

ENTRA 21
CONNECTING DISADVANTAGED YOUTH TO QUALITY EMPLOYMENT

**Preliminary Proposal
More Vulnerable Youth Projects**

Call for Proposals / Application Guide



**An Initiative of the International Youth
Foundation and the Multilateral
Investment Fund of the Inter-American
Development Bank**



July 2007

CALL FOR PROPOSALS

The International Youth Foundation (IYF) has created a new alliance with the Multilateral Investment Fund (MIF) of the Inter-American Development Bank (IDB) in order to expand successful job training and placement programs for more at-risk youth from Latin America and the Caribbean. Under this new alliance a fund was created to support innovative strategies for scaling up training and job placement projects that have proven to be successful as well as to support projects that equip vulnerable young people and rural youth with job and life skills that allow them to obtain productive jobs in the formal economy. The program will include a rigorous evaluation, learning and dissemination component. In this new program, the MIF and IYF have added corporate co-funders and other bilateral and multilateral organizations. This four year initiative has been named “Connecting Disadvantaged Youth to Quality Employment” and is a new phase of the *entra 21* program.

This call for proposals refers to the new program component that is directed to training more vulnerable youth (youth from historically marginal ethnic groups, youth that live in rural areas, as well as people that face particularly difficult situations, such as the handicapped, those with HIV/AIDS, those at risk to join gangs or those displaced by violence). The Foundation plans to offer between 15 and 17 grants for projects that together can aid 5,000 youth with training and job placement services, with a goal to place at least 40% of the programs’ graduates in worthy jobs, whether as dependents or self-employed.

The selected projects will actively participate in the learning component of the program, including a monitoring and impact evaluation system and dissemination events that share lessons learned.

This document contains the parameters for applying to this new program. The proposed entities can be public or private (without profit), must belong to a member country of the MIF and competitively participate in this open call for proposals. In all or in total, the selected organizations will be able to agree to financing up to USD 500,000.

PARTICIPATING ENTITIES

The International Youth Foundation

The International Youth Foundation is a global non-profit organization uniquely dedicated to preparing young people to be healthy, productive, and engaged citizens. Founded in 1990, IYF’s worldwide network of partner organizations has grown to 70 countries, helping young people to shape their futures through proven programs that tie education to work, improve employability, and enable and inspire them to play a positive role in their communities. IYF collaborates with businesses, governments and civil society organizations to build effective, sustainable, and scalable programs that positively impact the lives of young people worldwide.

The Multilateral Investment Fund

The Multilateral Investment Fund is a special fund established in 1993, administered by the Inter-American Development Bank (IDB), whose mission is to strengthen the private sector in Latin America and the Caribbean. In partnership with governments, business organizations, and NGOs, the MIF provides a mix of technical assistance grants and investments to promote the growth of micro and small enterprise, support market reforms, and build the capabilities and skill standards of the workforce. Over the past seven years, the MIF has supported almost 1,000 projects, with a total investment, including partnerships, of over USD 2 billion.

CONNECTING DISADVANTAGED YOUTH TO QUALITY EMPLOYMENT

Purpose

The purpose of this program is to develop effective youth training and job placement projects that will increase the job placement rates as well as the quality of jobs for more vulnerable youth in Latin America and the Caribbean. More vulnerable youth are understood to be youth with special unfavorable characteristics through reasons of lack of school, ethnicity, as well as youth that face particularly difficult situations, like those with handicap, HIV/AIDS, a risk of joining a gang, displaced by violence or geographic location.

The goals of the projects are to:

- Provide competency-based training to 5,000 youth, between 16 – 29 years old, in Latin America and the Caribbean.
- Support up to 17 projects that aid at-risk youth - those that normally have not been addressed in other programs or youth employment services because of their special circumstances or geographic location.
- Place at least 40% of the youth that complete training in quality jobs.
- Increase the best practices of youth training, successful placement in productive jobs as well as the sustainability of those efforts over time in the region.

