

TC Document

I. Basic Project Data

▪ Country/Region:	Brazil
▪ TC Name:	YouthBuild Brazil: Mobilizing Youth and Communities for Change
▪ TC Number:	BR-T1319
▪ Team Leader/Members:	Roberto Guerrero Compeán (IFD/ICS), Team Leader; Dino Capriolo (ICS/CBR); Laura Jaitman (IFD/ICS); Nathalie Alvarado (IFD/ICS); Florencia Cabral (IFD/ICS); Krysia Ávila (LEG/SGO).
▪ Indicate if	Client Support
▪ Date of TC Abstract:	June 9 th , 2015
▪ Beneficiary:	Brazil
▪ Executing Agency and contact name:	Centro de Promoção da Saúde, CEDAPS; Kátia Edmundo, katia@cedaps.org.br
▪ Donors providing funding:	Japan Special Fund Poverty Reduction Program
▪ IDB Funding Requested:	\$620,000
▪ Local counterpart funding, if any:	\$405,000
▪ Disbursement period:	30 months (execution period: 24 months)
▪ Required start date:	August 1 st , 2015
▪ Types of consultants:	Firm; individuals
▪ Prepared by Unit:	IFD/ICS
▪ Unit of Disbursement Responsibility:	ICS/CBR
▪ TC Included in Country Strategy:	Yes No
▪ TC included in CPD:	
▪ GCI-9 Sector Priority:	Institutions for Growth and Social Welfare; Citizen Security

II. Objectives and justification of the TC

- 2.1 Due to persistent social inequalities, residents of Rio de Janeiro's favela communities face two critical economic and social challenges: 1) substandard housing and infrastructure; and 2) youth unemployment. Over 1 million of Rio's 7 million inhabitants live in 700 favelas that lack basic services as well as security, education, and health services.¹ In Rio, 21% of youth are unemployed and not in school, and 41% of youth have no schooling or have not completed their primary school education.² The unemployment rate for youth ages 15 to 24 in Rio's favelas is 30.5%, compared to 17.5% in Rio as a whole and doubles Brazil's national youth unemployment rate of 15.3%.³ Youth comprise 26% of Mangueira's total population of 17,385 and 18.5% of Tijuca's population of 163,805.⁴ Over 75% of residents in Tijuca and 78% of residents in Mangueira make less than the minimum wage.⁵
- 2.2 As an innovative solution to address these challenges, the Brazilian NGO Centro de Promoção da Saúde (CEDAPS) will implement the Mobilizing Youth and

¹ UNICEF, The Right to Learn: Promoting Progress and Reducing Inequalities, 2009.

² IBGE. 2010 Census. Retrieved from: <http://portalgeo.rio.rj.gov.br/>.

³ IPP, December 2013. Retrieved from: <http://www.armazemdedados.rio.rj.gov.br/>.

⁴ Rio Prefeitura. Panorama dos Territórios. Retrieved from riomaissocial.org

⁵ Ibid.

Communities for Change (MYCC) project, a systematization of the YouthBuild program, in the Mangueira and Tijuca favelas. The YouthBuild program enrolls out of school and unemployed young adults to provide technical training, basic education classes, counseling, and leadership opportunities through community service and community asset building activities. Upon graduating from YouthBuild programs, young people are placed into jobs/internships, self-employment, and continuing education or technical training, and are provided follow up support as they navigate the post-program environment. YouthBuild has existed for 35 years and operates 272 programs in 45 U.S. States, and at 102 program sites in 15 countries.

- 2.3 MYCC's goals are to: 1) strengthen low-income communities by engaging youths, civil society organizations, families, and local stakeholders in development activities that improve community infrastructure; 2) Increase youth employment and promote citizen security in local communities by connecting low-income young people who are neither working or in school to education, leadership, and life-skills training that will prepare them for employment, providing a pathway out of violence and social exclusion for at-risk populations; and 3) Mobilize the leadership, vision, and energy of young people to guide and implement innovative and sustainable community development projects. By supporting the objective of citizen security and social inclusion, this TC supports the Growth and Institutions for Social Welfare Sector (GN 2587-2) Sector Strategy, the Operational Guidelines for the Design and Implementation of Programs in Public Safety (GN 2535-1) and the Conceptual Framework for interventions in the security sector (IDB-DP-232). It is also aligned with the Bank's Country Strategy with Brazil (BR-P1176).

III. Description of activities/components and budget

- 3.1 **Component 1. Program design.** Rio de Janeiro's Department of Public Works (EMOP) will partner with CEDAPS to guide a participatory process that will encourage the input of local young people and community stakeholders living in the favelas with EMOP projects to rebuild homes community infrastructure as part of the Brazil's Accelerated Growth Program (PAC II). CEDAPS will create a delivery system for the YouthBuild program in partnership with two to four selected civil society organizations that will help implement and deliver four YouthBuild program cycles of 50 youth each (for a total of 200 youths) in the two targeted communities (two in each community) to implement the community infrastructure upgrades funded through PAC II. The students will participate in these community-asset building activities as part of a comprehensive YouthBuild program that will also provide four months of vocational training, leadership and civic education programming, basic education classes, and counseling services. Civil society organization staff will provide two months of follow-up to help graduating students return to school or continuing technical training or secure placements into jobs/internships, or self-employment. Young people will gain valuable work experience and strengthen their technical and soft skills by helping to build affordable housing and other infrastructure on EMOP construction sites in their own communities. EMOP will provide professional supervision to the participating YouthBuild students and cover all construction costs and materials. YBI will provide technical support to the expanded YouthBuild design that will be implemented as part of this project. This technical assistance will focus on program design, construction site management, and building CEDAPS's capacity to systematize and scale the YouthBuild program to multiple locations. Students will participate in an introduction to civil construction course offered by Serviço Social da Construção Civil (SECONCI), which represents

