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NOT FOR PUBLIC USE**

**REGIONAL**

(BRAZIL, ECUADOR, URUGUAY)

**SOCCER AND TEAM SPORTS PARTNERSHIP MODEL FOR YOUTH  
EMPLOYABILITY: A GANAR (VENCER IN BRAZIL)**

**(TC0207033)**

**DONORS MEMORANDUM**

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DOCUMENT VII	Template for the Subsidiary Agreements
DOCUMENT VIII	Baseline studies for Brazil, Ecuador and Uruguay

## ACRONYMS AND ABBREVIATIONS

AMEX	American Express
CCU	Country Coordinating Unit
CIEE	Youth Employment Organization in Brazil
CNN	Cable News Network
IBM	International Business Machines
MIF	Multilateral Investment Fund
NGO	Non Governmental Organization
Partners	Partners of the Americas
PCU	Project Coordination Unit
POMMAR	Youth at Risk Program – Brazil
PCR	Project Completion Report
SEA	Sub-executing Agency

**Soccer and Team Sports Partnership Model for Youth Employability:  
A Ganar (Vencer in Brazil)  
(TC0207033)**

**I. EXECUTIVE SUMMARY**

<b>Beneficiary:</b>	Brazil, Ecuador and Uruguay		
<b>Executing Agency:</b>	Partners of the Americas		
<b>Target Beneficiaries:</b>	<p>The primary project beneficiaries, or participants, are youth ages 15 to 24 from three countries that will be included in the Project: Brazil, Ecuador and Uruguay. Participants come from disadvantaged backgrounds where they face substantial access barriers to the workforce. However, because of their experience as team players in soccer and other team sports, they have special skills to be trained more effectively for the job market. Specific characteristics of participants will vary by country, based on local needs and assets. It is anticipated that in Uruguay, participants will come out of the professional soccer feeder system; in Ecuador, from a mixture of youth in the professional soccer feeder system and low-income youth participating in vocational education; and in Brazil, from a broader mixture that includes non-professional feeder system athletes from soccer, beach soccer, <i>fut-voli</i>, <i>futsal</i>, volleyball, and team elements of track and sailing. In order to achieve a demonstration effect in each country, the Project has been designed to directly benefit a total of 1,750 youth in Brazil, 850 in Ecuador, and 530 in Uruguay. It is also estimated that a total of 60 businesses will either adopt or expand their use of youth interns and 7 training organizations will implement new methods for preparing youth for the workforce.</p>		
<b>Project cost and financing:</b>	Modality:	Non reimbursable	(Facility II),
	MIF	US\$ 3,626,171	
	Partners of the Americas	US\$ 2,378,400	
	<b>TOTAL</b>	<b>US\$ 6,004,571</b>	
<b>Objectives and components:</b>	<p>The <b>goal</b> of this project is to improve youth employment prospects. The project <b>purpose</b> focuses on developing a sustainable partnership model which articulates key actors and uses soccer and other team sports as a tool to improve youth employment prospects. This will be done through three components: <b>Component I</b> will build the partnership model, increase awareness of the project and provide incentives for sponsors to co-invest in A Ganar; <b>Component II</b> will provide training to youth in both basic employability skills and market-driven vocation training; and <b>Component III</b> creates opportunities for participants to exercise their skills in a work experience.</p>		
<b>Execution and disbursement timetable:</b>	Execution: 42 months		
	Disbursement: 48 months		
<b>Special contractual</b>	<b>Partial eligibility:</b> Up to US\$30,000 of the MIF grant will be made available for the Executing Agency to contract the Project Director,		

<b>conditions:</b>	whose initial task will be to assist in selecting the Country Coordinators and obtain signed subsidiary agreements with in-country sub-executing agencies, and to hire the Evaluation Consultant, who will define the baseline indicators. <b>Conditions prior to first disbursement for each country project:</b> the Executing Agency shall present to the Bank proof of: (i) selection of the Country Coordinator; and (ii) the subsidiary agreement signed with the pertinent in-country sub-executing agencies. <b>Special execution condition:</b> the annual work plan for each country project must be presented within the first three months of the first disbursement for the pertinent country project.
<b>Exceptions to Bank policy:</b>	None.
<b>Coordination with other official development institutions:</b>	At present, there are no similar projects financed by other development agencies. During execution, the Executing Agency will closely monitor projects being developed by other funding agencies.
<b>Environmental and social review:</b>	The Committee on Environment and Social Impact (CESI) reviewed this document on July 16, 2004. CESI's observations have been incorporated into the document (see paragraph 8.1) and are detailed in the project technical files.

## II. BACKGROUND AND JUSTIFICATION

- 2.1 Sector specific reports and country specific studies express a lack of basic employability skills<sup>1</sup> among youth in Brazil, Ecuador and Uruguay. This is a contributing factor to the unemployment rates of youth ages 15-24 in each country: 18% for Brazil<sup>2</sup> (26% for the poor<sup>3</sup>); 29% in Ecuador<sup>4</sup> and 34% in Uruguay<sup>5</sup>. Limited basic and technical employability skills impact both the business climate as well as the employment aspirations of youth. Business leaders, from the industrial, service and high tech sectors, cite basic employability skills as an impediment to efficiency and competitiveness; specifically, discipline, responsibility, teamwork, communication and results orientation are a set of skills lacking in elite university graduates to youth with much less academic preparation. The lack of basic employability skills stem from four interrelated issues: limited basic and technical employability skills among youth (age 15 to 24<sup>6</sup>); few opportunities to put skills into practice (intern and other work experiences); few partnerships among business, vocational training and government to create practical opportunities; and limited resources available to address the problem. As an outcome of participatory design workshops and

<sup>1</sup> Defined as a set of skills common to most kinds of employment, including discipline, teamwork, respect, communication and results orientation, which assist in the condition of successful employment.

