

PROJECT STATUS REPORT

JULY 2012 - DECEMBER 2012

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Sports as a Tool to Improve Youth Employment

Project Number: RG-M1168 - Operation Number: ATN/ME-12242-RG

Result: To increase job placement opportunities for low-income youth by expanding and improving the "A Ganar" model.

Country Administrator
UNITED STATES

Beneficiary Country
ARGENTINA, BRAZIL, COLOMBIA,
DOMINICAN REPUBLIC, ECUADOR,
HAITI, JAMAICA, MEXICO, URUGUAY

Group
WSD - Worker Skills Development

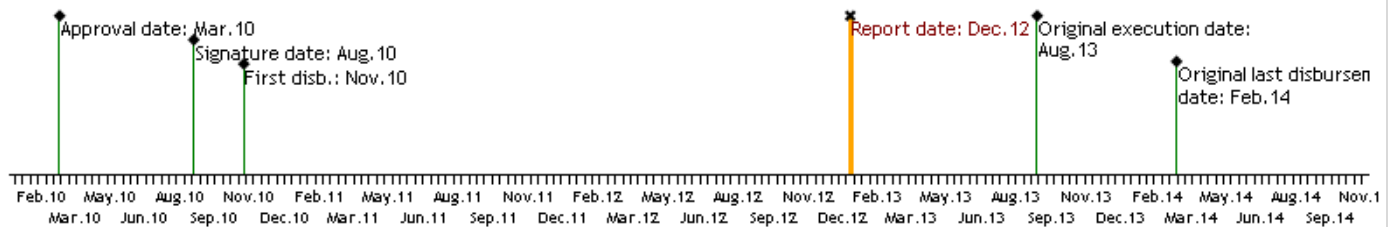
Subgroup
YTRG - Youth Training

Executing Agency:

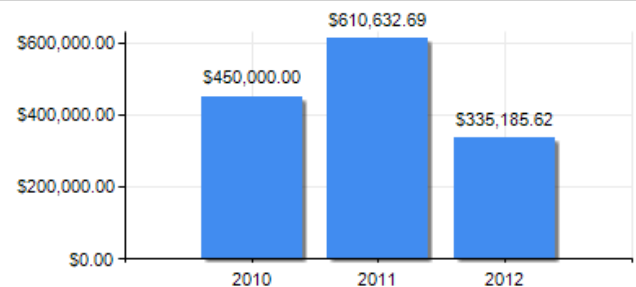
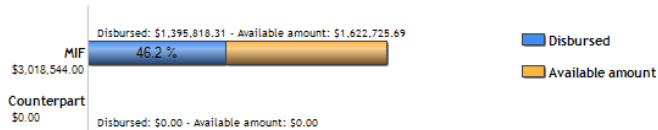
Design Team Leader: Vela, Maritza