over 1,000 construction firms in Rio de Janeiro. The training covers health and safety, an overview of civil construction in Rio, and workers' rights. SECONCI will provide industry-recognized certifications to youth who complete the training. The practical, technical training for the young people will focus on painting and plastering, useful skills in the favelas and marketable locally and more broadly. The leadership training emphasizes civic engagement and the rights and responsibilities of citizenship, enabling students to learn more about their own communities while also connecting to the downtown Rio through field trips, cultural events, and guest speakers. Students will also have an opportunity to improve their Portuguese, math, and computer skills through basic education classes. The counseling component is designed to help students address personal and family challenges that have impeded their development. Finally, each YouthBuild students, with the support of staff, will create Individual Development Plans (IDPs) which will reflect their personal, educational, employment, and leadership goals. With technical assistance from CEDAPS, the civil society organizations will work with students to help them identify and secure jobs, internships or self-employment opportunities or to help them through the process of registering and returning to school.

3.2 Component 2. Program delivery system. CEDAPS will partner with civil society organizations (CSOs), located in each of the targeted favelas, to implement the adapted YouthBuild design. CEDAPS will analyze the capacity of CSOs and select appropriate organizations to participate in capacity-building trainings that will enable them to conduct the YouthBuild program under CEDAPS' supervision. With technical assistance provided by CEDAPS and YBI, the CSOs will be responsible for implementing and managing four YouthBuild programs. CEDAPS will also conduct a pre- and post-assessment evaluation of participating CSOs' organizational capacity and make recommendations on how to strengthen the CSOs' role in this future effort. CEDAPS and the implementing CSOs will comprise a learning network of YouthBuild operators who will share innovations and lessons learned, co-design a network monitoring and evaluation system, and manage the first alumni network of YouthBuild graduates in Rio. This network of young leaders will provide a permanent channel for the voice and perspective of youth in Rio's favelas who can help shape the evolving development priorities in the State of Rio.

3.3 Component 3. Build CEDAPS' capacity to operate as a city-wide and national intermediary organization. MYCC will build CEDAPS' organizational capabilities to orchestrate the expansion of the YouthBuild program to multiple locations in Rio and in the country. In its role as national intermediary, CEDAPS would become responsible for: 1) creating program design standards for YouthBuild programs; 2) providing technical assistance, curricula, and resources; 3) ensuring overall quality control for the YouthBuild program portfolio, 4) creating and managing a new network of CSOs that would serve as implementing partners for the YouthBuild program in Rio de Janeiro; and 5) forming partnerships with a diverse group of private and public stakeholders to facilitate the national expansion of the YouthBuild program model across Brazil. YBI will also provide technical assistance to CEDAPS to help it operate as a high functioning national intermediary. In the U.S., YouthBuild has built a national intermediary that has managed the growth of the YouthBuild program to 272 locations that enroll 10,000 young people a year. YBI has partnered with government and CSOs in El Salvador, Haiti, Mexico, and South Africa to scale

the YouthBuild program model. CEDAPS will need to assess the results of the four MYCC YouthBuild programs and systematize the YouthBuild program model prior to further expansion and replication.

- 3.4 **Component 4. Evaluation and learning agenda.** IADB, in coordination with CEDAPS, will be responsible for the monitoring and evaluation activities for the MYCC initiative. The objective of this component is to build further knowledge on effective strategies for helping disadvantaged youth of low-income communities in Brazil. A technical team will conduct an impact evaluation that will use a random assignment research design to generate evidence on the causal effect of MYCC on youth employment as well as key behavioral and resilience outcomes related to citizen security. This component also includes holding learning and dissemination events with key stakeholders and interested parties. It is important to emphasize that YBI has previous experience working with the Inter-American Development Bank (IADB) evaluation protocols in El Salvador and in Haiti. In addition to the impact evaluation, an in-depth assessment of the project's methodology, implementation, and outcomes will be carried out. This evaluation component includes extensive baseline research and data collection in the two target communities on the profile of the target youth population who will participate in the YouthBuild programs, socio-economic characteristics of the target communities, youth employment and income generation in the community, and a mapping of infrastructure and public services. Interviews with direct and indirect beneficiaries of the program will be conducted. The evaluation will assess the impact of the YouthBuild program relating to education and placement outcomes, leadership competencies, and vocational certification attainment of the young people, and the impact of the construction of community assets on both the youth and other community stakeholders.

IV. Indicative Results Matrix

See Annex IV.

V. Indicative Budget

Activity/Component	Description	IDB/Fund Funding	Counterpart Funding	Total Funding
Component 1	Participatory process assistance	\$418,000	\$171,000	\$589,000
Component 2	Training and technical assistance	\$60,000	\$108,800	\$168,800
Component 3	Scale-up assessment	\$62,000	\$36,200	\$98,200
Component 4	Evaluation/ dissemination	\$80,000	\$89,000	\$169,000
TOTAL		\$620,000	\$405,000	\$1,025,000