<sup>2</sup> Pesquisa Nacional por Amostra de Domicílios, 2001.

<sup>3</sup> Instituto da Cidadania, 2003.

<sup>4</sup> "Pobreza, Empleo y Equidad en el Ecuador: Perspectivas para el Desarrollo Humano Sostenible", UN Development Programme, Larea, Carlos and Sánchez, Jeannette. 2002.

<sup>5</sup> Instituto Nacional de Estadísticas, 2004.

<sup>6</sup> Field consultations with multinational and local companies, Industrial and Business Chambers, 2004.

consultations that took place among business leaders, youth, community leaders, the sports community and government, it is clear that youth preparation is a factor which limits efficiency, and ultimately competitiveness<sup>7</sup>. Regarding the technical preparation of youth, many technical vocational or university programs struggle to prepare their students for the changing demands of the market. This is due in part to weak relationships with businesses in growth sectors of the economy. In addition, many programs do not utilize career counseling which can assess aptitudes, encourage youth to cultivate their capabilities and orient them toward current and future demands of the market. The growth sectors of the market include services (including small businesses), tourism, and information and communication technology.

- 2.2 Youth in Brazil, Ecuador and Uruguay face barriers to exercise their skills in a work environment, thus inhibiting them from applied learning. Through applied learning, youth test their skills, experiment with their interests and learn about their niche in the marketplace. However, most businesses do not have a culture which engages in internships. Many face space, supervisory and cost barriers which limit their interest. In addition, youth face cost issues – many feel they cannot afford an un-paid internship, even if it positions them in the market for the future.
- 2.3 Few models exist where the objectives of business, government and communities converge into a partnership which can address the problem of youth employability. Co-financing, or leveraging opportunities, are not common; and few private sector donors join forces with others. Business leaders in Ecuador cited mistrust of arrangements where they do not have sole control. Therefore, they generally opt to create their own, isolated effort, sometimes out of the conviction that NGOs squander resources and do not produce results. Government, especially municipalities, expressed interest, but discretionary cash resources are scarce, hence they opt for in-kind support. Finally, NGOs and training entities face challenges collecting and disseminating the results of their efforts, thus limiting their prospects for attracting support from other sectors.
- 2.4 Current investments on behalf of governments, bilateral and multilateral donors, NGOs and the private sector are insufficient to attack the problem of youth employability. Stakeholders from across disciplines recognize the problem of youth employability, and its accompanying issues of delinquency, substance abuse and crime. However, stakeholders are not presented with opportunities to leverage their resources to increase impact (both human and financial). As a result, current efforts fall short and potential remains untapped. The interest exists, especially where stakeholders have the opportunity to convene around common interests. However this rarely takes place in an effective fashion. Therefore, based on the experience of Partners of the Americas<sup>8</sup>, the project will develop a model which articulates key actors and uses soccer and other team sports as a tool to improve youth employment prospects. The project name is *A Ganar* (*Vencer* in Brazil), signifying both challenge and opportunity for participating youth.

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<sup>7</sup> Workshops were conducted by the Project Team and Partners of the Americas representatives.

<sup>8</sup> A non-profit with 40 years of experience and a presence in nearly every Latin American and Caribbean country.



- 2.5 **Project Rationale and Additionality.** Estimated demand of youth participation in this project in Rio de Janeiro, Brazil is 650,000, Quito, Ecuador is 70,000 and Montevideo, Uruguay is 2,000<sup>9</sup>. Given the potentially huge impact of youth employability on future economic and market conditions in each country (and beyond), addressing the above problem is a high priority both for governments and for the private sector. MIF additionality is the development of a **sustainable partnership model** which uses soccer and other team sports as a tool to improve youth employment prospects. This model uses Partners of the Americas and the **local NGOs** in its network<sup>10</sup> in the three beneficiary countries, as its sub-executing agencies, and is grounded in a model designed to sensitize and mobilize multiple sectors to support the institutional, technical and financial needs of the Project; provide, through soccer and team sports, employability and technical workforce development training to youth; and offer practical application of workforce/employability skills. In this respect, the involvement of the MIF is pivotal in mounting a market-oriented project with national and regional impact, where the assets and interests of stakeholders merge to support the model<sup>11</sup>.
- 2.6 The project is consistent with the Bank's strategy to develop the region's productive capacity, and its history of working with non-governmental and multilateral organizations to analyze, support and promote youth employment. Such efforts include the creation of IDB YOUTH in 1995, and the IDB's continuous support of youth employment endeavors. Examples of these endeavors are Entra 21 (a joint effort of MIF, and the International Youth Foundation to co-finance youth employment initiatives in information technology in the region), Junior Achievement (a non-profit, curriculum based initiative to teach youth about the economy and how to start their own businesses), and *Creer para Crear* (a non-profit organization in Peru that offers training and other assistance to youth entrepreneurs). The A Ganar project draws lessons from those initiatives.
- 2.7 The MIF is the most appropriate source of funding for this operation because the project: (i) focuses on private sector development; (ii) fits within MIF's Window II in that it supports the development of human capacity; (iii) can have a demonstration effect in the future similar regional initiatives; and (iv) can benefit from the Bank's and MIF's strong in-house expertise on investing in human capital, which will enhance the process and outcome of project implementation.

### III. PROGRAM DESCRIPTION

- 3.1 The **goal** of this project is to improve youth employment prospects<sup>12</sup>. The project **purpose** focuses on developing a sustainable partnership model which articulates

<sup>9</sup> Consultant reports for Uruguay, which narrowly focuses the target population on youth age 15 to 24 in the Asociación Uruguaya de Fútbol feeder system.

