan, Spain, Italy and Portugal), corporate and international donors and youth specialists about the challenge grants and the request for proposal requirements. Up to 50 participants will be targeted for participation in each of the six workshops.

- 3.10 IYF will contract local consultants to accompany program staff on site visits to assess institutions that have requested grants under the program. These consultants will be specialists in youth employment and IT training and will be hired on a short-term basis to facilitate challenge grant project appraisal, design and preparation. During these visits, program staff and consultants will review selection requirements and criteria, assess NGO institutional capacity, provide technical assistance in project planning and proposal development, assist NGOs in establishing working partnerships with local training providers, and help in enlisting local counterpart support from other sources. Program staff and consultants will be assigned specific countries, ensuring wide geographic coverage. Once a project application is approved, program staff will become responsible for securing IYF counterpart support and for guiding it through implementation.
- 3.11 IYF will conduct three strengthening workshops in years two and three of the Program to assist local executing agencies in planning, managing, and evaluating their projects, and to provide an opportunity for experience sharing across projects. Participants will be program grantees, technical consultants, and resource persons. The expected outcomes of the strengthening workshops are as follows: Improved quality in evaluation design for individual projects; thorough understanding on the part of all grantees about program management, reporting requirements and procedures; enhanced project activities as a result of networking with similar projects and on-site technical assistance; and strengthened program design for non-grantee organizations who also participate in the workshops.

Component II: Learning and dissemination (MIF \$360,000; IYF \$360,000)

- 3.12 The purpose of this component is to disseminate lessons learned and promote best practices derived from the challenge grants. The component will develop and disseminate experiences from the grants through the design and delivery of conferences, seminars, presentations, publications, research on issues of youth employment and information technology, electronic media, and through internal project evaluations.
- 3.13 The first set of activities involves the design and facilitation of a regional and final conference held in year two and four of the Program respectively. The purpose of these conferences will be for key stakeholders to brainstorm solutions to project problems ; exchange experiences about best practices, and appreciate lessons learned
- 3.14 Over the course of the four-years, IYF will make eight presentations about the program to inform the youth development community about best practices and lessons learned from challenge grants, stimulate interest in and understanding about IT and youth employment within civil society, public and private sectors. Presentations will be made at program conferences and workshops, as well as, national, regional and global conferences.

- 3.15 Multiple forms of communication mediums will be used to disseminate Program information. Printed dissemination materials will be used to promote the use of best practices within the Program to inform the youth employment community about innovative programming, and to foster civil, private, and public awareness of and interest in youth and IT employment issues. IYF will also prepare a final Program Impact and Lessons Learned Report to examine the impact and lessons learned from the program
- 3.16 The Program will design two reports for the IYF What Works Series. The first will examine the type of NGO project activities that prepare young people with the skills, knowledge, experience needed for employment in the information technology sector from the perspectives of practitioners, business people, and youth and the second publication will examine the issue of developing and maintaining business partnerships for youth employment (at the Program and local NGO project level).
- 3.17 IYF's website will be expanded for learning and dissemination purposes on the Program. As a learning tool, the site will publish program information such as the Lessons Learned and Best Practices, IYF What Works Publication, and E-Group discussion notes. The website will also be used as a system of communicating with prospective and actual NGO partners to publicize the Program to prospective donors, practitioners and other stakeholders.
- 3.18 A Program Monitoring and Evaluation Information System will be setup to monitor the progress and achievement of the Program and challenge grants against objectives and targets. Key features of the system would include: standardizing the information collected; computerizing the database to store information from the Program, grant, projects; and systematizing information analysis and report generation.

IV. EXECUTING AGENCY AND BENEFICIARIES

A. Executing agency and partner

- 4.01 The proposed Program will be executed over four years. The executing agency will be the International Youth Foundation, which will co-finance and administer the Program. IYF is one of the world's largest public foundations and is represented by a world class Board of Directors expert staff with demonstrated experience in raising counterpart funds and characterized by efficient operations and systems. IYF will (i) analyze, prepare, process, award, supervise and evaluate up to 40 grant projects throughout the region; (ii) mobilize matching funds and monitor local in-kind and cash contributions from NGO grant partners; (iii) contract specialized consultants to assist in project design, preparation and supervision; and (iv) organize conferences, workshops, briefings in accordance with the Donors Memorandum and detailed budget of the Program.
- 4.02 IYF has unique technical and institutional advantages to ensure an effective and timely implementation of the Program's activities, including: its ability to match the MIF's contribution on a dollar for dollar basis, its proven experience in managing large grant portfolios, its adherence to the highest of international standards for financial responsibility and transparency, and its ability to engage the corporate sector through partnerships and to leverage private sector resources.