VI. Executing agency and execution structure

- 6.1 The executing agency will be Centro de Promoção da Saúde, CEDAPS, the lead partner of YouthBuild International (YBI) in Brazil. CEDAPS is uniquely positioned to further scale and sustain the YouthBuild program. As the founder of the Healthy Communities Network, CEDAPS has more than 20 years of experience in training and empowering youth, local leaders, and community groups.
- 6.2 The funding from the IADB/JPO will enable CEDAPS to systematize the YouthBuild program delivery, program management, and assessment process in a period of 24 months. During that time, CEDAPS will seek formal agreements with private sector stakeholders and national, city, and state government agencies to support and sustain the program on an ongoing basis. The IDB has experience working with YBI.
- 6.3 The project will unfold in five key phases: 1) a planning and community launch process, including a baseline data collection phase; 2) the implementation of the first two YouthBuild program cycles; 3) an assessment of results from the first two programs, including a process evaluation and planning for the implementation of the second two program cycles; 4) the implementation of the third and fourth program cycles; and 5) completion of an impact evaluation, curricula, and recommendations for scaling and sustaining the program.
- 6.4 CEDAPS will provide overall management support, partner coordination, and quality control for MYCC. The Executive Director of CEDAPS will serve as the Technical Coordinator for the project and as the lead staff person in charge of its design, implementation, and oversight. She will hire and supervise a full-time Director of the MYCC initiative who will run the YouthBuild programs in collaboration with local civil society organizations (CSOs). The Technical Coordinator will also oversee the hiring of other staff that will provide the construction, education, and leadership training to young people, and will employ these staff who will work in close partnership with CSOs. CEDAPS will form a Steering Committee with CSOs, YBI, and other stakeholders to help support overall project implementation.
- 6.5 CSOs will play a key leadership role in appropriate program components and will participate and provide input on all aspects of MYCC. CEDAPS will provide technical assistance and coaching to CSOs implementing the four YouthBuild programs, especially for the first program implemented by each CSO. While CEDAPS will continue to provide technical assistance as requested, CSOs will assume increasing responsibility for the overall implementation and management of the second YouthBuild program that they operate.
- 6.6 YouthBuild International will provide technical assistance and support to CEDAPS for all three program components. Drawing on its 35-year history adapting and implementing the YouthBuild program model in thousands of communities, YBI will provide input into the design of the program model that will be implemented in the target communities. As noted above, YBI will provide direct technical assistance and training to CEDAPS focused on building CEDAPS' capacity to function as a national intermediary for the YouthBuild program in Brazil. YBI will provide training to the network of CSOs who will implement the YouthBuild programs, and work with CEDAPS to create the training, knowledge-sharing, and monitoring and evaluation infrastructure to advance the collective work of this CSO delivery system. YBI will support CEDAPS in building its capacity relative to YouthBuild program design standards, knowledge management, provision of technical assistance, and partnership development with national level government agencies and businesses.

- 6.7 The hiring of consulting services for this TC shall be in accordance with the “Policies for the Selection and Employment of Consultants Financed by the IDB” (GN-2350-9 – Appendix 1) as well as the procurement of goods and works shall be in accordance with the “Policies for the Procurement of Goods and Works Financed by the Inter-American Development Bank” (GN-2349-9 – Appendix 4). It is proposed, moreover, that the Bank will conduct ex ante and ex post reviews of the acquisition methods for hiring consulting services and acquiring goods, as per the terms of the Project Acquisition Plan. YBI has adequate internal control and accounting systems, as well as the necessary administrative processes to supervise the contracting and procurement processes of the program, and thus is assessed at a low risk level as an implementing agency.

VII. Major issues and risks

- 7.1 Operational risk 1: The EMOP construction projects in Mangueira and Tijuca favelas may be delayed, as government agencies often encounter delays in implementing construction projects. Proposed mitigation strategy: EMOP is managing construction projects in over 60 favelas. If the planned construction does not go forward as anticipated in Mangueira and Tijuca, CEDAPS will work with EMOP to implement the proposed projects in two other favelas that are also suffer from high poverty and unemployment rates and that have vulnerable populations.
- 7.2 Operational risk 2: EMOP may be unable to move forward in its partnership with CEDAPS. Proposed mitigation strategy: CEDAPS has developed a successful partnership with Rio Plus Social, a municipal government agency that is responsible for the integration of public policies in the local favela communities. Rio Plus Social could support the partnership between CEDAPS and the Secretary of Municipal Housing (this is part of the municipal Accelerated Growth Program or municipal PAC initiatives). CEDAPS will work with Rio Plus Social as the key partner for the MYCC initiative.
- 7.3 Operational risk 3: There may not be enough jobs being generated for the youth who fit the profile served by the CEDAPS YouthBuild program. Proposed mitigation strategy: The young people from Mangueira and Tijuca can encounter bias in the workplace, as some employers associate the favelas with drug trafficking and do not want to hire people who live in the favelas. Also, the young people who will be served by the YouthBuild program will likely have limited education. In addition, some construction companies do not want to hire young women for construction jobs. Despite this challenging context, CEDAPS is well positioned to place young people into economic opportunities. The Serviço Social da Construção Civil will provide placement support to the YouthBuild students after they complete their training, and the organization is committed to increasing the number of women in construction firms. CEDAPS has strong partnerships with other public agencies that can provide placement services as well as potential jobs, and has partnerships with private sector firms who are looking for qualified applicants.
- 7.4 Operational risk 4: Drug-related violence episodes may take place. Proposed mitigation strategy: CEDAPS will mitigate this risk by partnering with Rio + (formerly the UPP Social), which is increasing educational, health, and social services in UPP communities. This group can provide guidance on security precautions and help institutionalize the YouthBuild in the community.

VIII. Environmental and Social Strategy

- 8.1 According to the Environment and Safeguards Compliance Policy (OP-703), the TC has been classified as category C. No potential negative environmental and/or social impacts of the TC were identified and therefore no mitigation strategy is required to address any impact. See [IDBDOCS-#39675883](#).