<sup>10</sup> These local NGOs that are part of Partners' network will be the Project's sub-executing agencies.

<sup>11</sup> The model will result from the systematic articulation of stakeholders, including business, soccer (team sports), youth, training institutions and government, toward common objectives.

<sup>12</sup> The project design hypothesizes that soccer and other team sports can serve as an effective tool to attract multiple stakeholders, including sponsorship, to support a model which uses team sports as a platform to teach basic employability skills like teamwork, discipline, communication, responsibility and results orientation, to move youth into demand driven vocational training and eventually an internship (or certified work experience).

key actors<sup>13</sup> and uses soccer and other team sports as a tool to improve youth employment prospects<sup>14</sup>. This will be done through three components. At the local level, **Component I** will increase awareness of the project and provide incentives for sponsors to co-invest in A Ganar. These efforts support the formation and operation of the partnership model. **Component II** will provide training to youth in both basic employability skills and market-driven vocational training. Merely training is not sufficient to improve employment prospects for youth, hence **Component III** will create opportunities for participants to exercise their skills in a work experience. These components and their activities are not sequential but rather parallel and interrelated.<sup>15</sup>

**Component I: Building the partnership model (MIF US\$1,495,416 /Partners of the Americas US\$584,511).**

- 3.2 The objective of this component is to sensitize and mobilize multiple sectors (sports, business, NGOs and government) to support the institutional, technical and financial needs of A Ganar. To achieve this objective, **Component I** proposes to engage, create and implement a communications and media outreach plan which directly supports the formation and operation of the partnership model in general, and fundraising efforts in particular. The project will: a) form and engage international and national advisory committees; b) transfer technical capacity to the local NGOs in Partners' network; c) develop and execute a sponsorship strategy; d) produce a set of promotional materials; e) engage high profile sports figures in promotion; f) conduct promotional events; g) outreach to print, television and radio media; h) conduct personal visits with key collaborators to build project support; and i) prepare expansion to other countries. In terms of outreach and promotion, the project will negotiate with the organizers of major events (international games, high profile games, tournaments and exhibitions) to showcase *A Ganar*. This could take the form of half-time exhibitions, awards ceremonies and youth sport demonstrations among many options<sup>16</sup>.
- 3.3 The expected results of this component are: active participation of the business, NGOs and sports sectors in the model as indicated by: advisory committees conformed and active; at least \$333,000 committed from sponsors and fundraising from local and international sources per country; 60 companies expressing interest in providing internships (work experiences); 45 mentors supporting A Ganar (give

<sup>13</sup> Partners will invite representatives from key stakeholder groups to participate both in Advisory Committees, as well as in project implementation. Different stakeholders will participate according to their assets and interests. For instance, the business community will provide funds, donate in-kind materials, provide internships, offer referrals for internships, provide volunteer mentors, and share know-how on the local or international advisory councils. Soccer and other team sports representatives will assist with the connection between the business world and soccer and open doors with team and player participation. NGO participants will provide youth development and training expertise, as well as guidance for implementation. In short, the model is multi-sectoral and adaptable to local needs and opportunities.

<sup>14</sup> Disadvantaged youth lack basic employability skills, technical skills in demand by the market, and access to opportunities to exercise their skills in a practical work experience.

<sup>15</sup> A project timeline is available in the technical files as a GANTT chart.

<sup>16</sup> Partners will outreach to press such as CNN international, Traffic Sports and sports channels, such as Fox Sports, for special segments on the project. The Project will produce press kits for use in each country as part of a comprehensive plan for communications and outreach.

talks to trainees); 9 institutions (associations, companies) interested to facilitate placement; 30 expressions of interest for participation from vocational training institutions; expressed interest from sports institutions (14); expressed interest from youth (6,000); and the 3 local NGOs executing the project autonomously.

**Component II: Employability and technical workforce development training (MIF US\$1,037,067/Partners US\$1,515,656).**

- 3.4 The objective of this component is to train participating youth. This will require technical assistance in the development and implementation of an employability curriculum which uses soccer and other team sports as a tool for teaching basic employability skills. In addition, this component will provide technical training and career guidance in accordance with demands from the market.
- 3.5 Consultations with the private sector in Brazil, Ecuador and Uruguay confirmed that basic employability skills were deficient in the workforce in all three countries. The Project will engage consultants to formulate a core curriculum which uses team sports to help teach these skills. This curriculum, along with the partnership model, will define and distinguish A Ganar from other youth employability projects. Training interventions must be recognized as credible and visible by members of the business community (chambers of commerce or business associations) in order for youth to effectively impress upon future employers that they possess a useful credential for entering the workforce. Therefore the Project will create a credential for the training<sup>17</sup>.
- 3.6 The specific activities to be financed under this component include: develop an employability curriculum; test and refine curriculum in three countries; produce instructor materials; certify training within the business sector; contract players for motivational talks; provide volunteer technical assistance at no charge from Partners' U.S. chapters; request proposals and contract with training organizations; co-finance technical training for participants (where applicable); provide career counseling; prepare youth to effectively search for employment; and monitoring and evaluation of training effectiveness.
- 3.7 The expected results of this component are: employability (basic workforce skills) curriculum developed and implemented; 2,500 training certificates endorsed by the business community; 3,130 scholarships awarded to youth; 2,350 (75% of total participants) received career counseling; and 2,350 employability training certificates awarded (75% of those enrolled).