FINANCING

Donations will be approved between USD 200,000 and USD 500,000.

Each grant will be composed of two parts: half of the funds will be provided by the MIF and it is required that the other half of the funds are identified by IYF as counterpart, originating from other public or private organizations, of local, national or international origin to allow for the most effectiveness. Additionally, each selected organization must contribute the equivalent of 25% of the financing offered by the MIF/IDB as local counterpart. At least half of these funds should be in cash and the remainder may be in-kind.

The approval of the project will depend not only on the organization's technical merit and its ability to comply with the *entra 21* program criteria, but also the ability to raise the aforementioned counterpart funding.

COMMITMENTS

Institutions or entities selected will form part of the *entra 21* program, which besides offering grants, will support the organizations as a network, facilitating the intercommunication, technical assistance and involvement in our learning strategy. Each participating implementing partner commits to:

- Achieve a job placement rate of at least 40%.
- Maintain information required by the Monitoring and Evaluation system of the *entra 21* program and actively participate in the learning component.
- Participate in strengthening workshops, exchanges, seminars and events.
- Contribute local counterpart funding

ELIGIBLE INSTITUTIONS

The proposed institutions should comply with the following requirements:

- Are public or private non-profit organizations, on the local or national level, and are properly registered according to the laws of the country, legally recognized by the pertinent government agency for at least 2 years. (The types of eligible institutions include: organizations that work with youth, business associations, chambers of commerce, universities or private non-profit technical training institutions.)
- Have experience in programs related to job training and placement. In its absence, have a demonstrated ability and capacity to establish alliances with well-known institution(s) talented skilled in this capacity, in order to offer training and quality job placement.
- Have experience working with rural or urban disadvantaged youth, according to the program content of this proposal.
- Will be able to present relevant project consortiums, temporary or permanent unions, networks and alliances that have been formally constituted and/or those that conform to this call for proposals.¹
- Have the physical infrastructure and be equipped for the provision of training and placement services.
- Operate in a member country of the MIF (Annex 3).

¹ At the time of presenting the initial proposal of the alliances not constituted formally, they will be able to show through a letter of intent the will to participate and the basic agreements to develop as a group the final proposal and the subsequent execution of the project, in the case that the project is approved. If previous cooperative work exists they will be able to include applicable information. If they are selected to present a complete proposal, they should present the requested documentation to show legal cooperation in the form of a temporary union or consortium.

PROCEDURE FOR THE PRESENTATION AND APPROVAL OF PROPOSALS

Guide for the Preparation of Preliminary Proposals

The guide for the Preliminary Proposals is defined in *Annex 1* of this document. The Preliminary Proposal should not exceed ten (10) pages, and be in English, Portuguese or Spanish. It should be presented in Word format (.doc), Arial font, size 12 and should be sent by email. In order to facilitate the review process it is important that proposals not contain any photos or logos.

Deadline for the Request for Proposals

The proposals can be presented from the date of this publication until 30 September 2007.

Evaluation and Selection of the Proposals

All of the proposals that comply with the program requirements and are complete will be evaluated by the *entra 21* technical staff.

Those that have the best potential to respond to the objectives of the program will be invited to present a complete proposal within a 60 day timeframe. The decision will be announced through email to the selected potential institutions.

Please do not send additional information, unless requested by the International Youth Foundation.

Entities that change the parameters of the proposals will not be processed.

The preliminary proposals should be sent to:

Director

entra 21 / Connecting Disadvantaged Youth to Quality Employment

Email: entra21@iyfnet.org

www.iyfnet.org

entra 21 will comply with the strict requirement of arranging counterpart funds that allow access to MIF funds. If the International Youth Foundation and/or the proposed entity fails to guarantee its quota of counterpart funds for a particular project, the project will not be approved in spite of its technical merit.