Required Annexes:

Annex I: [Client Request Letter](#)

Annex II: [Procurement Plan](#)

Annex III: [Terms of Reference](#)

Annex IV: [Indicative Results Matrix](#)

ANNEX II: TECHNICAL COOPERATION FOR NON-REIMBURSEABLE FUNDS - PROCUREMENT PLAN										
Country: Brazil Project Number: BR-T1319					Executing Agency: Centro de Promoção da Saúde Name of Project: YouthBuild Brazil: Mobilizing Youth and Communities for Change					
Maximum amount for ex-post review of procurement: Goods and Services (U\$S):0 Consultancies (US\$): 0										
Item No.	Ref. Activity Plan	Description	Estimated Cost	Procurement Method ⁽²⁾	Procurement Review (ex ante / ex post)	Source		Estimated Date of Announcement of Procurement	Technical Review - JEP (4)	Comments
						IDB %	Local / Other %			
		Consulting Services	\$ 750,248.50							
		Individual Consultants								
	1	Technical coordinator	\$ 30,248.50	QCNI	ex ante	100			x	
	1	Youth Build International director	\$ 43,200.00	QCNI	ex ante	100			x	
	1	Community coordinator and placement	\$ 36,000.00	QCNI	ex ante	100			x	
	1	Communications and office assistant	\$ 36,000.00	QCNI	ex ante	100			x	
	1	Community project supervisor	\$ 32,000.00	QCNI	ex ante	100			x	
	1	Local monitors	\$ 8,000.00	QCNI	ex ante	100			x	
	1	Education instructors	\$ 20,000.00	QCNI	ex ante	100			x	
	1	Technical trainer	\$ 12,000.00	QCNI	ex ante		100		x	
	1	Stipends	\$ 85,000.00	QCNI	ex ante	100			x	
	1	Leadership and livelihoods trainer	\$ 20,000.00	QCNI	ex ante	100			x	
	2	Curriculum development specialist	\$ 60,000.00	QCNI	ex ante	100			x	
		Other Individual Consultants								
	2	Civil society organization training	\$ 108,800.00	QCNI	ex ante		100		x	
	4	Process and impact evaluations	\$ 169,000.00	QCNI	ex ante	47.3	52.7		x	
		Firm								
	3	Youth Build International	\$ 75,000.00	SSS	ex ante	67	33		x	
	3	Auditing firm	\$ 15,000.00	PC	ex ante	100			x	
		Non-Consulting Services	\$ 274,751.50							
		Travel	\$ 16,400.00	PC		100				
		Program materials and supplies	\$ 80,151.50	PC		100				
		Construction materials and related costs	\$ 147,000.00	PC			100			
		Other expenses	\$ 31,200.00	PC		25.6	74.4			
Total			\$ 1,025,000.00							

⁽²⁾ **Goods and Works:** ICB: International competitive bidding; LIB: limited international bidding; NCB: national competitive bidding; PC: price comparison; DC: direct contracting; FA: force account; PSA: Procurement through specialized agencies; PAs: Procurement agents; IA: Inspection agents; PLFI: Procurement in loans to financial intermediaries; BOO/BOT/BOOT: Build, own, operate/build, operate, transfer/build, own, operate, transfer; PBP: Performance-based procurement; PLGB: Procurement under loans guaranteed by the Bank; PCP: Community participation procurement; **Consulting Firms:** QCBS: Quality- and cost-based selection; QBS: Quality-based selection; FBS: Selection under a fixed budget; LCS: Least-cost selection; CQS: Selection based on the consultants’ qualifications; SSS: Single-source selection; **Individual Consultants:** QCNI: Selection based on comparison of qualifications of national individual consultants; QCII: Selection based on comparison of qualifications of international individual consultants.

ANNEX III: TERMS OF REFERENCE

YouthBuild Brazil: Mobilizing Youth and Communities for Change (BR-T1319)

TERMS OF REFERENCE

Consultant for the Design of Curriculum Development

TERMS OF REFERENCE

Background

Due to persistent social inequalities, residents of Rio de Janeiro's favela communities face two critical economic and social challenges: 1) substandard housing and infrastructure; and 2) youth unemployment. Over 1 million of Rio's 7 million inhabitants live in 700 favelas that lack basic services as well as security, education, and health services.¹ In Rio, 21% of youth are unemployed and not in school, and 41% of youth have no schooling or have not completed their primary school education.² The unemployment rate for youth ages 15 to 24 in Rio's favelas is 30.5%, compared to 17.5% in Rio as a whole and doubles Brazil's national youth unemployment rate of 15.3%.³ Youth comprise 26% of Mangueira's total population of 17,385 and 18.5% of Tijuca's population of 163,805.⁴ Over 75% of residents in Tijuca and 78% of residents in Mangueira make less than the minimum wage.⁵ To address these challenges, the Brazilian NGO Centro de Promoção da Saúde (CEDAPS) will implement the Mobilizing Youth and Communities for Change (MYCC) project, a systematization of the YouthBuild program, in the Mangueira and Tijuca favelas.

MYCC's goals are to: 1) strengthen low-income communities by engaging youths, civil society organizations, families, and local stakeholders in development activities that improve community infrastructure; 2) Increase youth employment and promote citizen security in local communities by connecting low-income young people who are neither working or in school to education, leadership, and life-skills training that will prepare them for employment, providing a pathway out of violence and social exclusion for at-risk populations; and 3) Mobilize the leadership, vision, and energy of young people to guide and implement innovative and sustainable community development projects.

As part of (MYCC, CEDAPS will need to document and systematize all curricula and develop a program and operations manual to guide the implementation of YouthBuild programs by civil society organizations (CSOs).