B. Program Management

- 4.03 A Program Management Team (PMT), will oversee day-to-day implementation of the Program. The PMT will be comprised of the Program Director, two Program Officers, a Program Assistant and an Administrative Assistant. The PMT will be responsible for overall Program implementation, specifically, grant promotion and identification; processing grant request for proposals; ensuring IYF counterpart financial support for all Program activity; ensuring NGO local counterpart support on each of the grants; and for overseeing all of the proposed learning and dissemination activities.
- 4.04 MIF resources will finance the cost of the two Program Officers in the PMT; IYF resources will finance the position of the Project Director, Program Assistant and Administrative Assistant over the four years of the Program. The Program Director in the PMT will be appointed by IYF and agreed by the Bank prior to first disbursement of the MIF resources. The Bank will also approve the terms of reference for other positions in the PMT (model terms of reference for Program staff is contained in Annex IV of the technical files). In addition, IYF will provide office space for the PMT, Learning Department personnel's time as required, and general support services at its offices in Baltimore to manage this Program.

C. Challenge Grant Review and Approval Process

- 4.05 A **Grant Review Committee** will be established at IYF to review project proposals for grant funding and will consist of: IYF Chief Operating Officer, Executive Vice President; Program Director; and two Latin American Youth Employment Specialists from the region as consultants to the Program. The grant review meetings will be conducted on line. Committee members will be given two weeks to respond. Program staff will organize responses and the proponent NGO will be notified of approval or further work required within two weeks following the conclusion of the Grant Review Committee meeting. IDB would then be notified of approval and appropriate processing.
- 4.06 For the authorization of the grant fund resources by the Bank, IYF will submit to the Bank (RTC, EXR and MIF) on a semi-annual basis the Program pipeline of grant proposals that have been determined eligible for funding. This submission will include the list of eligible projects, their corresponding applications and the Grant Review Committee's recommendations following its review of the grant application. The Bank will send its written agreement or objection on the pipeline submission within three weeks of its receipt.
- 4.07 IYF will develop the **grant agreement letter**, which includes grant period, expected outcomes, reporting requirements, and disbursement schedule. Upon receipt of a signed letter of agreement, IYF will process the grant for payment through its accounting department. If the grant is approved pending clarification of outstanding issues or questions, Program staff will work with the grantee organization to secure a response. The response will be reviewed by the Program Director, who will determine whether the

response is satisfactory. If so, the Director will inform the Grant Review Committee that the project has met their conditions for funding. If the project is declined, the Program staff will communicate the Grant Review Committee's decision and relevant comments to the proposing organization. Up to 40 projects will be approved by the conclusion of month 30 of the four-year Program. The time-line of the grant approval process is designed such that all grants will have been awarded by month 30 of the Program and all grants' execution periods will have concluded by month 48 of the Program.

D. Program Supervision

- 4.08 Basic oversight responsibility for administration and supervision of Program execution will rest with the Regional Technical Cooperation (RTC) Division of the Integration and Regional Programs Department. This Division will be responsible for the processing of disbursement requests, following up compliance with contractual clauses, project supervision and monitoring activities, and reception of audited financial statements. IYF will be responsible for supervising the grant projects in the region, monitoring their implementation, evaluating their performance, and will submit bi-annual reports on the status of the Program's performance to RTC and MIF in accordance with standard IDB reporting requirements.

E. Financial Accounting

- 4.09 MIF funds will be administered by the IYF according to the established terms and conditions set forth in this Program. IYF will establish and maintain adequate accounting, financial, internal control, and filing systems, which will allow the identification of sources and uses of funds of the Program. The accounting system will be organized to provide necessary documents, permit verification of transactions, and facilitate the timely preparation of financial statements and reports. Bank resources allocated to the Challenge Grant Fund will be managed separately and disbursed upon request from the IYF, in accordance with the semi-annual presentation and approval by the Bank of the pipeline of grant projects. A first disbursement will be made of up to the amount of 50% of the total cost of the project pipeline (not to exceed one million dollars) approved by the Bank for the first semester of execution of the Challenge Grant Fund. The second and subsequent disbursements for the grant fund will be contingent upon proper documentation by the IYF of *pari passu* disbursements from the previous Bank disbursement.
- 4.10 A revolving fund of 10% of the MIF resources of all other cost categories, save for the Challenge Grant Fund, will be established for other project expenditures.
- 4.11 The Program's records will be kept in a way that: (i) identifies sums received from different sources; (ii) reports project spending in accordance with a chart of accounts previously approved by the Bank, distinguishing between MIF contributions and funds from other sources; and, (iii) includes details necessary for IYF to process the disbursement requests and their respective justifications of expenditures, in accordance with the Bank's disbursement procedures; and, to prepare and submit to the Bank the

project's annual audited financial statements and the revolving fund's semi-annual reports.

- 4.12 IYF will open separate and specific bank accounts for the administration of the MIF's contribution. IYF will prepare and submit to the Bank, within a period of thirty (30) days after the closing of each semester, a semiannual report showing the status of the project accounts as of June 30 and December 31.
- 4.13 IYF will prepare and submit to the Bank annual audited financial statements of the Program and the Challenge Grant Fund. The financial statements will be audited by an independent auditor acceptable to the Bank. The audited reports will be submitted within 90 days after the closing date of each fiscal year.