Annex 1
Guide for the Preliminary Proposals

1. Proposing Institution (1 page)

Complete Entity Name (and initials, if applicable)	
Country/City	
Legal Nature²	
Date of Constitution	
Name of Legal Representative	
Name and Title of the Person Responsible for this Proposal	
Address	
Email Address	
Website	
Phone and Fax	
Mission	
Organizational Structure³	
2006 Budget	
2007 Budget⁴	

² Annex certificate of existence and legal representation of the applicant, sent by the indicated legal entity and statues or its equivalent.

³ The proposal should contain an organizational chart of the company emphasizing the instance or dependency that arise and will depend on the proposal. Additionally, the proposal should indicate there the total number of Board Members, with their names and occupations; total number of people that work for the organization, indicating how many are directors, administrative, programmatic or technical staff or support personnel.

⁴ Annex financial statements from the last 3 years, properly audited, including General Balance sheet and State of Losses and Gains with their respective explanatory notes.

2. Institutional Experience (1 page)

2.1 Describe the experience and strength of the institution through comparative projects

2.2 Prior experience in the execution of international and local cooperative projects in the field of youth employment

Cooperating Institution:

Project Objective:

Total Amount of the Project:

External Contribution Amount:

Period of Execution:

Most important outputs/outcomes:

Cooperating Institution:

Project Objective:

Total Amount of the Project:

External Contribution Amount:

Period of Execution:

Most important outputs/outcomes:

Add others if necessary.

3. Description of the Problem (1 page)

(From the point of view of the needs of the employers / labor market and from the necessities of the youth of which this project will focus on)

- Must demonstrate a clear understanding of the local context and problems that will be solved with this program, referring to the needs/condition of the young people previously defined as rural populations or groups with a particular disadvantage as well as the demands of the labor market/employers and the future influence of the program.

Illustrate:

- How the project satisfies the present and future needs of 1) the training and/or the job placement of the target population and 2) rectifying the employers that do not feel satisfied or have negative opinions.
- Note relevant problems, meaning those that directly relate to the purpose of the project and whose solutions could possibly contribute to the project.
- Clearly present the problem(s) using objective information and statistics, citing the respective sources. If official statistics are not available, interviews may be done with businesses and a list of the consulted businesses should be included in an annex.
- For each need/problem identified, indicate opportunities in the local, regional or national context and those that can respond to the problem in each case.

4. Project Description (4 pages)

This section contains the central structure of the proposal; this should be technically and coherently illustrated with realistic, targeted and clear formulations.

The description should include:

- Project **duration** (no longer than 24 months)
- Detailed description of the **target population** (profile) with the number of youth, ages, geographic location, educational level, economic situation and other criteria that the project deems important.
The criteria should focus on: (a) the selection factors of the target population (b) the viability of the job placement after completing the formative process (c) specify how the project will achieve gender equity.
- Describe the procedure of recruiting the participants.
- Describe the **goal** of the project (ensure that it is specific, measurable, obtainable and within the timeframe)
- Describe the project's **services**:
 - **Training** content⁵ (duration, intensity, pedagogical strategy, the learning-teaching processes, the teacher-student relationship, theory-practical combination and hiring and orientation procedures for the instructors or teachers). Include a brief justification of the training duration in relation to the sought after skills.
 - Type of **certification**/accreditation indicating its significance within the context of the educational system of the respective country
 - For **self-employment** or entrepreneurship support, describe the specific services that will be offered including the provision of micro-credit.
 - **Relevance** of the training - including information about the demands of the employers in regards to the type of training that is proposed by the project and/or the recognition of an industrial niche or the development of available services that indicate the demands of goods or services that will be produced if the placement is done by micro-enterprise or self-employment.
 - Explain if the **approach** of the training content will be competency based and if it is not, what is the focus of the training.
 - Persuasively convey the different ways to place the trained young people into the labor market and that they are aligned with occupations that will imply the use of the acquired skills, either in the form of salaried employment or self-employment.
 - Briefly describe the **physical environment** (classrooms, workshops, laboratories, businesses, etc.) and the training staff.
 - **Innovations** - describe creative or innovative ways that the project offers in the use of information technology (IT), mentorship, micro enterprise and job placement

⁵ The proposals that identify training entities that focus on competency based tools identified by the demands of the labor market and the design of the training program will be preferred. For more information regarding this focus, we suggest that you consult www.cinterfor.org.uy (CINTERFOR – OIT), www.competencialaboral.cl (Fundación Chile); www.iyfnet.org (see Estudio y Reflexiones #3 by J. Velilla).