Consultancy objective

Under CEDAPS' supervision, and with the input of participating CSOs, the consultant will help systematize the YouthBuild program model for future replication and scaling.

¹ UNICEF, The Right to Learn: Promoting Progress and Reducing Inequalities, 2009.

² IBGE. 2010 Census. Retrieved from: <http://portalgeo.rio.rj.gov.br/>.

³ IPP, December 2013. Retrieved from: <http://www.armazemdedados.rio.rj.gov.br/>.

⁴ Rio Prefeitura. Panorama dos Territórios. Retrieved from riomaisocial.org

⁵ Ibid.

Main activities

The selected candidate will collaborate with CEDAPS, YouthBuild International, CSOs, and CEDAPS' partner organizations to assemble existing YouthBuild program curricula, develop new curricula as necessary, and develop and document program policies and procedures. The consultant will scan and map existing basic education, soft skills, and vocational curricula in Brazil that could be utilized in the YouthBuild program and integrate appropriate curricula into the YouthBuild manual and handbooks described below. The resulting materials should have a consistent tone and voice and be user-friendly.

Deliverables

Deliverable 1: Assemble and/or develop vocational technical curricula and basic education curricula into a practical handbook for staff.

Deliverable 2: Develop a Leadership and Community Asset Building (CAB) handbook for staff (including adapting YouthBuild leadership competencies to the Brazilian context, creating a leadership competencies assessment tool, and providing guidance for civic engagement activities).

Deliverable 3: Develop Program and Operations Manual, including but not limited to:

- Recruitment and enrollment procedures
- Program templates (application forms, attendance sheets, etc.)
- Program implementation guidelines
- Counseling/case Management approach
- Placement and career development strategies

Payment Schedule

The proposed disbursement schedule will be as follows:

- 25% upon execution of the contract;
- 25% upon completion of Deliverables 1 and 2 (with CEDAPS' approval);
- 50% upon execution of Deliverable 3 (with CEDAPS' approval).

Qualifications

- Bachelor's degree in education or similar and at least five years of experience as teacher or curriculum developer.
- Fluency in Portuguese.
- Experience developing curricula, especially for at-risk youth, with limited education.
- Developing country experience is a distinct advantage.

Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual
- Contract duration: 24 months
- Place(s) of work: Rio de Janeiro, Brazil.
- Division Leader or Coordinator: Kátia Edmundo, Executive Director of CEDAPS and Technical Coordinator for the MYCC initiative, under the project funded by the Japan Special Fund Poverty Reduction Program.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuals, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDS status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

YouthBuild Brazil: Mobilizing Youth and Communities for Change (BR-T1319)

TERMS OF REFERENCE

Consultant for the Design of an Impact Evaluation (experimental or quasi-experimental evaluation)

BACKGROUND

The difficult prospects for “unattached youth” (out of school and not employed) constitute a pressing social, economic, and political concern in Latin America and the Caribbean (LAC). Many youth face a convergence of risk factors that limit their full development and make them more vulnerable to being involved in crime and violence (as victims and perpetrators), including through gangs. One in every five young people in the region (15 to 29 years of age)—approximately 32 million people—neither work nor study (“ninis”) (IDB, 2012). In Rio de Janeiro, Brazil, 21% of youth are unemployed and not in school, and 41% of youth have no schooling or have not completed their primary school education.⁶ The unemployment rate for youth ages 15 to 24 in Rio’s favelas is 30.5%, compared to 17.5% in Rio as a whole and doubles Brazil’s national youth unemployment rate of 15.3%.⁷ Youth comprise 26% of Mangueira’s total population of 17,385 and 18.5% of Tijuca’s population of 163,805.⁸ Over 75% of residents in Tijuca and 78% of residents in Mangueira make less than the minimum wage.⁹ To address these challenges, the Brazilian NGO Centro de Promoção da Saúde (CEDAPS) will implement the Mobilizing Youth and Communities for Change (MYCC) project, a systematization of the YouthBuild model, in the Mangueira and Tijuca favelas.

An analysis of some models for training and employment reintegration of at-risk youth in LAC suggests that the YouthBuild (YB) model is one of the most widely-researched and comprehensive models, with a proven track record of success at international level. For those reasons, this Technical Cooperation (TC) is aimed to provide a pathway out of violence, crime, and social exclusion for at-risk youth in the beneficiary communities, through the implementation of the comprehensive YouthBuild model. The specific objectives are to: (i) Design, pilot, and evaluate the MYCC model in Rio de Janeiro favelas; and (ii) Build a rigorous evidence base and learning agenda for North-South and South-South cooperation in efforts to strengthen socio-economic inclusion of at-risk youth.

OBJECTIVES OF THE CONSULTANCY

The objective of this consultancy is to coordinate, design, implement, and conduct analysis for the impact evaluation (using experimental or quasi-experimental methods) of the MYCC/YouthBuild model intervention on selected youth participants in Rio de Janeiro. The consultancy will also familiarize stakeholders with the concepts and implementation considerations that should be taken into account for an eventual RCT experimental evaluation.

CHARACTERISTICS OF THE CONSULTANCY

Type of consultancy: Individual consultant.

Starting date and duration: 100 days (discontinuous).

Place of work: Home based with significant field work in Rio de Janeiro, Brazil.

⁶ IBGE. 2010 Census. Retrieved from: <http://portalgeo.rio.rj.gov.br/>.

⁷ IPP, December 2013. Retrieved from: <http://www.armazemdedados.rio.rj.gov.br/>.

⁸ Rio Prefeitura. Panorama dos Territórios. Retrieved from riomaisocial.org

⁹ Ibid.