**Component III: Practical application of workforce/employability skills. (MIF US\$278,233/Partners US\$278,233).**

- 3.8 The objective of this component is to provide practical opportunities for participants to put their training into practice. Best practices indicate that demonstrated work experience is key to obtaining future employment. In each of the three countries, the practice of employing interns is not widespread, and youth face many negative biases which influence the private sector not to see youth as

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<sup>17</sup> Baseline studies pre-identified providers of services in the training market.

an asset for economic growth<sup>18</sup>. To achieve this objective, specific activities financed under this component include: establish agreements with business which support practical application of skills (internships, work experiences); co-finance internships with the private sector (stipends) which expands this practice (expand the culture of internships); and support youth driven work activities.

- 3.9 The expected results of this component are: 2,190 practical work experiences completed (this is a 70% placement rate<sup>19</sup> in internships or supervised work experience); 60 participating businesses offering internships; and 966 stipends awarded to youth through participating businesses.

#### IV. PROJECT COST AND FINANCING

- 4.1 The total cost of the project is estimated at US\$6.0 million, out of which approximately US\$3.6 million will be provided from MIF resources on a non-reimbursable basis. The amount of approximately US\$2.4 million will be provided by Partners of the Americas, half in cash, half in-kind. The MIF contribution will finance: (i) consultant fees and travel; (ii) youth training; (iii) acquisition of equipment and supplies related to the administration of the project; and (iv) project's administrative costs. The project budget is included in the project technical files.

(in U.S. dollars)

Components/budget categories	MIF contribution	Partners of the Americas	Total
<b>Project Executing Unit</b>	542,780		542,780
<b>Component I</b>	1,495,416	584,511	2,079,927
<b>Component II</b>	1,037,067	1,515,656	2,552,724
<b>Component III</b>	278,233	278,233	556,465
<b>Midterm and final evaluation</b>	70,000		70,000
<b>Audits (3)</b>	30,000		30,000
<b>Contingencies (5%)</b>	172,675		172,675
<b>TOTAL</b>	<b>3,626,171</b>	<b>2,378,400</b>	<b>6,004,571</b>
<b>Percentages</b>	60%	40%	

- 4.2 Project **sustainability**: *A Ganar* creates partnerships in each of the three countries, capable of raising and administering funds, programming resources and attaining the visibility necessary for sponsors to financially support the project into the future. Based on the project analysis conducted, there is a need to heavily invest on management expenditures; this will in turn ensure that the model is well developed and can be sustained in time. With this partnership model in place, sustainability will be ensured at three levels: (i) private sponsor (local and international); (ii) local business and (iii) government. First, the national and

<sup>18</sup> This could be a supervised experience where youth organize a sporting or other event, which requires them to exercise their employability skills. This experience needs to be at least three months in duration, and will include an evaluation of performance.

<sup>19</sup> CIEE, an experienced internship support and placement agency has a lower rate in Rio de Janeiro. *A Ganar* will exceed this mark by creating supervised work experiences associated with sporting events which require youth to exercise their skills.

international advisory councils will be mostly composed of sponsors (and those with access to sponsors). These stakeholders will ensure that the appeal of *A Ganar* remains high and will bring strong business acumen to the project. A number of potential sponsors have already expressed strong interest in the social appeal of *A Ganar*; this appeal will only build as visibility increases and stakeholders see the benefits of the project. Second, local businesses will receive the benefits of a better prepared workforce, adding value to their enterprises and encouraging their willingness to support such training. Third, government vocational training programs in each country consider *A Ganar* consistent with their programming and their priorities; this positions *A Ganar* for cost-share with these entities. Finally, Partners volunteers in U.S. chapters will provide technical assistance and provide linkages to U.S. institutions and companies which also contributes to sustainability. The project will continue in each country following one of two paths: institutionalization of *A Ganar* as an NGO, or as part of an existing NGO. The project includes a Sustainability Workshop between the Bank and the Executing Agency one year prior to completion, in order to examine prospects for project continuity and measures required.

## V. EXECUTING AGENCY AND MECHANISM

- 5.1 **Executing Agency and Project Coordination Unit.** Partners of the Americas Inc. (Partners) will be the Executing Agency (EA) that will house the Project Coordination Unit (PCU). The **Project Director** will lead the PCU and serve as the main liaison between the Project and local and international collaborators. Moreover, the Project Director will give leadership to the sponsorship fundraising program, capacity building and quality assurance of program implementation.
- 5.2 **Partners** was founded 40 years ago to work under President Kennedy's Alliance for Progress initiative. Today, it is the largest volunteer-based organization in the western hemisphere engaged in social, economic, and cultural development. The organization works by pairing U.S. states with Latin American and Caribbean countries in 60 "Partnerships." Partners of the Americas current portfolio of youth development projects totals over US\$12 million, making it one of the largest combined programs dedicated to youth in the Americas. Partners has a strong record in capacity building, executing grants and conducting monitoring and evaluation. Partners leverages private sector support for programs from corporations such as AMEX and IBM.
- 5.3 **Country Coordinating Units.** Each of the three project sites will have Country Coordinating Units (CCUs) made up of three full time positions. Terms of reference for the PCU and CCU positions are available in the project's technical files. Partners will sign subsidiary agreements with its in-country network local NGOs to facilitate project management and provide capacity building services. The model of the subsidiary agreement that will be signed with the local NGOs are available in the technical files. Partners will build the capacity of the local NGOs in Ecuador, Brazil and Uruguay in the following content areas: financial management, communications and outreach, fundraising/sponsorship, monitoring and evaluation, executing competitive bidding, volunteer management and maximizing the impact of advisory committees. Decision-making authority will increase at the local NGO level between 18 and 24 months, at which time they

will become functionally autonomous. However, Partners will retain financial and evaluation reporting responsibilities to the Bank over the life of project.