V. COST AND SOURCE OF FINANCING

	MIF	IYF	LOCAL NGO	SUBTOTAL
1. Challenge Grants	7,500,000	7,500,000	3,750,000	18,750,000
2. Technical Assist. For Grants	400,000	400,000		800,000
3. Learning	360,000	360,000		720,000
4. Management	880,000	880,000		1,760,000
5. Monitoring, Evaluation, & Auditing	175,000	175,000		350,000
6. Overhead	685,000	685,000		1,370,000
GRAND TOTAL	10,000,000	10,000,000.00	3,750,000	23,750,000

- 5.01 The total cost of the Program is estimated at US\$23,750,000, of which US\$ 10 million will be provided from the MIF (Human Resources Facility) on a non-reimbursable basis, US\$ 10 million will be provided by IYF, and \$3,750,000 (25% of the Challenge Grant Fund) will be contributed by NGOs from the region that are awarded Grants under this Program.
- 5.02 Technical assistance resources to finance the design of promotional brochures, hire consultants to identify, design, and monitor the Challenge Grants, and to conduct workshops amount to \$800,000, divided equally between MIF and IYF. \$720,000 has been budgeted to cover the cost of learning and disseminating from the Challenge Grants in accordance with the cost table and the description provided in paragraphs 3.12-3.18. IYF will appoint, with the Bank's concurrence, a Program Management Team to manage the Program that will absorb \$1,760,000 over the 48 months of implementation. Costs have also been included for evaluations of the 40 Challenge Grants, for the mid-term and final evaluation of the Program, and for annual independent audits for a total amount of \$350,000.

- 5.03 Overhead accounts for \$1,370,000 of the Program budget divided equally among the partners, to cover IYF's responsibilities for project identification, design, processing, supervision, evaluation and dissemination of the 40 NGO challenge grants, as well as the Program's logistical and administrative expenditures.

VI. PROJECT JUSTIFICATION AND RISKS

A. Justification

- 6.01 The proposed Program is consistent with the Bank's strategy for information technology as stated in OP-711. This policy states that one important area of action for Bank lending is "to increase the access of low income citizens to the empowering elements of the information revolution." By supporting this Program, the MIF will: (i) Foster and help consolidate the growth of training projects in IT related outcomes for disadvantaged youth; (ii) create dynamic new partnerships among NGOs, IT training centers, and businesses in support of youth employment; and (iii) assess and disseminate different experiences in bringing IT training to low-income populations throughout the region.
- 6.02 The Program will improve the skills of youth by facilitating their training in IT skills thereby providing them access to a more demanding and specialized labor market. In addition, the Program will support the creation of models for training and placement of youth in IT skills; and allow for the dissemination of training methodologies for youth on a wider basis than is possible under any national program. The publications, workshops, and seminars developed to disseminate experiences and lessons learned from the Program will help to inform the community of youth serving NGOs, thereby facilitating the design of more effective projects and outreach mechanisms for training youth for the world of work.

B. Risks

- 6.03 The main risk of the Program will be IYF's ability to secure matching funds and an ample and qualified demand from youth serving NGOs to participate in the Program. This risk has been taken into account because IYF has already made contacts with potential donors and has seen a positive response such that there are initial commitments to match MIF funding. IYF is committed to leveraging funding from its wide base of corporate affiliates and Program resources will be disbursed *pari passu*. The NGO demand has been assessed through surveys conducted by IYF of the community of youth serving NGOs in the region. Evidence suggests that with the promotion and follow-up activities planned under this Program, the community of youth serving NGOs is sufficiently large to generate the required response to ensure that up to 40 grants will be awarded in the proposed 30 month time-table.

VII. PERFORMANCE INDICATORS AND EVALUATION

A. Program Monitoring

- 7.01 The IDB project team with resources from the MIF contribution, in collaboration with

IYF, will conduct annual review missions at IYF headquarters in Baltimore and in the region, to selected NGO beneficiaries, to assess Program and Challenge Grant Fund performance evaluations to determine whether the Program should be continued, suspended, or cancelled.

- 7.02 During the project's execution, IYF will develop a program monitoring and information tracking system as well as conduct assessments of the NGO grant partners. The tracking system and the NGO assessment reports will be made available to the Bank and the external mid-term and final evaluators. These reports and the indicators developed by the tracking system will be used by the Bank and IYF to gauge the overall impact and assess results of the Program on a continual basis.