Qualifications:

- PhD in Economics
- Minimum 10 years of project impact evaluation experience
- Minimum 10 years of experience in designing and implementing quantitative impact evaluations using randomized or otherwise controlled designs
- Relevant experience designing and coordinating field work for large household surveys and health facility surveys
- Relevant experience analyzing quantitative data (household and facilities) using statistical analysis software (preferably STATA)
- Relevant experience in coordinating implementation of impact evaluation field work
- Excellent written communication skills in English, with focus on research protocols, research papers and descriptive reports for diverse audience
- Ability to facilitate communication between various levels of management and work independently in order to meet deadlines
- A strong record of publications in peer reviewed journals

Schedule of Payment: Payments will be 30% at the signing of the contract; 30% at the submission of the work plan, including the detailed evaluation methodology; and 40% upon approval of the final report of the evaluation design.

ACTIVITIES

The assignment includes the following tasks:

1. Review of the Interventions. The PI will help the team members and the Program Executing Agency to review the program interventions and agree on the necessary implementation commitments in order to ensure that the interventions can be subjected to an impact evaluation (standardization of procedures, implementation phases, etc.).
2. Develop an Evaluation Design. The PI will develop an impact evaluation design to assess the causal effect of the interventions on key outcome indicators that must be defined in consultation with team members and counterparts.

S/he will propose the preliminary designs for the impact evaluations which will be developed with the program team members and country counterparts. S/he will seek stakeholder feedback on the preliminary experimental design and revise design based on feedback.

S/he will develop a detailed Impact Evaluation Concept Note, including research questions, power calculations, data collection tools, detailed budget and timeline of activities in consultation with the team members. The Impact Evaluation will be integrated into the overall project monitoring and evaluation plan.

3. Assist the program team and stakeholders in the identification of a Qualified Survey Firm(s) to conduct all the data collection necessary for the evaluations. The PI will support the team members to recruit and contract the survey firm(s) required to complete data collection and entry activities. This includes:
 - Draft/Adapt TOR for survey firm
 - Review technical and financial proposals
 - Provide recommendations on preferred firm(s)
4. Questionnaire Development. Together with the team members and country counterparts, the PI will identify key outcomes indicators and other variables that will be measured as part of the impact evaluation. This will include individual, household, community, facility, schools and programmatic indicators. It will also include defining the data sources and methods of data collection. This will involve:
 - Reviewing questionnaire templates and adapting them to the Jamaica specific context
 - Participating in questionnaire pretesting
 - Reviewing questionnaire with advisory panel
 - Finalizing questionnaire based on feedback from pilots and advisory panel
5. Develop Data Collection Protocol for all the necessary data collection tools (such as baseline and end-line surveys). The PI will collaborate with the Survey Firm(s) to identify all requirements for ethical clearance of the impact evaluation activities. In addition, the PI will lead development of the research protocol, which will include:
 - Overview of methodology, data collection and analysis plan
 - Overview of measures taken for the protection of human subjects, including informed consent and respondent confidentiality
 - Assessment of respondent risks and benefits
6. Develop a Sampling Plan. The PI will define the sample sizes required to estimate program impacts, as well as the sampling strategy. This will involve:
 - The outcome indicator(s) that are used to determine the sample size(s)
 - The number of units that should be surveyed in each of the control and treatment groups
 - Definition of the sample inclusion criteria
 - Definition of sampling methodology
7. Oversee Impact Evaluation Preparation and Implementation Activities. The PI will oversee all activities related to preparation and implementation of the impact evaluation, including:
 - Developing the Field Work Plan with the Survey Firm(s)
 - Adaptation of survey training materials
 - Interviewer recruiting and training
 - Pilot testing with field team(s)
 - Production of Survey Firm progress reports
 - Collection and compilation of any required secondary data (e.g., sector provider reports, community surveys, etc.)

The Principal Investigator is responsible for ensuring data quality assurance mechanisms are in place for data collection, entry and management

8. Data Analysis. Analyze the data collected and elaborate intermediate reports (included in the Concept Note).
9. Manage Data Documentation and Storage. The PI is responsible for ensuring proper and comprehensive documentation of the impact evaluation activities, as well as making sure all data and corresponding documentation is properly stored
10. Track program implementation and consult on evaluation related changes to program design. During project implementation, the PI will consult with project team members on the evaluation design and project implementation, making adjustments as necessary
11. Conduct impact analysis: The PI is responsible for the impact evaluation report, presentations and policy brief

PRODUCTS

The following products should be presented in order to process payment requests:

1. An impact evaluation design with the corresponding Concept Note, data collection tools, timeline of activities, Budget and Gantt Chart. These Concept Note should include the implementation commitments agreed with the project team in order to ensure the evaluability of the interventions.
2. Detailed Survey TOR and budget recommendation
3. Technical and financial proposals reviews
4. Data collection questionnaires and sampling strategy . A detailed sampling strategy should include defining sample sizes based on power calculations, outcome indicators, number of units included in the treatment and control groups (communities, households, individuals, schools, etc.).
5. Research Protocol, including an overview of methodology, data collection and analysis plan; overview of measures taken for the protection of human subjects, data protection protocols; and assessment of respondent risks and benefits.
6. A Fieldwork Plan and Survey Progress Reports.
7. A Baseline report
8. A final impact evaluation report, presentation and policy brief
9. All final data sets, statistical code and other inputs used for the impact evaluation
10. Dissemination activities

COORDINATION

Roberto Guerrero Compeán (rguerrero@iadb.org), Young Professional, will coordinate the activities of this consultancy.