- 5.4 **National Advisory Committees.** A National Committee will be established in each country: Ecuador, Brazil and Uruguay. The CCUs will coordinate these committees. The National Committee will be composed of the following at a minimum: (i) Country Coordinator from the CCU; (ii) representatives from the sports sector, and the private sector (including sponsors, in-kind supporters and mentors); (iii) a workforce development specialist; and (iv) a marketing and promotion specialist. The main functions of these National Committees are to: (i) coordinate inter-institutional support for project activities; (ii) receive regular progress updates; (iii) provide strategic vision; (iv) assist with project promotion; (v) assist with project sponsorship; and (vi) provide advice on potential new opportunities for the project.
- 5.5 An **International Advisory Committee** will also be established with representatives from key international entities, each country and sponsors. The Project Director will coordinate this committee. Invitations will be sent to the following: international sponsors such as Master Card International; sports figures (Pelé has shown an interest in participating); a youth training expert; marketing and promotion expert; and Partners of the Americas President. The primary functions of this International Advisory Committee will be to: (i) provide strategic vision; (ii) assist with sponsorship and fundraising; and (iii) provide marketing advice.
- 5.6 **Program implementation readiness.** First, Partners and the local NGOs have agreed to act as Executing Agency for the project, have in place personnel already working on this initiative, and have submitted letters committing themselves to take part of this project. Second, Partners have held a series of meetings with sponsors and will provide the necessary counterpart resources, and has informed the Bank of this in writing. Third, detailed terms of reference for the PCU and primary personnel are available in the technical files of the project. These files also contain a project implementation timetable. Finally, Partners has held initial conversations with potential candidates to be appointed to the local and international advisory boards of the Project.
- 5.7 **Execution period and disbursement schedule.** The project will be executed over 42 months with a disbursement period of 48 months effective from the date of signature of the agreement. A project timeline is available in the technical files.
- 5.8 **Procurement.** The selection and hiring of consulting services, as well as the acquisition of goods, will be carried out by the Executing Agency according to Bank policies and procedures. It is proposed, moreover, that the Bank will conduct ex post reviews of contracts for consulting services up to US\$30,000. However, the Bank will conduct ex ante reviews of the first two contracts, with ex post reviews thereafter, in accordance with applicable Bank policies.

## VI. MONITORING AND EVALUATION

- 6.1 The MIF will have technical responsibility for the project. Basic administrative responsibility for project supervision will rest with INT/RTC. The Bank in Washington DC, in coordination with the three country offices will be responsible

for project supervision and monitoring activities, follow up of compliance with contractual clauses, processing of disbursement requests, reception of audited financial statements<sup>20</sup>, and preparation of reports. A Project Completion Workshop is programmed at the end of execution in order to examine results achieved and actions required to increase project impact.

- 6.2 The Bank, in collaboration with Partners, will hire an evaluation consultant prior to commencement of project activities to develop benchmarks and a monitoring system for evaluating project outcomes (see terms of reference in the technical files). The consultant will subsequently conduct both the midterm and final evaluations of the project to determine the extent to which its expected results have been achieved, and will participate in the Project Completion Workshop. Emphasis will be placed on lessons learned and sharing effective practices across the three countries and at Bank fora.

## VII. PROJECT BENEFITS AND RISKS

- 7.1. **Benefits of the project.** A Ganar will create a brighter future for youth by creating a vehicle to channel diverse assets and interests into a single initiative. It will bring together an enormous interest in soccer and team sports, a growing interest in corporate social responsibility and a deep concern for the future of youth. Overall program benefits: youth exiting the program will have 1) demonstrably improved employability skills; 2) practical work experience which build their credentials; and 3) knowledge about how to pursue job opportunities. From an organizational standpoint, three multi-sectoral partnership models will be in place to mobilize in-kind and cash resources sufficient to sustain A Ganar into the future. The private sector will benefit from a more skilled potential workforce, promotional and social marketing opportunities, and greater influence upon the technical training system. Soccer leagues will enjoy greater demand through the provision of greater opportunities and the revitalization of facilities. Vocational education institutes will improve their status and demand within local communities and will develop linkages with the private sector increasing the training's applicability. Finally, each "a Ganar" community will benefit from more youth productively engaged and eventually, a more vibrant economy.
- 7.2. Implementing a model regionally means that lessons will be learned and winning strategies developed from a variety of environments, facilitating the replication of the model in virtually any other municipality. Furthermore, the simultaneous implementation in three project sites allows for idea sharing throughout the life of the project. Finally, regional implementation and replication gives multi-national businesses an opportunity to participate in and benefit from a consistent workforce development program helping standardize human resource policies.
- 7.3. **Final beneficiaries.** By the end of the project, the beneficiaries<sup>21</sup> will include: (i) 3,130 youth trained in Brazil, Ecuador and Uruguay; (ii) 60 businesses which receive interns; (iii) pilot cities which benefit from a partnership model which can serve as an example for other initiatives; and (iv) sponsors and soccer/team sports

<sup>20</sup> Annual financial audits to be conducted by an independent auditing firm in accordance with Bank rules.

<sup>21</sup> The age range will vary depending on local legal restrictions for entering the workforce. For instance, Ecuador 15, Brazil 16 and Uruguay 17

organizations which improve their image by associating themselves to the good works of a project for social and economic development.

- 7.4. **Risks:** The project has three primary risks: a) stakeholders, including sponsors, do not fully participate; b) businesses do not take an interest in employing more young people; and c) lack of young women who play team sports. The project will mitigate the stakeholder participation risk by creating a partnership model which maximizes the use of soccer and team sports as a tool to generate active participation from all stakeholders, including sponsors. Regarding businesses employing youth interns, the awareness raising and marketing efforts (Component I) will laud those early adopters of internships and encourage broader participation via the promotional appeal of sports figures and visibility events. Finally, the Project will encourage participation of larger numbers of young women, through the inclusion of other team sports such as volleyball.