B. Program Evaluation

- 7.03 The Bank will contract individual consultants to carry out two evaluations of the project. A mid-term evaluation will be performed 12 months after the first disbursement and a final evaluation conducted within three months after the project is completed. The evaluations should be guided by the Donors Memorandum and by the indicators established in the Logical Framework presented in Annex I.
- 7.04 The mid-term evaluation will measure IYF's institutional capacity to administer grant projects and disseminate experiences; assess the performance of a random sample of grants financed by the Program; assess the quality of training services in the sample of grant projects reviewed; and review the level of coordination and participation among NGOs and private sector donors.
- 7.05 The final evaluation will analyze: (i) the fulfillment of the Program's specific objectives; (ii) the number and type of beneficiaries; (iii) the quality of services provided by the IT training projects; (iv) the degree to which private enterprises hired people trained by the grant projects; and (v) the program sustainability once the MIF contribution has ended.

C. Challenge Grant Evaluation

- 7.06 Internal evaluations of the grant projects will be conducted in years two and four by IYF to examine key operations of the challenge grants. The aim of the internal evaluations will be to provide program staff with the information they need to make informed decisions about the quality and effectiveness of the Program. The data collected will be input in the Youth Net International database.
- 7.07 In addition to the internal assessments, IYF will contract the services of consultants to perform a final, independent evaluation of all Challenge Grant beneficiary NGOs. The Evaluations of Challenge Grants will be concluded by month 48 of the Program and will be used to assess overall IYF Program performance, draw lessons learned, and facilitate the dissemination of different experiences in bringing IT training to low-income populations throughout the region.

VIII. EXCEPTIONS TO POLICIES AND PROCEDURES

- 8.01 There are no exceptions to policies and procedures.

IX. SPECIAL CONTRACTUAL CONDITIONS

- 9.01 Prior to the first disbursement, in addition to the Bank's standard contractual conditions, the executing agency will have appointed the Program Director. Prior to disbursement on the Challenge Grant fund, the executing agency will have: (i) approved the operational guidelines for the Challenge Grand Fund, in accordance with the terms and conditions agreed with the Bank; (ii) approved the model Grant Agreement for the financing of projects charged to the Challenge Grant Fund in accordance with the terms and conditions agreed with the Bank; and (iii) submitted the pipeline of eligible projects for the first six months of the Program and the Bank will have provided its no objection to the pipeline. The second and subsequent disbursement for the grant fund will be subject to the presentation of: (i) the pipeline of eligible projects for the following six months and (ii) the amount of resources committed, disbursed, and expended in projects financed with the Challenge Grant Fund.

Annex I

LOGICAL FRAMEWORK			
VE SUMMARY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>employability of n, ages 16-29, through IT</p>	<ul style="list-style-type: none"> ▪ 12,000 youth enrolled in youth employment (YE) projects ▪ 9,600 (80%) youth demonstrate improvement in employment skills, knowledge and attitudes; and ▪ 4,800 (40%) youth placed in paid internships and apprenticeships, in full-time and part-time employment in both the formal and informal sectors. 	<ul style="list-style-type: none"> • Program Monitoring Information Tracking System. 	<ul style="list-style-type: none"> • That the demand for IT skills in the market will continue to increase; and • That disadvantaged youth are sufficiently motivated to be involved in employment projects.
<p>that establish partnerships or IT training providers, prepare and place n in jobs using IT skills lessons learned and es derived from the</p>	<ul style="list-style-type: none"> ▪ Up to 40 projects supported that have established partnerships between NGOs and/or IT training providers, and businesses. ▪ 36 learning and dissemination events/publications completed. 	<ul style="list-style-type: none"> • Program Monitoring Information Tracking System; and • Internal final evaluation conducted by each grantee. • Event reports and publications produced. 	<ul style="list-style-type: none"> • That NGOs, IT training providers and businesses are receptive to working in partnership to address youth employment training challenges. • That there is a sufficient number of interested grantees in the program to secure counterpart funds. • That there is support and demand for the program and events produced by the program.
<p>GRANTS</p> <p>als; ops:</p>	<ul style="list-style-type: none"> • Up to 40 grants awarded; • 200 applications received; and • Up to 50 proposals prepared with assistance from consultants. • Up to 40 proposals presented to review committee (review committee appointed). • 2,600 promotional packets distributed; • 6 promotional workshops conducted; • 10 promotional site visits. 	<ul style="list-style-type: none"> ▪ Pipeline Documents ▪ Program accounts ▪ Minutes of the Grants Review Committee Meetings ▪ Workshop report and participants lists; and ▪ Program Monitoring Information Tracking System. ▪ Program Monitoring Information Tracking System. 	<ul style="list-style-type: none"> • That the IYF and its network are generating sufficient demand for grants. • That there exists sufficient number of interested grantees and IT training providers that have the infrastructure and capacity (equipment, MIS, accounting) to implement project outcomes and in a cost-effective manner.