Supervision Team Leader: Vela, Maritza

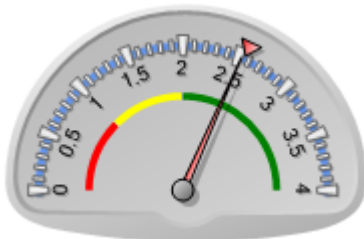
TIMELINE



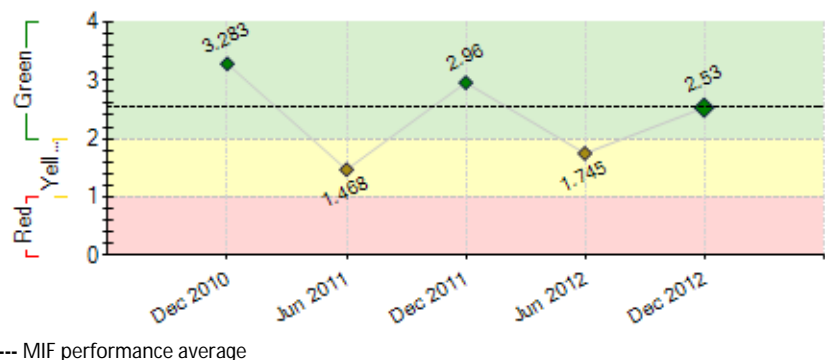
FUNDS



PERFORMANCE SCORE



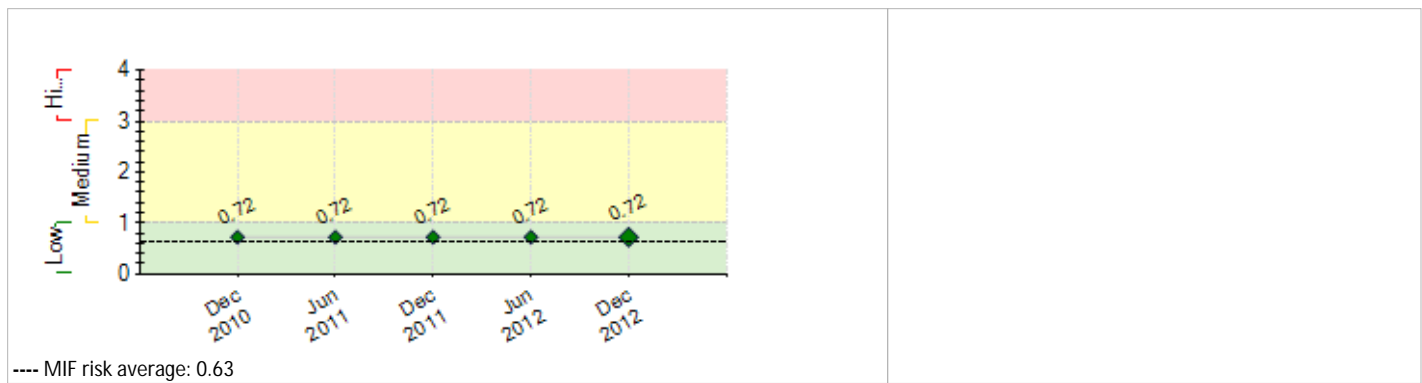
Current score: Satisfactory: 2.53
MIF Average: 2.558



EXTERNAL RISKS

INSTITUTIONAL CAPACITY

Risk
Financial Management: Medium
Procurement: Low
Technical Capacity: Medium



SECTION 2: PERFORMANCE

Summary of project performance since inception

Partners continues to address standardization in program structure, enhancing quality of sub-contract structures, increasing involvement of field staff in overall program planning

- Partner hired a deputy director and has begun process of restructuring staff roles per plan approved by MIF and USAID
- Partners created an Executive Team with the CEO, CFO, Program Director and the Deputy Director
- Working with the IDB/MIF evaluator sent to our executing countries, we have established goals for programmatic improvements to be incorporated in future proposals and contracts
- Partners hired a short-term consultant to review staff and organizational structure towards improvements in efficiency.
- Hiring coordinating organization FUDELA to work on systematization of documents, manuals, and practices in implementation

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

Please upload consultant's organizational structure report and Partners new structure in response to recommendations.

Summary of project performance in the last six months

In Sept, a workshop was held with program coordinators and the MIF, to help share best practices and standardize the program.

Brazil: started a new group of youth training in Rio with funding from FIFA. The group includes 8 youth refugees, in partnership with the UNHCR. Highlighted in FIFA media tour in December, and received site visit from Partners.

Colombia: General program activities complete, the staff will offer additional training activities for graduates still looking for employment (with remaining program funds.) Partners continues to develop a relationship with SENA. Staff representatives attended OVE Evaluation meeting in Nov in Medellin.

Ecuador: Program training is complete. Ecuador staff continue to offer follow-on support for graduates.

Haiti: The program continues to be delayed, with youth in only phases 1 and 2, plans for internships are not seen as realistic and so Partners is working with the MIF on revising plans in Haiti, and perhaps reallocating funds to another program.

Mexico: Program awarded Mexican Center for Philanthropy CEMEFI PepsiCo Foundation award. Mexico had a number of graduations and has now exceeded its training goal, reaching 1187 youth. A documentary about the program is being developed.

Uruguay: The last groups of youth are in training, and are on track to complete shortly. Staff presented the program at the IDB's General Assembly in Montevideo.

Comments from the Supervision Team Leader

Partially Agree with the Executing Agency comments

Please include data of youth who have graduated and obtained an employment form chart signed by Horacio Correa for each country. This would help reader to have a clear picture of results in each country. Verify numbers in Mexico since 485 are in training currently.

SECTION 3: INDICATORS AND MILESTONES

Indicators	Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
P.11 Number of young people who complete the 3 phases of the	0				4050	2316	

Result: To increase job placement opportunities for low-income youth by expanding and improving the "A Ganar" model.	program (75% of the 5,400 participants).					Aug 2013	Mar 2012	
	P.12 Number of young people who have found a job, started a business, or returned to school (70% of the 4,050 graduates).	0				2835	1119	
						Aug 2013	Mar 2012	