## VIII. ENVIRONMENTAL AND SOCIAL ASPECTS

- 8.1 CESI recommended developing eligibility criteria for organizations and individuals participating; incorporating other segments of the youth population; and encouraging larger numbers of participation from young women and youth population with disadvantaged backgrounds. The Operations Manual included in the technical files of the Project details the eligibility criteria for participants. The project will promote equitable participation of women in the advisory and project boards and the participation of women through team sports where they normally participate. In addition, once the proposed model is functioning and well established, the Project will consider adding other segments of the youth population with disadvantaged backgrounds..



**ANNEX I**  
**LOGICAL FRAMEWORK**  
**TC 0207033**

<b>Program</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<b>Goal</b>  Improve youth employment prospects.	Increased youth preparation for the world of work, and increase employment of the youth population.  <i>*Baseline and projected targets to be defined by the evaluation consultant, who will be hired prior to initiation of project activities.</i>	Ex-post evaluation  Opinion survey  Macroeconomic information	No extreme social, economic or political events negatively affect the sectors involved.
<b>Purpose</b>  Develop a sustainable partnership model which uses soccer/team sports as a tool to improve youth employment prospects.	Functioning partnership model with actors from multiple sectors supporting A Ganar.	Program M&E reports – based on evaluation instruments developed by evaluation consultant.  Progress and Final Reports.  PPMR  PCR  Sustainability and Completion workshops between the Bank and the Executing Agency.	Project will leverage other cash and in-kind resources.
<b>Component 1</b>  Building the partnership model.	Advisory committees conformed and active (1 in each country, within first 3 months).  \$333,000 committed from sponsors and fundraising from local and international sources per country (by end of project)  At least 60 companies expressing interest (change of attitude) in providing internships (work experiences) – (25 Brazil, 20 Ecuador, 15 Uruguay), by month 38  45 mentors supporting A Ganar (give talks) by month 36	Progress and Final Reports.  PPMR  Program mid and final evaluation reports  Event participation lists  Surveys  PCR	The Project effectively communicates message to key stakeholders.  National and regional soccer federations and famous athletes participate in promotion activities.  Representatives from business (including sponsors), youth development and sports sectors actively participation on local project boards.

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	<p>9 institutions (associations, chambers) interested to facilitate placement by month 24</p> <p>Expressed interest from sports institutions (14) by month 16</p> <p>3 local partners executing the project autonomously (like a franchise to local NGOs) by month 25</p>		
<p><b>Component 2</b></p> <p>Employability and technical workforce development training.</p>	<p>Employability (basic workforce skills) <b>curriculum</b> developed by consultant in at least 5 competency areas: discipline, teamwork, respect, communication and results orientation (with complementary, on demand, technical workforce skills) by month 5</p> <p>Training validated by business community by month 8.</p> <p>Up to 7 subcontracts awarded to training institutions (3 Brazil, 2 Ecuador, 2 Uruguay) by month 36</p> <p>3,130 scholarships (matching grants: First 18 months MIF/sponsors and gradually more coming from sponsors) awarded to youth (via the educational institutions)</p> <p>Employability curriculum implemented in all three countries by month 6</p> <p>2,350 (75% of total participants) received career counseling which identifies innate skills and orients</p>	<p>Progress and Final Reports.</p> <p>PPMR</p> <p>Program mid and final evaluation reports</p> <p>Pre and post tests for training</p> <p>Written methodology for the curriculum which uses team sports as a teaching tool</p> <p>Opinion survey</p> <p>PCR</p>	<p>Education institutions are open to include employability curricula defined by the project</p> <p>Representatives of Business community willing to validate the training</p> <p>Sponsors are willing to pay for scholarships</p>

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	<p>youth towards complementary training and internship opportunities in the market by month 40</p> <p>2,350 employability training certificates awarded (75% of those enrolled) by month 40</p>		
<p><b>Component 3</b></p> <p>Practical application of workforce/employability skills.</p>	<p>2,190 practical work experiences completed (internships or supervised work experience), this is a 75% placement rate (compared to 13% placement by CIEE in Rio) by month 42</p> <p>60 participating businesses (20 Brazil, 20 Ecuador, 20 Uruguay) by month 42</p> <p>966 (70% of total interns; balance is coming from non-paid internships, businesses or family financed) stipends awarded to participating businesses by month 39</p>	<p>Progress and Final Reports.</p> <p>PPMR</p> <p>Program mid and final evaluation reports</p> <p>Attendance records of vocational education entities</p> <p>PCR</p>	<p>Businesses are willing to hire youth with basic and/or technical workforce skills.</p>
<b>Activities</b>			
<p><b><u>Component 1</u></b></p> <p><b>1.1. Select staff, consultants and advisory committee members</b></p> <p>1.1.1. Employ staff (HQ and Field) and consultants (monitoring and evaluation, sponsorship, and marketing specialist)</p> <p>1.1.2 Form and engage three countries country and international advisory committees</p> <p>1.1.3 Technical capacity building of</p>	<p><del>\$1,347,891</del></p>	<p>Financial Records of the Program and Progress Reports</p>	<p>Partners is able to implement the large number of activities contemplated in this project.</p> <p>Project is able to raise cash and in-kind resources to match MIF contribution.</p> <p>Project is able to capture lessons learned, contributing to the functioning of the partnership model.</p>