Annex I

LOGICAL FRAMEWORK			
VE SUMMARY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>ND DISSEMINATION</p> <p>shops, briefings ference.</p> <p>nce.</p> <p>at International</p> <p>Youth Employment initiative.</p> <p>Impact Report</p> <p>arks Publications</p> <p>nal program</p> <p>itoring and Evaluation racking System.</p> <p>et International.</p>	<ul style="list-style-type: none"> ▪ 1 conference hosted. ▪ 1 conference hosted. ▪ 8 presentations. • 4 conferences and workshops attended; • 16 presentations; and • 4 program sponsors secured. ▪ 1 report written and distributed. ▪ Technical Assistance provided by consultants ▪ 2 interpretation workshops hosted. ▪ 2 reports written and distributed. <p>Up to 40 IYF/MIF project assessments conducted by local consultants</p>	<ul style="list-style-type: none"> • IYF programmatic reports. • IYF programmatic reports. • IYF programmatic reports. • IYF programmatic reports. • Completed documents. • Completed documents. • Completed documents. • System operational; and • IYF programmatic reports. ▪ IYF programmatic reports. 	<p>That there is support and demand for events produced by the program.</p>

ANNEX II

MODEL

REQUEST FOR PROPOSALS GUIDELINES FOR CHALLENGE GRANTS

Youth Employment: Technologies for the Workplace

A Program of the International Youth Foundation
and the Multilateral Investment Fund

The International Youth Foundation (IYF) and the Multilateral Investment Fund (MIF) of the Inter-American Development Bank have established a Program to support youth employment projects in Latin America/Caribbean.

This four-year collaboration between the MIF and the IYF aims to increase the opportunities for employment for youth using information technologies, and to foster new partnerships between local nonprofit organizations and the private sector.

The Program consists of a non-reimbursable donation of US\$10 million from the MIF, which IYF will match with financing obtained from corporate and foundation partners. The fund, to be administered by IYF, will include grant support for up to 40 projects, technical assistance, and a significant learning component to identify, document and disseminate lessons learned from the various projects. US\$ 15 million will be dedicated to grants to eligible NGOs from Latin America and the Caribbean.

This Request for Proposals seeks organizations interested in applying for grants between US\$300-700,000, for projects ranging from 12 months to 3 years' duration. During the 4 years of this program, up to 40 grants will be awarded beginning in October 2001.

The grants will support projects that involve tri-sectoral collaboration, skills training in information technology, and job placement.

The Program will co-finance approximately 75% of the total cost of each grant. Approximately 25% of the cost will need to be covered by the grantee. One-half of this local contribution must be in cash, and the remainder in kind.

IYF has committed to raising one half of the 75% grant funding from donors other than the MIF. For a particular grant, all counterpart funds, local and IYF's, must be secured before final project approval. IYF staff will work closely with grant proponents during the proposal development phase in order to secure the counterpart financing.

In addition to project funding, grantees will receive technical assistance and opportunities to participate in the Program's grant strengthening and learning activities. In the four years of Program implementation, each grantee organization will attend approximately 3 such events.

Background

More than 50% of the population in the region is currently 24 years of age or younger. In some countries such as Bolivia, Guatemala, Haiti and Nicaragua, children and youth make up 60% of the population. Unemployment in the region has consistently increased among youth, with figures varying from 36 to 66%, depending on country¹. Yet the job market in the region is characterized by extremely limited employment opportunities for youth in rural areas; a demand for employment that exceeds supply in the urban areas; and an educational system that does not prepare young people for the world of work.

While the continued economic development of the region depends in great measure on nurturing the technical, business, and leadership skills of young people, businesses universally in the region complain that youth lack the fundamental skills required by businesses to adapt quickly to the shifting demands of the information-based global economy. Perhaps the greatest challenge facing the region today is to create training opportunities that will help close both the digital divide between developed and developing countries and the domestic divide between national economic growth and employment opportunities for low-income youth.

Information Technology (IT) is transforming the world economy: the network revolution is not only forging a new marketplace, but it also is having a profound impact on how business is conducted. Land, physical labor, and capital are becoming of secondary importance in terms of competition on the global market – societies now need skilled “knowledge workers” in order to attract both domestic and foreign investment. Currently, there are over 15.3 million Internet users in the region and that figure is projected to rise to 40.8 million by 2004². In 1997 alone, Internet use increased 800% and the IT market in Latin America by all accounts is rapidly expanding. Youth are reported as accounting for over a third of all Internet users in the region, a significantly higher proportion than the 19% of youth users in the United States³.

The demand for IT skills will continue to increase sharply in the region as more organizations migrate toward the Internet and automate their businesses with application software. Ironically, the resulting shortage of skilled workers to meet demand exists alongside chronic unemployment in many countries. For this reason, there is urgent need for programs to train workers needed today, while making the information and knowledge gained flexible enough to sustain them through tomorrow.

All over the developing world, new technologies have impacted the labor market, and not always in just the IT arena. Many other industries, such as agriculture, telecommunications, travel, and finance have used technology to lower costs and raise production. It is safe to say that a minimum level of educational investment in basic computer training has a high rate of return in terms of employability and social mobility.

¹ Youth in this program are those individuals that fall between 16-29 years of age.

² Emarketer.com. eLatin America Report. 2000.

