

**MULTILATERAL INVESTMENT FUND
PROJECT ABSTRACT**

I. BASIC PROJECT DATA

Title:	Youth Employability and Soccer	
Project Number:	TC0207033	
Country:	Regional (Brazil, Ecuador, and Costa Rica)	
Executing Agency:	Partners of the Americas	
Financing:	MIF—Human Resources Facility	US \$ 3,000,000
	Partners of the Americas	US \$ 1,000,000
	FIFA:	<u>US \$ 1,000,000</u>
	Total:	US \$ 5,000,000
Application Date:	July 2002	

II. BACKGROUND

A. Project background

- 2.1 In early 2002, the Bank signed an agreement with FIFA, the international soccer governing body, to work together on programs benefiting Latin American youth. Understanding the importance of providing youth with technical employment training and the programmatic opportunities for utilizing soccer, the MIF is now proposing to work with Partners of the America, and with the regional confederations of FIFA – the Confederation of North, Central America and Caribbean (CONCACAF) and the South American Confederation (CONMEBOL), to develop a program that takes advantage of young people’s enthusiasm for sports to increase the quality, relevance, and productive impact of vocational training in selected pilot countries.
- 2.2 The proposed program will be implemented initially in three countries: Brazil, Ecuador and Costa Rica. The program model will create structures through which local stakeholders in youth employment will carry out project activities. The model builds upon the inherent strengths and resources within each project site in an effort to promote local ownership and program sustainability. The program creates a powerful partnership model, which harnesses a passion for soccer with workforce development in order to produce new opportunities for youth and the private sector. Local and hemisphere-wide boards will facilitate the movement of private resources and the expectation is that this model will be tested first in three countries and then taken to scale and replicated in other communities throughout the hemisphere.

B. Youth population and employment

- 2.3 The youth (15-25 years) unemployment rate in Latin America and the Caribbean is nearly double that of the rest of the labor force, according to studies done by the Bank and the International Labor Organization. In virtually every country throughout Latin America and the Caribbean those 25 years old and younger constitute a majority of the population. The gross enrollment rate for secondary education in the region is only 60 percent for this age group, and half of all youth do not complete their formal education.
- 2.4 The majority the Latin American labor force is employed in the service sector, specifically 50 percent of men and 73 percent of women. These numbers are part of a region-wide trend in which the service sector, which includes hotels, real estate, banking, financial services and tourism, is creating most new jobs. The skills needed to succeed in non-traditional sectors like the service industry, new manufacturing and tourism are very different from employment skills needed just a few years ago. Jobs in these new sectors require personal and non-traditional vocational skills like customer service, computer and software literacy, marketing and business skills, and financial aptitude.
- 2.5 Even with the growth in new sectors, however, there is still need among traditional industries for an adequately trained labor pool. As these industries adopt new technologies and strive to improve efficiency to compete regionally and globally, employees with skills that enhance productivity are required. One of the greatest cost burdens for corporations throughout the world, including the Americas, is employee training. These costs are exacerbated by high turnover, which is greatest among least trained and educated employees. Adding to the training burdens of companies, many people lack the basic job readiness skills, such as punctuality, teamwork, and organization.
- 2.6 There is a shortage of both skilled and unskilled labor in many parts of Latin America and the Caribbean and regional employers are continuously looking for new pools of potential employees with a diversity of skills. Latin America is characterized by a supply of skilled workers and technicians that has fallen short of demand even when wages are increasing.

C. Vocational education

- 2.7 Many youth throughout the region are unaware of available vocational training services. Often what they do know is insufficient to motivate them to get involved because they cannot see the value of training to employability. Even for those that see the value and know the programs, participating is often impossible because of proximity and financial constraints.
- 2.8 Recent studies indicate that there are certain key elements necessary for successful vocational education programs.
- Involve the business community

- Link stakeholders, including local government
- Include training both specific to jobs and for the world of work
- Provide flexibility and innovation
- Combine theoretical and applied knowledge

2.9 The youth employment stakeholders, throughout much of Latin America, lack the important sectoral linkages that would enhance their effectiveness in adequately preparing youth for the local workforce. Most technical training and basic employability skills providers do not have working relations with the local private sector which creates gaps in the skills development programs.

D. Latin America, soccer, and youth

2.10 This project will integrate skills training with soccer, using community soccer leagues, identified by national soccer federations in each country, as catalysts to attract youth and to mobilize local collaborators in support of technical employment training. The program combines the power and creative energy of youth with market specific skills to create a more vibrant local workforce. Through the program, young people learn the value of teamwork, setting goals, and focusing on results. These are basic tools needed to meet the challenges of the global markets of today and tomorrow.