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

YouthBuild Brazil: Mobilizing Youth and Communities for Change (BR-T1319)

TERMS OF REFERENCE

Consultant team for the Implementation of the Youthbuild model in Brazil

BACKGROUND

The difficult prospects for “unattached youth” (out of school and not employed) constitute a pressing social, economic, and political concern in Latin America and the Caribbean (LAC). Many youth face a convergence of risk factors that limit their full development and make them more vulnerable to being involved in crime and violence (as victims and perpetrators), including through gangs. One in every five young people in the region (15 to 29 years of age)—approximately 32 million people—neither work nor study (“ninis”) (IDB, 2012). In Rio de Janeiro, Brazil, 21% of youth are unemployed and not in school, and 41% of youth have no schooling or have not completed their primary school education.¹⁰ The unemployment rate for youth ages 15 to 24 in Rio’s favelas is 30.5%, compared to 17.5% in Rio as a whole and doubles Brazil’s national youth unemployment rate of 15.3%.¹¹ Youth comprise 26% of Mangueira’s total population of 17,385 and 18.5% of Tijuca’s population of 163,805.¹² Over 75% of residents in Tijuca and 78% of residents in Mangueira make less than the minimum wage.¹³ To address these challenges, the Brazilian NGO Centro de Promoção da Saúde (CEDAPS) will implement the Mobilizing Youth and Communities for Change (MYCC) project, a systematization of the YouthBuild model, in the Mangueira and Tijuca favelas.

Since 2011, CEDAPS and YouthBuild International (YBI) have partnered to adapt the YouthBuild program model to the Brazilian context and to implement two of the first four YouthBuild programs in Rio de Janeiro. CEDAPS is proposing to engage YBI to provide technical assistance relative to all components of the proposed Mobilizing Youth and Communities for Change (MYCC) initiative and to play a leadership role in Component 3 of the project. Component 3 involves a comprehensive evaluation of CEDAPS’ YouthBuild programs, the systematization of the YouthBuild program, and the development of CEDAPS’ capacity to function as a national intermediary for the YouthBuild program in Brazil. CEDAPS requires continuing technical assistance from YBI to create, expand, and sustain the YouthBuild program network of local civil society organizations (CSO) in Brazil.

OBJECTIVES OF THE CONSULTANCY

Drawing on its 35-year history of adapting and implementing the YouthBuild program model in thousands of communities, YBI will build CEDAPS’ capacity to transition the YouthBuild program model in Brazil from the pilot to the systematization and expansion stage.

MAIN ACTIVITIES

Under CEDAPS’ supervision, YBI will provide technical assistance and capacity building services in the following areas:

1. Creating the project monitoring and evaluation framework, including working with the CAES evaluation team, and other stakeholders, regarding the design of the evaluation.

¹⁰ IBGE. 2010 Census. Retrieved from: <http://portalgeo.rio.rj.gov.br/>.

¹¹ IPP, December 2013. Retrieved from: <http://www.armazemdedados.rio.rj.gov.br/>.

¹² Rio Prefeitura. Panorama dos Territórios. Retrieved from riomaissocial.org

¹³ Ibid.

2. Providing three, three-day skills development workshops as outlined in the deliverables section.
3. Conducting site visits to the four YouthBuild programs in Mangueira and Tijuca, and providing content training workshops as described in the deliverables section.
4. Creating customized program transition and placement plans for each CSO implementing partner that will be informed by strategy sessions attended by government, employers, and training and education professionals. Creating program transition and placement plan for YouthBuild graduates.
5. Implementing a customized capacity building plan for CEDAPS focused on building the organization's ability to support and guide expansion activities of the YouthBuild Brazil model to other locations in Rio and in Brazil.

PRODUCTS AND RESPONSIBILITIES

1. Serve as part of the leadership team for the CAES evaluation of the program;
2. Provide input into the design of the program model that will be implemented in Mangueira and Tijuca favela communities, including on the identification, design planning, and implementation of Community Asset Building (CAB) projects;
3. Develop 1) stronger youth leadership components, including the definition of leadership competencies that are appropriate to the Brazilian context, during the training of youth and, 2) a framework for youth leadership upon students' graduation from the program;
4. Develop stronger job placement strategies within a career and livelihood development framework targeted to out of school and unemployed, low-income youth;
5. Provide strategic advice relating to the systematization and scaling of the YouthBuild program model;
6. Provide strategic advice relating to the development of the network of CSOs who will serve as implementing partners for the YouthBuild program model, including:
 - a. Quality assurance;
 - b. Training;
 - c. Monitoring and evaluation; and
 - d. Knowledge management/sharing of effective practices.
7. Develop new program design and performance standards to improve program quality as well as to scale up the program model in collaboration with local CSOs.

Deliverable 1: Provide technical assistance throughout the MYCC project as described above.

Deliverable 2: Skills Development Workshop: Youth Leadership and Placement Strategies, technical assistance relative to program design model. Deliver CSO content training workshops on program management, program component integration, education, skills building, counseling and leadership training implementation.

Deliverable 3: Skills Development Workshop: Expanding the YouthBuild Program and the Development of a CSO Network. Provide capacity-building recommendations to CEDAPS.

Deliverable 4: Skills Development Workshop: Developing Program Design and Performance Standards.

CHARACTERISTICS OF THE CONSULTANCY

Type of consultancy: International consulting firm.

Dates and duration: 24 months

Place of work: Rio de Janeiro, Brazil, starting in August, 2015.