³ Emarketer.com; and Tawfik.

One does not have to be trained in highly technical fields in order to develop necessary aptitudes for the Information Age.

The next few years will be pivotal ones for the development and growth of Latin America's IT industry and it is critical that young people are given the skills and opportunities to take part in the e-revolution, whether it be as call center customer service representatives or as software engineers. Given the overwhelming youthfulness of the region and the fact that young people tend to suffer unemployment rates three times that of their adult counterparts, young Latin Americans are both the most able to fill labor market gap caused by the IY boom and those most in need of the jobs it has created.

The International Youth Foundation

Over the past decade, the International Youth Foundation (IYF) and its Partner organizations in Latin America, Eastern Europe, Africa and Asia, have gained international recognition for their support of a wide range of programs and services. The 11 IYF partner organizations in the region are examples of intermediary, operating organizations.⁴ They are known for their imaginative and effective work providing financial support, as well as training and services for youth at the national level. The track record of the partner organizations is impressive. They support a wide diversity of programs according to local needs, yet all share similar approaches to supporting youth development. While no two partners are alike, they share similar attributes, including: a professional staff, a high level and representative board of directors, support to networks of local grassroots and non-governmental organizations, grantmaking as well as operating programs, and collaborative relationships with the public and business sectors. Today, IYF has partner organizations in 9 MIF member countries. These organizations will be an important network through which potential projects will be identified.

IYF administers more than US\$50 million in grant programs from foundations such as the W. K. Kellogg Foundation and dozens of corporate donors including Lucent Technologies, Nokia, Microsoft and Cisco Systems. IYF has become a leader in forging new relationships with the public and private sector, especially with multilateral agencies. It has played a critical role over the last 10 years advancing tri-sectoral partnerships, in which the private, public and NGO sectors join efforts on behalf of youth. Such programs have already positively impacted the lives of over five million young people. Still, IYF realizes that the magnitude and scope of challenges facing young people demand even greater commitment, investment, and innovation from all sectors of society. As a co-financing partner in this program, IYF will bring to bear new resources raised from corporations and foundations to match the MIF's contribution one to one.

⁴ IYF's Partners in Latin America include: *Fundación Sustentabilidad, Educación, Solidariedad* and *Fundación YPF* in Argentina; *Fundação Abrinq* in Brazil; *Alianza para la Incidencia en Políticas Públicas de Juventud* in Colombia; *Fundación Esquel-Ecuador*; *Fundación de la Comunidad de Oaxaca* and *Fundación VAMOS* in Mexico; *Centro para la Información y Recursos para el Desarrollo* in Paraguay; *Centro de Información y Educación para la Prevención del Abuso de Drogas* in Perú; *Foro Juvenil* in Uruguay; and *Oportunidades* in Venezuela.

The Multilateral Investment Fund

The Multilateral Investment Fund (MIF) was established in 1993 to encourage the growing role of the private sector in Latin America and the Caribbean. Equipped with funding of US \$1.3 billion, MIF was given a broad and flexible mandate to address rapidly changing private sector development needs. Using both grants and investment mechanisms, MIF supports small-scale, targeted interventions that pilot new approaches and act as a catalyst for larger reforms. MIF is now the major source of technical assistance grants for private sector development in Latin America and the Caribbean. Through its almost 400 projects, MIF has promoted and assisted in macroeconomic reforms, strengthening the environment for business, building the capabilities and skills standards of the workforce, and broadening the economic participation of smaller enterprises.

Information Technology

While information technology evolves at an accelerating rate, for the purposes of this Program IT is defined as: the hardware, software, telecommunications technology, human skills, services and supporting infrastructure to manage and deliver information (data, knowledge, and language), in all digital, print, audio, and visual, formats.

The use of IT encompasses nearly every type of business such as manufacturers, retailers, financial institutions, publishers, research firms, medical institutions, law enforcement agencies, educational institutions, governments, and non-profit organizations .The range of IT jobs include:

Setting up and/or managing a network of computers; selling products or services on the Internet; creating Web pages; designing 3-D artwork; producing videos digitally; administering a company's database; providing IT technical support; assembling, servicing and repairing technologies; operating electronic devices for recording/scanning, sales/purchasing, and shipping/receiving; providing customer service (sales, customer sign-up, call redirect); operating office equipment for information processing such as operating a communication system, work processing and document preparation, presentation formatting, and audio/visual aid; telemarketing – communication equipment, computer/data entry); data entry technician; constructing the IT infrastructure such as building wireless tower installation; and introducing technology that enhances the business practices of a select beneficiaries such as providing internet training and connectivity to farmers improve their understanding and control over the agricultural market in their region.

The Program

The Youth Employment: Technologies in the Workplace Program is designed to make a significant contribution to building a bridge between the labor market and the youth whose interests and capabilities make them ideal candidates entering the market.

IYF and the MIF are especially interested in supporting projects that establish partnerships between NGOs and businesses and/or information technology training providers that prepare and place disadvantaged youth in jobs using IT skills.