Component 2: Adaptation of the "A Ganar" model. Prepare phase I manual based on soccer documents. Weight: 10% Classification: Satisfactory	C2.11 The "A Ganar" model is used by at least 14 NGOs (including the organizations affiliated with Partners of the Americas) in the region as one of their training and job placement models.	0				14	32	Finished
	C2.12 The model is adapted to the new countries, with one implementation manual per country that includes the relevant sports and has been translated into the appropriate language (Spanish, Creole, Portuguese, or English).	0				6	3	Delayed
	C2.13 A new entrepreneurship model is developed and included in the implementation manuals according to the context and the local needs of the country.	0				1	1	Finished
	C2.14 A new service learning model is included as a standard component of local curricula.	0				1	1	Finished

Component 3: Youth Training Weight: 45% Classification: Satisfactory	C3.11 Young people enrolled in the program (Argentina, Brazil (Rio, Minas, Ceara), Colombia, Dominican Republic, Ecuador, Haiti, Jamaica, Mexico, and Uruguay).	0				5400	5058	
	C3.12 Participating youth complete the first 2 phases of training (employability and technical skills)	0				4050		

Component 4: Internships and Job Placement Weight: 30% Classification: Satisfactory	C4.11 Young people gain on-the-job experience through internships or apprenticeships at local firms.	0				4050	0	Delayed
	C4.12 Graduate programs are established to provide motivation and facilitate the transition to the job market	0				9	9	Finished

Component 5: Monitoring and Dissemination Weight: 15% Classification: Unsatisfactory	C5.11 Monitoring system provides data on all the participating countries.	0				1		
	C5.12 Additional donors and/or organizations are interested in cofinancing and/or adopting the new "A Ganar" model.	0				2		
	C5.13 Strategy is prepared for validating the importance and potential of sports for improving the job opportunities for young people.	0				1		

Milestones	Planned	Due Date	Achieved	Date achieved	Status
M0 Previous Conditions	1	Feb 2011	1	Feb 2011	Achieved
M1 Modelos de curricula preparados por cada país y cada nuevo deporte y 8 organizaciones líderes identificadas y contratadas	8	Feb 2011	8	Mar 2011	Achieved late
M2 (1) 1650 Jóvenes inscritos en el Programa; (2) 8 organizaciones capacitadas para implementar A Ganar; (3) visitas a cada país por parte del equipo de PoA; (4) visitas mensuales a cada proyecto por el equipo líder local en cada país	1650	May 2011	1650	May 2011	Achieved
M3 [*] (1) 3300 jóvenes han empezado capacitación; (2) 1230 jóvenes han terminado 3 fases (75% de 1650 inscritos); (3) 14 ECAs han firmado acuerdos y están trabajando con Partners.	3300	Nov 2011	3872	Nov 2011	Achieved
M4 [*] (1) 4800 jóvenes han iniciado capacitación; (2) sistema de monitoreo de jóvenes en funcionamiento para cada país	4800	Feb 2012	5058	Sep 2012	Achieved late
M5 [*] (1) 860 jóvenes trabajando, estudiando o con su propio emprendimiento; (2) 6 videos con historias de jóvenes del Programa	860	Apr 2012	1754	Jun 2012	Achieved late
M6 [*] (1) 3750 jóvenes han terminado 3 fases de capacitación; (2) 50% de jóvenes insertados laboralmente; (3) videos de países seleccionados; (4) información completa en sistema de M&E; (5) informe final y auditoría final	2918	Jun 2012	0	Dec 2012	Not Achieved

[*] Indicate that the milestone has been reformulated

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[X] Others, which?: Local context in Haiti

SECTION 4: RISKS**MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE**

	Level	Mitigation action	Responsible
1. Difficulty in arranging internships and/or jobs at firms.	Medium	Agreements will be negotiated with institutions that have contacts with the private sector, public sector, and universities, which will facilitate this task.	Project Coordinator
2. Participating youth may drop out of the program	Low	Hiring training personnel, psychologists and/or social workers to provide ongoing support to the young people, as well as job counseling workshops and talks on topics of interest to them.	Project Coordinator
PROJECT RISK LEVEL: Low TOTAL NUMBER OF RISKS: 2 IN EFFECT RISKS: 2 NOT IN EFFECT RISKS: 0 MITIGATED RISKS: 0			

SECTION 5: SUSTAINABILITY

Likelihood of project sustainability after project completion: P - Probable

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY

Issue	Comments
[X] Lack of a sustainability plan or its inadequate implementation	
Actions related to sustainability which will be or have been implemented:	
The program continues to address sustainability in a number of ways *Increasing visibility of the program in countries of execution (FIFA media tour in Brazil, awards won in Mexico, etc) *Improving our monitoring and evaluation tools to help report impact and attract new donors	

SECTION 6: PRACTICAL LESSONS

	Relative to Design	Author Nico, Linda
1. The program has seen the importance of standardization in program structure, clarity in sub-contract structures, and increased involvement of field staff in overall program planning, especially in programs of scale.		