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<p>CCUs to support sustainability of the model (assist with the creation and function of local advisory committees – advise on structure, functions, administration and program necessities)</p> <p>1.1.4 Knowledge transfer across the three countries</p> <p><b>1.4 Prepare expansion to other countries</b></p> <p>1.4.1 Formulate and submit business expansion strategy to sponsors, and sports federations (COMEBOL, CONCACAF and FIFA for soccer).</p> <p>1.4.2 Conduct asset mapping (define companies' employability skills)</p> <p><b>1.2 Develop and implement a communication and marketing plan (int'l and country levels).</b></p> <p>1.2.1 Contract communications and marketing experts (4 – Int'l and three countries) to create plans at the international and local levels. (4 months total – 1 month at each level).</p> <p>1.2.2. Provide technical assistance in communications and sponsorship to country coordinators (workshop).</p> <p>1.2.3 Produce promotional tools including brochures, posters, and t-shirts Produce brochure, afiche/poster, newsletter, stationary, business cards, t-shirts(US\$ 2000)</p> <p>1.2.4 Personal visits to key stakeholders (clubs, business</p>	<p><u>\$141,150</u></p>		
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<p>organizations, football association, NGOs, training institutes) (6 weeks)</p> <p>1.2.5 Outreach to media sources</p> <p>1.2.6 Engage high profile sports, business and community figures to raise the profile and generate support for the project.</p> <p>1.2.7 Program Launch</p> <p>1.2.8 Produce website</p> <p>1.2.9 Inform sponsors of progress, results and plans (continual basis).</p> <p><b>1.3 Develop and implement a sponsorship strategy for international and local entities (e.g. business, foundations, bi-lateral donors).</b></p> <p>1.3.1 Develop a sponsorship strategy work</p>	\$6,375		
<p><b><u>Component 2</u></b></p> <p><b>2.1 Develop an employability curriculum (which compliments technical training) using sports as instrument</b></p> <p>2.1.1 Formulate TORs and contract consultants to develop curriculum</p> <p>2.1.2 Test and refine curriculum.</p> <p>2.1.3 Certify training within the business sector</p> <p>2.1.4 Produce instructor materials</p> <p>2.1.5 Contract players for motivational talks</p>	\$74,415	Financial Records of the Program and Progress Reports	Same as Component I.

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2.1.6 Volunteer technical assistance to project			
<b>2.3 Technical training support to market needs</b>	<del>\$1,144,406</del>		
2.3.1 Co-finance technical training for participants			
<b>2.4 Provide career counseling (ongoing)</b>	<del></del>		
2.4.1 Employ instruments to measure job aptitudes			
2.4.3 Engage private sector mentors/volunteers, organizations, preparing CVs; preparing for interviews and dressing for success.			
<b><u>Component 3</u></b>			
3.2 Co-finance internships with the private sector (stipends) which expands this practice (expand the culture of internships)	<del>\$115,920</del>	Financial Records of the Program and Progress Reports	Same as Component I.
3.3 Support youth driven work activities (organizing competitions, events/youth olympics)	<del>\$162,313</del>		

**Soccer and Team Sports Partnership Model for Youth Employability:  
A Ganar (Vencer in Brazil)**

Category	FOMIN U\$S	Aporte Local U\$S	Total U\$S
<b>Executing Unit</b>	<b>542,780</b>	<b>-</b>	<b>542,780</b>
<b>Personnel</b>	<b>477,500</b>	<b>-</b>	<b>477,500</b>
Project Director	377,500		377,500
Program Development Specialist	100,000		100,000
<b>Operations</b>			
Site Visits	37,200	-	37,200
Sponsorship Visits	16,800	-	16,800
Communications	11,280		11,280
<b>Component I: Building the Partnership Model</b>	<b>1,495,416</b>	<b>584,511</b>	<b>2,079,927</b>
1.1.1 Technical Assistance for the Development of Model in Each Country			1,728,972
Uruguay	424,953	150,221	
Ecuador	427,885	150,739	
Brazil	424,953	150,221	
1.1.2 International Advisory Committee Meetings	-	27,600	27,600
1.1.3 Technical Capacity Building of CCUs	51,500	-	51,500
1.1.4 Knowledge Transfer Across Pilot Countries	18,600	-	18,600
<b>1.2 Marketing/PR/Communications Consultant (to Create Plan)</b>			
1.2.1 Contract communications and marketing experts	16,000		16,000
1.2.2 Provide T.A. In Communications/Branding and Sponsorship to CCUs	5,600	-	5,600
1.2.3 Produce Promotional Materials (Brochures, Posters, T-Shirts)	64,300	50,080	114,380
1.2.5 Outreach to Media (TV, Print, Radio, Internet)	18,900	-	18,900
1.2.6 Engage High Profile Sports Figures to Promote Project and Motivate Youth	6,900	53,100	60,000
1.2.7 Program Launch Event	9,450	2,550	12,000
1.2.8 Produce Website and Server Costs (Nat'l and Int'l)	20,000	-	20,000
<b>1.3 Develop and Implement a Sponsorship Strategy</b>			
1.3.1 Contract Sponsorship Consultant	6,375		6,375
<b>Component II: Training</b>	<b>1,037,067</b>	<b>1,515,656</b>	<b>2,552,724</b>
<b>2.1 Contract Consultant to Develop an Employability Curriculum</b>			
2.1.1 Contract Consultants to Develop Curriculum	26,250	-	26,250
2.1.2 Test and Refine Curriculum	16,200	-	16,200
2.1.3 Certify Training within the Business Sector	465	944	1,409
2.1.4 Produce Instructor Materials	1,800	-	1,800
2.1.5 Contract Players to Provide Talks		960	960
2.1.6 Volunteer Technical Assistance	12,600	30,000	42,600
<b>2.3 Technical Training Support in Accordance with Market Needs</b>			
2.3.1 Co-Finance Technical Training for Participants	823,253	823,253	1,646,505
Employability Training	156,500	156,500	313,000
<b>2.4 Provide Career Counseling</b>			
2.4.2 Engage Private Sector Mentors (Volunteers)	-	504,000	504,000
<b>Component III: Practical Application of Training</b>	<b>278,233</b>	<b>278,233</b>	<b>556,465</b>
3.2 Co-finance internships with the private sector (stipends)	115,920	115,920	231,840
3.3 Support youth driven work activities	162,313	162,313	324,625
<b>Audit</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>
<b>Evaluation</b>	<b>70,000</b>	<b>-</b>	<b>70,000</b>
<b>SUBTOTAL</b>	<b>3,453,496</b>	<b>2,378,400</b>	<b>5,831,896</b>
<b>Contingencies (5%)</b>	<b>172,675</b>		<b>172,675</b>
<b>TOTAL</b>	<b>3,626,171</b>	<b>2,378,400</b>	<b>6,004,571</b>
<b>MIF Couterpart Percentages</b>	<b>60%</b>	<b>40%</b>	<b>100%</b>