Projects receiving support will be characterized by:

1. Employment training that responds to an identified labor market need and the use of information technology.
2. A clear strategy for placing trained youth in jobs.
3. Beneficiaries (youth aged 14 – 29, with special consideration given to young women) who come from low-income or disadvantaged backgrounds.
4. Activities that combine technical training with business life-skills that enable young people to successfully enter and remain in the labor market.

Eligible types of activities that may receive grant financing under this program:

1. Development of innovative and cost-effective IT training products, methods, and materials. **Training products** may consist of any combination of the following: curricula, short courses, training modules, training networks and consortia, methodologies for analyzing training needs, methodologies for forecasting training needs, evaluation tools, certification frameworks, information data bases, open and distance learning material; **training methods** could include: group training, distance training, semi-autonomous/flexible training; **training materials**: printed (books, manuals, guides), audio cassettes, video cassettes, electronic-based materials.
2. Training of trainers through targeted short courses and workshops.
3. Collaborative programs involving IT training providers, local educational agencies, businesses, firms, or combinations thereof to facilitate the youth employment as a direct result of the training.
4. Development of methods for leveraging additional resources from public/private sources.
5. Capacity building to upgrade technical knowledge or adopt new technologies for employment training geared to specific labor market and to secure more up-to-date training equipment and software to meet training requirements.

Eligible Institutions

Eligible grantees are local, regional or national nonprofit organizations with a strong potential or experience in employment training for youth. These include organizations working with youth, business associations, chambers of commerce, and training or technical institutions. The grantee organization must be from a member country of the MIF (see attached list). IYF is committed to ensuring geographic equity in the distribution of resources.

Roles for Participating Institutions

Grantee: Must be a non-governmental, nonprofit, organization, with capacity to reach and train youth from disadvantaged backgrounds. Must be capable of providing training in information technology field, or of partnering with an institution with such capacity.

Private training institution: May be nonprofit or for profit, capable of providing the required training to attend to labor demand. Grantee organization can partner with such to ensure quality training and infrastructure.

Local corporation/business: Participates as donor, providing local counterpart of approximately 25% of total project costs, and/or as project partner to provide jobs for trainees.

Government: May contribute counterpart financial support, training, or job placement.

Criteria for Eligibility and Selection

Grants will be awarded on a competitive basis taking into account the following factors:

Context

- Extent to which project addresses a local employment need/labor market;
- Extent to which project is designed to ensure placement of youth trained;
- Institutional ability to reach youth from underprivileged backgrounds (including gender, ethnicity, educational, economic).

Beneficiaries/Trainees:

- Capacity of organization to ensure that youth participating in its training program are between 16 and 29 years of age;
- Evidence that at least 70% of participants are from very low-income backgrounds, and face other economic or social disadvantages;
- Proposal shows strategies for ensuring involvement of young women in the training and job placement activities;
- Extent to which project incorporates complimentary training and educational reinforcement for youth whose backgrounds may prevent them from successfully completing the technical training.

Institutional

- Proven institutional capacity to administer grant funds (accounting processes in order);
- Extent of institutional expertise/experience in the area of youth employment;
- Capacity of grantees to identify/secure counterpart financial and in-kind support for the program, with IYF assistance;
- Capacity to secure collaborative participation from a private sector partner;
- Experience in the field of information technology - what the institution has done before in this area;

- Capacity to sustain program activities beyond the life of the grant.

Process

- Ability of project to promote and secure tri-sectoral collaboration;
- Extent to which project involved additional stakeholder agencies in the implementation;
- Extent and significance of youth participation in the project;
- Gender equity considerations.

Program

- Extent to which the project approach has proven to be successful elsewhere;
- Cost-effectiveness is reasonable and replicable in a similar context;
- Potential of project for scaling up;
- Evaluation plan: Project has identified desired outcomes and outputs, identified indicators for measuring results and has a plan for disseminating;
- Extent to which project approach is linked to IYF/MIF learning agenda.

IT Focus Criteria

- Demonstrated capacity of the grantee to deliver proposed IT activities, or partner with an organization with such demonstrated capacity from the public, private, or nonprofit sector;
- Strength of job placement or internship component;
- How well the training and the technology introduced is matched to local labor market;
- Capacity of the training to improve the competitiveness of the individual in a particular sector of the market;
- Capacity of the project to provide skills and knowledge to prepare youth to enter and succeed in the workplace.

Other Criteria

- Geographic Diversity (all MIF countries eligible);

Submitting Preliminary Applications

Preliminary Applications should be 5 to 7 pages in length. Preliminary applications will be reviewed and selected according to the extent to which they meet criteria for eligibility and selection (see above). Applicants who are successful in this phase are then invited to submit a full proposal, which is developed with the support and collaboration of IYF staff.