2.11 Soccer captures the attention and passion of young people throughout Latin America. While there are many sports in which young people participate throughout the world, soccer is played by over 200 million men, women, and children and enjoyed by billions¹. The powerful attributes of soccer make it an attractive tool for involving youth in improving their future development. The countries selected for this pilot program all have highly organized and committed national football associations that are prepared to support the training model proposed. Drawing on the local support of the national soccer associations helps both to leverage the model and to secure investment and support from the local communities.

2.12 Soccer has all the elements to be a potent tool for teaching young people important work related skills. On the soccer field, teams are filled with players that fulfill specific functions but are united for a common purpose. Leadership on the team and on the field is important and is demonstrated by the “captains” or more experienced players. Youth who play on a well-organized team will be better prepared for the workforce as they see what they learn on the field can help a lot on the job. At a restaurant, for example, the employees, from the cook to the greeter, all have specific functions but share a common purpose, to provide a quality dining experience. Just like on the soccer field, teamwork and leadership are important to the efficient and effective functioning of the restaurant.

¹ FIFA World Cup Statistics, 1998.

- 2.13 Sport has moved outside the realm of simple competition into the domain of big business. Soccer clubs are private, highly valued commodities generating important revenues for communities. Soccer has both a business and popular appeal, which Partners will leverage to make the program successful. Businesses will support the project because it both helps create a better-prepared workforce and gives them creative new marketing opportunities. Youth participate because of their fascination with sports, and in so doing they acquire new, marketable skills that improve their employability.

E. Partners of the Americas

- 2.14 Partners of the Americas (Partners) is a network of citizens from Latin America, the Caribbean and the United States, who volunteer to work together to improve the lives of people across the region. Besides providing technical assistance and training to communities in Latin America, Partners' network of volunteers promotes collaboration in the region's social and economic development through working relationships among professionals and institutions across the hemisphere. Partners includes 120 autonomous local chapters. These chapters, drawing upon volunteers and supported by professional staff, have strong ties to relevant sectors including soccer, vocational education, national and local governments, and private industry. The chapters are therefore excellent convening facilitators for community involvement in a wide variety of initiatives, including youth training programs.
- 2.15 Partners of the Americas has 38 years of experience implementing regional programs with the public and private sectors. Partners' reputation for management and financial integrity is extremely strong. The countries targeted in this pilot program, Brazil, Ecuador and Costa Rica, have been identified for two main reasons: one, the local soccer federation in each country is highly organized and committed to supporting the program and two, because Partners has significant representation at the volunteer and community level in these countries.

F. The Football Confederation: CONMEBOL and CONCACAF

- 2.16 FIFA (Federation Internationale de Football Association) is supported by its regional confederations, CONMEBOL in South America and CONCACAF in North America, Central America and the Caribbean. CONCACAF and CONMEBOL are two of the six continental confederations of FIFA and serve as governing bodies of football for all of Latin America and the Caribbean. The Football Confederations help to build the image of soccer throughout the region. The Confederations have streamlined their administrations, improved their marketing efforts and in the case of CONCACAF, put in place a new communications department. The improvements off the field are already being reflected in increased world attention being paid to the region and to the increasing development of teams and players of the highest quality. Both

Federations have developed technical assistance programs in support of youth development. The proposed project will work with the national associations, members of the regional confederations in each country.

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III. OBJECTIVES, COMPONENTS AND ACTIVITIES

- 3.1 The overall objective of the program is to create, test and apply a partnership model which improves youth employment prospects in select countries of Latin America. This is a pilot project that proposes to develop and test a model for using sport to improve workforce opportunities for youth. The project will: (i) offer demand-driven job training in areas which increase productivity; (ii) strengthen the local base for competitive private sector activity; and (iii) build youth leadership, for both business and communities, through sports.
- 3.2 The model brings together key local stakeholders, including the private, non-government and government sectors, to develop demand-driven job training programs that create a better-trained labor force and improve local productivity. The long-term vision is to transplant the model throughout each of the three initial project countries and then throughout the hemisphere.
- 3.3 The model uses sport as a magnet to involve stakeholders who might otherwise not come together. This is powerful. Companies see the immediate value of associating themselves with the universal attractor: soccer/futbol. They not only get improved public exposure, but also assistance with their workforce development. Youth, who might not ever consider pursuing vocational education options, are excited about the program. Finally, service providers along with local governments see the inherent power of the model and enthusiastically want to participate.