Profile of the consulting firm:

The mission of YouthBuild International is to unleash the intelligence and positive energy of young people to transform their lives and rebuild their communities. YBI has a 35-year history of engaging unemployed, marginalized youth in practical hands-on training and personal life skills development that stabilizes their lives and connects them to labor market opportunities, civic structures, and more hopeful futures. 110,000 YouthBuild students at 272 YouthBuild programs in the US have built over 30,000 units of affordable housing. In the US, YouthBuild has received over \$755 million in federal support and has leveraged an additional \$1.2 billion in local support for program operations. Seven USG departments support YouthBuild. Outside of the U.S., over 100 YouthBuild sites in 15 countries have enrolled 16,000 young people to date. YouthBuild has extensive experience mobilizing young people to address community infrastructure needs in their communities. YouthBuild students in the US and South Africa build affordable, energy efficient housing; in post-earthquake Haiti, YouthBuild students build earthquake resistant structures; and in Bosnia-Herzegovina, YouthBuild students have carried out energy efficiency assessments and upgrades to substandard housing. YouthBuild runs one of the largest national service corps programs in the U.S. and has consulted to the governments of Mexico, South Africa, Haiti, France, and Israel on adapting the YouthBuild service corps for these countries. The YouthBuild corps model has provided a platform for the consistent investment of resources, volunteer participation, and technical expertise of some of the world's largest corporations, including Prudential, Bank of America, Starbucks, and Intel. YouthBuild has built and managed Youth Corps responses to natural disasters on the U.S. Gulf Coast, Mexico, Haiti, and El Salvador. With 20 years of US government contracting experience, YouthBuild has implemented complex, multi-year projects in Bosnia-Herzegovina, Mexico, Haiti, El Salvador and South Africa, including a \$6.2m USAID Global Development Alliance in Mexico. USAID's Office of Conflict Management and Mitigation called YouthBuild an "innovative program" which is "reaching out to young people who often are left behind in more traditional development efforts."

Schedule of Payment:

The total cost of the consultancy will be \$75,000. Counterpart funding will cover \$25,000 of these costs and the JPO IDB would cover \$50,000 of the costs.

The proposed disbursement schedule will be as follows:

- ☐ 25% upon execution of the contract;
- ☐ 25% upon execution of Deliverable 2;
- ☐ 25% upon execution of Deliverable 3; and
- ☐ 25% upon execution of Deliverable 4.

COORDINATION

Kátia Edmundo, Executive Director of CEDAPs and Technical Coordinator for the MYCC initiative, under the project funded by the Japan Special Fund Poverty Reduction Program.

Annex IV: Indicative Results Matrix

Indicator	Unit	Baseline	Year 1	Year 2	Completion date	Data source
Impact indicator						
Youth employment	% of graduates who are employed within 3 months of graduation, in the formal and informal sector	0	70	70	Nov-16	Quarterly reports
Results indicators						
<i>Component 1. Program design</i>						
Graduates placed into economic and educational opportunities	Total of graduates placed	0	53	53	Nov-16	Quarterly reports
Minor housing upgrades in favelas	Total of complete upgrades	0	50	50	Sep-16	Photos, quarterly reports
Major housing upgrades in favelas	Total of complete upgrades	0	2	2	Sep-16	Photos, quarterly reports
<i>Component 2. Program delivery system</i>						
CSOs managing YB programs	Total of CSOs	0	2	2	Sep-16	Quarterly reports
CSOs supporting the implementation of YB programs	Total of CSOs	0	4	4	Sep-16	MOUs executed
CSOs participating in capacity building and technology transfer workshops	Total of CSOs	0	10	10	Mar-16	Sign-in sheets, quarterly reports
<i>Component 3. Capacity building for national intermediation</i>						
New public and private partnerships for YB model expansion and replication	Number of partnerships	0	5	5	Oct-16	MOUs signed
<i>Component 4. Evaluation and learning</i>						
Project M&E system that tracks key baseline, process and post-program outcomes operating	% of M&E system in place	0	50	100	Sep-16	Monthly program progress reports
Impact evaluation of YB program model	Completion of evaluation report	0	0	1	Oct-16	With IDB review
Product indicators						
<i>Component 1. Program design</i>						
People aged 18-26 enrolled in intensive training	Number of people	0	100	100	Apr-16	Enrollment sign-in sheet, quarterly reports

% of people aged 18-26 who completed in intensive training	% of enrolled youths	0	75	75	Sep-16	Quarterly reports
Enrolled people with obtained technical and vocational certification	Number of enrolled youths	0	75	75	Sep-16	Enrollment sign-in sheet, quarterly reports
Hours of community service carried out	Total of hours	0	1500	1500	Sep-16	Enrollment sign-in sheet, quarterly reports
% of people aged 18-26 who acquired leadership skills	% of enrolled youths	18	92	92	Sep-16	Leadership assessment reports
Students implementing community-asset building projects	Number of students	0	50	50	Sep-16	Quarterly reports
Community residents enrolled in construction workshops	Number of residents	0	300	300	Sep-16	Enrollment sign-in sheet, quarterly reports
Community residents enrolled in community development workshops	Number of residents	0	100	100	Sep-16	Enrollment sign-in sheet, quarterly reports
<i>Component 2. Program delivery system: No products listed</i>						
<i>Component 3. Capacity bulding for national intermediation</i>						
CEDAPS creates program and operations manual with a focus on quality assurance, M&E and knowledge management	Number of complete manuals	0	0	1	Oct-16	
CEDPAS adapts YB model and creates leadership traning manual	Number of complete manuals	0	0	1	Oct-16	
<i>Component 4. Evaluation and learning</i>						
Data collected for process evaluation	Total of surveys conducted	0	1	2	Sep-16	Survey instrument
Learning and dissemination events	Total of regional seminars	0	1	2	Sep-16	Seminar reports; user feedback