Content of Preliminary Applications:

1. Project background (*estimated length: 1 page*)

A clear understanding of the project proposal, its rationale, impact, and how it differs from or builds on other projects of a similar nature in the country or region should be provided.

2. Requesting institution *(estimated length: 1 page)*

An overview of the organization that is requesting the grant resources should be provided, including its legal status and date constituted, description of the activities of the institution, current annual budget, and a justification as to why it is well-positioned to manage a grant project of this nature. Include a brief description of the other organizations that will participate in the project.

3. Project objectives, main activities and direct beneficiaries *(estimated length: 2 pages)*

The specific objectives of the proposed project should be clearly articulated. The main activities of the project should be discussed in relation to how they contribute to achieving the project objectives. Describe the direct beneficiaries of the project including their number, ages, geographic location, education, economic status, and gender.

4. Estimated cost and proposed financing composition *(estimated length: 1 page, including a cost table, with columns that illustrate IYF resources and local counterpart resources)*

An application must provide a table of major cost items with columns showing *how the proposed grant and local resources, respectively, are allocated to each cost item*. The likely local funding source(s) and estimated timing of receiving the funds must be mentioned.

The amount of the grant requested may be from US\$ 300,000 to US\$700,000. The applicant must provide approximately 25% of the total project cost from its own funds or those it secures from donors. Half of this local counterpart financing must be in cash, and half can be in kind. By way of example,

Grant requested:	700,000
Local funds:	233,000 (half of which may be in kind)
Total project cost:	933,000

Costs eligible for IYF support are actual costs borne by the institutions during the duration of the project and necessary for the performance of the work defined in the project. Costs may include all or part of the following general categories: consultant costs, travel and per diem, direct or sub-contracting costs for training and job placement initiatives, training of trainers, development of training materials, support to trainees, computing equipment (subject to proper justification), project evaluation, and technical staff development. Grant funds may not be used for the following (but the local counterpart funds may pay for them): purchase of vehicles, land, and buildings; and construction of any kind.

5. Executing agency and execution mechanism *(estimated length: 1/2 page)*

A detailed description of the proposed project execution structure (e.g. Project Execution Unit) that will be responsible for the day-to-day project management (e.g. staffing requirements, etc.) should be presented. Other items to include are: (i) a description of the action plan/overall timetable in terms of the main operational phases of the project, and what is intended to be achieved in each phase; (ii) a description of the internal

arrangements for project management, monitoring, and evaluation; and, (iii) a definition of the management procedures and processes that would be used to implement the above action plan. Each project must be conducted during a 12 to 36 month period from the date of signature of the corresponding project execution contract with IYF.

6. Expected outcomes, dissemination and evaluation (*estimated length: 1 page*)

This section should describe how the results will be disseminated (“dissemination” means making available to other interested organizations/persons the outcomes/results of the project). It should also address the strategy that will be implemented to market and promote the project’s results as widely as possible. Finally, it should describe the evaluation strategy and criteria that will be followed for each phase of the project’s life. Performance monitoring and evaluation indicators, and means of verification must be provided and should correspond to each project activity called for in the project.

Application Procedure

The International Youth Foundation will use competitive methods to select the best applications. Applicants who are selected will work together with IYF staff to complete a full proposal and work on obtaining both local and IYF counterpart funds.

Applicants should expect to be notified of application status within three weeks of receipt.

A Grant Review Committee composed of Latin American youth employment experts and IYF senior management will be responsible for final approval of project grants.

Full proposals will be developed in collaboration with IYF staff. This is important, as IYF is responsible for matching the MIF funding, sometimes on a project-by-project basis. This process will vary in terms of time, depending on the ease with which the counterpart funds are obtained.

It is understood that if counterpart funds are not identified for an otherwise worthy project, the project will not receive the funding.

Completed Preliminary Applications should be submitted to:

Director
Youth Employment Technologies in the Workplace Program
International Youth Foundation
32 South Street
Baltimore, MD 21202
Email: _____
Phone: 410-347-1500
Fax: 410-347-1188

PROPOSED RESOLUTION

**REGIONAL. NONREIMBURSABLE TECHNICAL COOPERATION FOR
THE YOUTH EMPLOYMENT: TECHNOLOGIES IN THE
WORKPLACE PROGRAM**

The Donors Committee of the Multilateral Investment Fund

RESOLVES:

1. That the President of the Inter-American Development Bank or such representative as he shall designate is authorized, in the name and on behalf of the Bank, as Administrator of the Multilateral Investment Fund, to enter into such agreements as may be necessary with the International Youth Foundation, and to take such additional measures as may be pertinent for the execution of the project proposal contained in Document MIF/AT-_____ with respect to a technical cooperation for the Youth Employment: Technologies in the Workplace Program.
2. That up to the amount of US\$10,000,000, or its equivalent in other convertible currencies, shall be authorized for the purpose of this resolution, chargeable to resources of the Human Resources Facility of the Multilateral Investment Fund.
3. That the above-mentioned sum is to be provided on a nonreimbursable basis.