B. Components

- 3.4 The model proposed by Partners has three main components that are designed to provide youth with demand-driven technical vocational skills:
- **Asset Mapping:** to define the needed support for community soccer leagues, the mechanisms for attracting youth participation, and for teaching young people workforce essentials such as teamwork, goal setting, and leadership.
 - **Technical training** that provides youth participants with employment skills driven by local demand that reflects their individual interests and educational capacity.
 - **Employment** for qualified youth, allowing them to apply the basic and technical skills that they have learned.
- 3.5 Component I: Asset mapping (\$750,000: MIF \$250,000; Counterpart \$500,000): This component will finance a detailed asset mapping analysis of the three project sites. As part of initial project preparation, a preliminary analysis was conducted in Recife, Brazil. Similar exercises will be carried out in targeted communities in Uruguay and Guatemala. The asset mapping creates a picture of the strengths and gaps that affect the training-placement process in each community and identifies the principle barriers that youth face in acquiring job skills and obtaining employment. The analysis will be done in collaboration with FIFA so that the mapping includes the availability of soccer programs and facilities for youth, as well as the quality and supply of job skills training programs, the composition of local industry and their employment needs, and the nature of local infrastructure like education, transportation and communications. This information allows for customized tailoring of the model to local needs, for example how soccer facilities or leagues need to be improved, or how training programs responsive to the demands of local industry should be developed.
- 3.6 To foster local ownership and management of the project, this component will finance the convening in each community of a project board of 8 – 12 individuals, who will serve three year terms and comprise mostly private sector executives, but also include league management organizations, youth focused/professional development representatives, and local governments. Primarily the board will have an advisory and publicity function that ranges from providing ideas and advice for program content to raising funds and elevating project profile. The Project will organize workshops and seminars with the boards to develop their capacity so they eventually function like non-profit structures with fiduciary powers, and with the ability to hire an executive director, fundraise and approve major decisions.
- 3.7 To raise the project profile throughout the hemisphere, Partners will work with CONMEBOL and CONCACAF to create an eight member hemisphere-wide advisory board made up of multi-national executives (3), athletes (2), media (2) and a youth expert (1). The private sector executives will represent companies with a presence in each target country. The same applies for the media

- representatives and the athletes will have regional acclaim as well. The youth expert will provide substantive input to the board regarding how the model makes a difference and why others should support it.
- 3.8 With the financial and infrastructure support of the national football associations, the Project will help develop or revitalize athletic facilities for competitive play and practice throughout the project area. These improved facilities will offer local and national businesses an opportunity to visibly support the program and will help to support local communities. The national associations are interested in constructing/improving soccer facilities, and these facilities increase the power of the “magnet,” which draws young people to vocational education which is the purpose of the model.
- 3.9 Component 2 Technical vocational training (\$1,500,000: MIF \$750,000, Counterpart \$750,000).
- 3.10 A major component of the model is to bring together three key youth employability sectors and develop functional relationships. These sectors include the basic employment skills providers, technical vocational education institutes and local employers. Organizations from these various sectors will develop partnerships that will compete for grants. The grants program will provide on average five competitive grants in each site valuing between 50,000 and \$150,000.
- 3.11 The Project will create guidelines for grant recipients that will guarantee consistency throughout all the programs and ensure effective performance and financial integrity. Furthermore, the Project will provide technical assistance to the grantees as well as conduct regular monitoring of the training grants.
- 3.12 Component 3 Employment opportunities for youth (\$1,500,000: MIF \$1,000,000, Counterpart \$500,000)
- 3.13 The project will implement a publicity and public outreach campaign through linkages with local media. CONCECAF and CONMEBOL and other international, national and local sports associations and foundations will engage high-profile sports figures to participate in the campaign to attract participants, eliminate the stigma associated with vocational education, encourage community involvement and provide marketing and promotional opportunities for businesses. The soccer leagues will attract youth that want an opportunity to play competitively and be a part of a team. The outreach campaign will also build the project’s profile and stimulate private sector sponsorship for the teams, which will provide for the uniforms and basic equipment needs. Partners and the league manager will engage the private sector to illustrate program benefits beyond vocational education such as developing stronger community ties, enhancing business image, and creating new marketing opportunities.

- 3.14 The Project's advisory board will engage employers to create practical opportunities for project participants through meetings and publicity campaigns. The investment of the private sector in the local model, from leagues to technical training, will earn them access to trained youth that can serve as interns and apprentices in their workforce. This provides youth with practical experience and provides the employer an opportunity to evaluate potential new employees and simultaneously reduce training costs.