**ANNEX III**  
**Related Projects in Brazil**  
**Soccer and Team Sports Partnership Model for Youth Employability: A GANAR (VENCER in Brazil)**

**TC-02-07-03-3**

**A. Similar or related MIF projects.**

<b>Project number and date of approval</b>	<b>Project name, executing agency, and amount</b>	<b>Date of signature and disbursement period in months</b>	<b>Percentage disbursed</b>	<b>Comments</b>
ATN/MH-6211-BR  October 30, 1998	Job Skills Training of Urban Youth  Associação de Apoio ao Programa Comunidade Solidaria (AAPCS)  \$5,150,000 MIF Amount	November 17, 1998  42 months	100%	
ATN/ME-7466-BR  June 27, 2001	Information Technology Program "Rio Digital"  Viva Rio, Comité para Democratização de Informática (CDI), and Rio Online  \$860,000 MIF Amount	August 2, 2001  42 months	71%	The project is executing satisfactorily although it faced some difficulties during the initial phases of the execution period. Its final disbursement is scheduled for February 2005.
ATN/ME-8631-BR  February 19, 2004	Basic skills for the entertainment industry  Escola de Educacion Percusion Integral  \$35,000 MIF Amount	February 26, 2004  24 months	73%	The project is executing satisfactorily and according to the estimated activities schedule.



**B. Similar or related Bank projects.**

<b>Project number and date of approval</b>	<b>Project name, executing agency, and amount</b>	<b>Date of signature and disbursement period in months</b>	<b>Percentage disbursed</b>	<b>Comments</b>
1052/OC-BR  November 5, 1997	Technical and Vocational Education Reform Program  The Ministry of Education and Sports  US\$250 million	November 24, 1997  72 months	36%	The project is experiencing several delays. The executing agencies the municipal governments and the local schools are having difficulties coordinating activities. The project execution period has been extended 36 months.
1378/OC-BR  December 5, 2001	Sector Program to Build Human Capital  Ministry of Planning and Budget and Ministry of Finance  US\$500 million	June 23, 2002  60 months	100%	The program is executing according to the activities and disbursement schedule.

**C. Projects related to the same sector or beneficiary group.**

See section A.

**ANNEX III**  
**Related Projects in Ecuador**  
**Soccer and Team Sports Partnership Model for Youth Employability: A GANAR (VENCER in Brazil)**

**TC-02-07-03-3**

**A. Similar or related MIF projects.**

<b>Project number and date of approval</b>	<b>Project name, executing agency, and amount</b>	<b>Date of signature and disbursement period in months</b>	<b>Percentage disbursed</b>	<b>Comments</b>
ATN/MH-5566-EC  May 2, 1997	Employment Services and Training  Fundación Huancavilca  \$450,000 MIF Amount	July 10, 1997  42 months	100%	Project is completed and executed successfully.
ATN/MH-7404-EC  April 25, 2001	Youth Business Training Program  Fundación Junior Achievement in Ecuador  US\$201,449	June 1, 2001  36 months	75%	The program has had an excellent response from the schools and beneficiary students as well as co-financing institutions.

**B. Similar or related Bank projects.**

<b>Project number and date of approval</b>	<b>Project name, executing agency, and amount</b>	<b>Date of signature and disbursement period in months</b>	<b>Percentage disbursed</b>	<b>Comments</b>
ATN/SF-8487-EC  October 20, 2003	Reforms in Labor Education and Training  Ministry of Education and Ministry of	April 2, 2004  12 months	0%	PPMR not posted.

	Labor			
	US\$100,000			
ATN/SF-8502-EC November 13, 2003	Support for Consultation Process to Reach a Social Pact  Ministry of Labor  US\$115,310	March 16, 2004  12 months	53%	PPMR not posted.

**C. Projects related to the same sector or beneficiary group.**

See section A.

**ANNEX III**  
**Related Projects in Uruguay**  
**Soccer and Team Sports Partnership Model for Youth Employability: A GANAR (VENCER in Brazil)**  
**TC-02-07-03-3**

**A. Similar or related MIF projects.**

<b>Project number and date of approval</b>	<b>Project name, executing agency, and amount</b>	<b>Date of signature and disbursement period in months</b>	<b>Percentage disbursed</b>	<b>Comments</b>
ATN/MH-4525-UR  May 18, 1994	Youth Training and Business Development Program	May 20, 1994  42 months	100%	Project is completed and executed successfully.

**B. Similar or related Bank projects.**

None

**C. Projects related to the same sector or beneficiary group.**

See section A.