- services. If the entity is considered a pioneer in applying a type of innovation, briefly emphasize its importance.
- **Institutional arrangements** - if the project will be implemented in association with other organizations that provide training and job placement services, include an annex that specifies the name and legal status of the entity; type of service offered and website, if available. Enclose letters of intent, memorandums of understanding or a related document that shows evidence of the willingness to cooperate.
- Describe the intended **outcomes**
 - Among the results, the **Exit Profile** should be included, stating the skills the youth will have at the end of the training.
 - Other outcomes that are sought after should be included.
 - **Achievement Indicators**
For each expected result place the indicator for success. In other words, what does the project hope to study or accomplish as an indicator to achieve each objective?
 - **Added Value**
Explain **how the project differentiates itself** from others **or how it adds value** to other similar experiences that exist in the country or in the region.

5. Project Management

5.1 Staff that work on the project

Describe the management structure of the project: How the project will fit in the structure of the organization, human resources, part-time or full-time work, type of contract (differentiating between existing personnel and those that need to be hired) and list the responsibilities for each participating staff member.

5.2 Institutional arrangements.

Describe the institutional arrangements that will offer the youth an integral project of services (and with whom). Explain which will have the role(s) of the actor throughout each stage of the project's lifecycle and the mechanisms that will be used to ensure the coordination among them and the quality of services offered to the youth.

6. Sustainability

This is a very important criterion during the evaluation by *entra 21* staff. Include in the proposal a description of how the project will continue its activities (either somewhat or completely) after the end of the financing period.

7. Budget (1 page)

The financial plan should specify the budget of the project, **in dollars**, indicating the **exchange rate** (if applicable) and the calculation date. It should be presented in the following format:

	Own Resources for Counterpart		Requested Funds	Total
	In Cash	In Kind		
Human Resources			<i>entra 21</i>	
Contracts				
Didactic Material				
Facilities				
Equipment				
Office Expenses				
Other				
Total				

Each area should be itemized so that it is easy to see which items or supplies make up the field. Only **direct** costs related to the project should be included.

Other potential source(s) of financing and the estimated time to secure those funds should be included, in the case that this information is available at the time of presenting the proposal.

A maximum of USD 500,000 may be requested, depending on the necessities of each project. In addition to these funds the presenting organization should contribute its own funding or that from other sources equaling 25% of the total grant from the MIF. Half of these counterpart funds should be given in cash.

The covered **activities** include:

- Human Resources **directly related** to the project. Individuals that are on the payroll of the executing agency, usually called staff, employees or personnel.
- **Technical Services:** payment for the qualified services offered by people or entities that are necessary to reach the project's objectives. These third parties are not on the payroll of the implementing organization nor can anyone in the organization perform those duties. For example, it can be agreements to hire training providers, conferences, logistics of meetings and workshops, design and implementation of strategies, consultants, auditors, those that conduct interviewers, etc.
- **Didactic Material:** the cost of the acquisition or development of manuals and training books, CD ROMs, etc. that will be used by the students, professors and instructors, et al.
- **Facilities:** the cost to use the space or the adaptation of this in order to carry out activities directly related to the project.
- **Equipment:** the cost related to information processing, as well as the use on the part of the students, instructors or project administrators.

- **Office Expenses:** costs that generally are associated with the administration of the project, and are not covered in other line items.