IV. COST AND FINANCING

- 4.1 The project will be executed over a 3-year period in three countries. The MIF will provide \$3 million; Partners \$1 million, of which \$500,000 will be cash funds raised from private sector sponsorships, foundations, and direct fundraising and the remainder in-kind; and CONCECAF and CONMEBOL will contribute \$1 million in kind to the locally identified leagues in each country.
- 4.2 \$3,750,000 of the project resources will be used to deliver the technical assistance components, divided equally among the participating countries; the balance \$1,250,000 will be used for project administration, monitoring, evaluation and dissemination of the model.

V. EXECUTING AGENCY

- 5.1 This program will be administered by Partners of the Americas, a non-profit organization based in Washington D.C. with a network of 120 local autonomous chapters across the Americas. As the hub of a dynamic institutional network and an organization with a proven track record in securing funding from other donors, Partners is in a unique position to be the executing agency of this program. Partners works through a strong network of national NGOs and foundations that collaborate with the private and public sectors, forming strong trans-sectoral alliances and partnerships to deliver and finance services. Partners will execute this project and will be responsible for all project outcomes, including further refining the model, adapting it to the local environment, promoting the project, engaging the business community and all stakeholders, supporting local soccer leagues and brokering agreements with job skill providers.
- 5.2 The project will be managed regionally by Partners Washington staff and locally by project staff supervised by Partners. The initial participant countries are Brazil, Ecuador and Costa Rica. The in-country staff will include a Country Project Director, who will oversee all country specific operations including coordination of local actors, evaluation/monitoring, and local fundraising. Each country will also have an Administrative Assistant who will support the country director and carry out bookkeeping functions.
- 5.3 In Washington, the program will have a full-time Project Director who will be responsible for overall project results, reporting and communications with the MIF and other partners, monitoring/evaluation, and local staffing decisions. Furthermore, the Project Director will lead the efforts for raising Partners' cash

contribution as well as train local staff on strategies to raise fund locally. The Partners' finance department will handle all financial monitoring and reporting to the MIF.

- 5.4 Partners will utilize youth employment experts throughout its network and from elsewhere throughout the region to provide program related technical assistance. This assistance will include support for the soccer-to-work sub-grantees in adapting the Partners employment skills methodology and improving communications and linkages. The league managers will also receive technical assistance in creating effective management and organizational structures so that the leagues attract and maintain local youth participation. Partners Washington will coordinate the technical assistance as part of its role to manage the project for results.
- 5.5 CONCECAF and CONMEBOL's involvement in the project goes much further than building and revitalizing sports facilities. It provides increased credibility to project efforts in the eyes of local businessmen, sports officials, authorities, and youth themselves, and it increases local fundraising potential. It gives increased public profile at the national and international level, drawing in new sources of support from major national and multinational enterprises, which will see increased commercial benefit and exposure. These Federations will also help to draw major figures to the international board of advisors.

VI. EXPECTED PROJECT RESULTS AND JUSTIFICATION

- 6.1 The project creates an innovative local vocational training model using sport that provides youth with attractive incentives to excel. By substantially involving the private sector, the project also improves opportunities for youth to compete successfully for jobs. Local economies benefit from a more skilled workforce who play a vital role in improving production and efficiency. Essentially, the process of moving youth into the workforce becomes increasingly effective as this model brokers institutional collaboration.
- 6.2 Then project will expect to place in employment opportunities at a minimum 75% of the youth trained. Results will also be measured based on the overall sustainability of the model in the initial countries selected and the potential of the model to be replicated in other communities and countries.
- 6.3 Indicators to measure project impact, to assess replicability and overall program sustainability will be developed as part of project design.

VII. ENVIRONMENTAL AND SOCIAL IMPACTS AND PROPOSED ACTIONS

- 7.1 The purpose of the proposed program is to develop a demand-driven job training program using sport as the catalyst to draw youth participation. There is no expected impact on the environment.

- 7.2 The program design will take into account female participation, recognizing that it would be important to market specifically to female youth and to develop strategies that build on the success of events such as the Women's World Cup. Expanding the model to include other team sports such as basketball and volleyball may also help encourage greater female participation and will be explored in project design. motivate local enterprises to utilize women in "non-traditional" jobs is essential.

VIII. MAJOR ISSUES

- 8.1 All counterpart resources will need to be committed prior to distribution of the document. The project team will need to develop clear benchmarks (phases) for the disbursement of the resources and for the management structure of the program. Project preparation should include detailed criteria for the proposed bidding process, selection of grant partners, and a profile of the ultimate beneficiaries of the training.

I. ESTIMATED PROJECT PREPARATION AND ANALYSIS TIME

POC:	Nov 2002
Analysis Mission:	January 2003
CRG:	February 2003
Donors Committee:	March 2003