Eligible expenses:

The expenses eligible to receiving funding are the following: (i) development of products, methods and training materials in the area of Information Technology that are innovative and cost efficient; (ii) payment for instructors or providers of the training, development of the materials and seminars for the training of trainers; (iii) consultancies that will carry out specific labor market studies; (iv) training of faculty to improve technical understanding or to adopt new technologies in training for the work designed for specific labor markets and to obtain training staff and more current informative programs that comply with the training requirements and (v) job placement services.

THE BUDGET SHOULD NOT INCLUDE THE FOLLOWING LINE ITEMS

Unexpected Expenses: This can be avoided if the budget is as detailed as possible, based upon local quotes and estimating that each year the costs will increase.

Inflation: This should not be included in the budget as a separate line item. It should be calculated within each field, making an approximation for each year according to the country's economic history.

Scholarships: This should not be a separate line item given that the majority of the costs will be subsidized by *entra 21* and that other potential donors would represent a scholarship for each beneficiary.

THE PROGRAM WILL NOT FINANCE THE FOLLOWING LINE ITEMS

The *entra 21* program will not fund indirect costs or fixed fees for the operations of the organization (such as utilities, maintenance, leasing, etc.) - those expenses should be covered in the counterpart funding to improve the success.

The program will never fund or accept as part of local counterpart funding the acquisition of vehicles, land, buildings or any construction / improvements of any kind.

In the event that credit or financial support is required for self-employment initiatives, it should be completely (100%) funded by local counterpart and will be considered as counterpart in cash.

Annex 2

Selection Criteria

The proposals will be evaluated taking into consideration the following criteria:

Institutional Qualifications

- Legally registered with at least two years of existence.
- Organizational structure and direction that indicate that staff are qualified and capable of recruiting and implementing the project.
- Experience and knowledge in at least two of the following areas: technical training, entrepreneurship training, training of young people and job placement
- Available infrastructure and equipment to use for the project.
- Demonstrated capacity to connect with other actors that are necessary to obtain program deliverables.
- Experience and specific history working with business sector alliances.
- Proven financial solvency and satisfactory administration of the financial information requested in Annex 1.
- The organization should demonstrate familiarity and competence to ensure that the required local contributions in cash and in kind as local counterpart are obtained.

Target Population

- Poor **rural** youth between 16 and 29 years
- **Urban** youth, between 16 and 29 years with special conditions of disadvantage, such as those that have a low educational level, are at-risk, are ethnic minorities, handicapped and/or displaced. With the total number of youth, each project will include a significant percentage of youth with “high vulnerability” to avoid that they will be stigmatized and to allow for their interaction with a diverse group of individuals.
- In both cases youth may be unemployed, in low quality jobs or in search of their first job. They should be from low-income families.⁶
- Intention to ensure gender equity.

Technical Qualifications

- Effectiveness
- Cost and efficiency of the project.
- Quality of the project design - purpose, results, activities and indicators are clearly defined, realistic and obtainable.
- Innovations – i.e. in the introduction of ICT in the course offerings, in job placement and/or when leaving the labor market, working with existing youth-run micro enterprises in the region, distance learning, e-learning, initiatives to support economically sustainable activities and “green” technologies.

⁶ This poverty level refers to lower 40% of the population in most need, according to scales and measurements used in each country.

- Evidence of a clear link between the labor market and the planned training, with alliances among non-profit organizations, businesses and government, if necessary.
- Proof of support from the private sector.

Other Criteria

- Ability of the organization to continue project activities after the financing period and grant funds have expired.
- Potential to take the project to scale in order to reach a greater number of youth.
- Ability and willingness to pre-select youth that will participate in a control group for the purposes of the impact evaluation.

Annex 3

Eligible Countries (MIF Member Countries)

- Argentina
- Bahamas
- Barbados
- Belize
- Bolivia
- Brazil
- Chile
- Colombia
- Costa Rica
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Guyana
- Haiti
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Suriname
- Trinidad and Tobago
- Uruguay
- Venezuela