# PROJECT FILE

## General Information

**Project Name:** Resilience Connections: Accompaniment for access to economic opportunities for young people with potential in Bogota.

**Program Name:** Youth Resilience Activity

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| **Program Code:** YRA-01-259-G | **Duration :** 10 months |
| **Resources:** J2046-01 | **The Project** does NOT align with a PDET initiative. |

### Geographic Coverage

| Department | City / Municipality | Locality / District | Neighborhood / Zone |
|---|---|---|---|
| Bogota D.C. | Bogota | Special Focus on Ciudad Bolívar | |

### Target Population

| Population | Groups |
|---|---|
| Population Range | Adolescence (15-19 years old), Emerging adulthood (20-24 years old), Transition to adulthood (25-29 years old) |
| Population Type | Afro-descendant youth, Young people disengaged from armed groups, Victimized young, Indigenous youth, LGBTIQ+ youth, Young women, Young men, migrant youth, Displaced youth, youth with disabilities |
| Risk Level | Secondary, Tertiary |
| Methodological Approach | I Decide to be a Champion |

### Implementing Organization Information

**Name:** District Secretariat of Economic Development of Bogota

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| **NIT:** 899999061 | **Contact:** Camilo Rozo Zapata |
| **Address:** Carrera 10 28 49 Torre A | **Phone:** 3175172185 |
| **City/Municipality:** Bogota | **Email :** cerozo@desarrolloeconomico.gov.co |
| **Sector:** Public Sector | |

**Mission:** District entity that leads the formulation, management and execution of economic development, competitiveness and rural economy policies, aimed at promoting and strengthening businesses and entrepreneurs, food supply and the promotion of employment and new income for citizens in the Bogota Region.

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| **Risk score:** | **Risk level :** Low |
| **Certification costs:** Reasonable, Eligible, Assignable | **List of Excluded Parties:** No |
| **Risk mitigation measures:** N/A | |
| **Selection Mechanism:** Restricted eligibility based on programmatic purposes | **Selection Sub-Mechanism:** Access specialized skills or expertise through an agreement with an entity with exclusive or predominant capacity. |
| **Financing Mechanism:** Grant | **Financing Sub-Mechanism: In**-kind grant |

### Objectives

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| **Main Objective:** | R1. Healthy relationships and networks |
| **Intermediary Objectives:** | |
| RI 1.1 Improved psychosocial and life skills of young people | |

### Other indirectly involved objectives

| Main | Intermediary |
|---|---|
| R3. Improved youth economic empowerment | RI 3.1 Increased youth-focused labor market opportunities for young people |
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## 2. Project Goals

### Main Goal

Strengthen the processes of social and productive inclusion of young people linked to the initiatives of the District Employment Agency (ADE) in Bogota, by incorporating the psychosocial accompaniment component in the attention pathway of this institution and strengthening the processes of systematization and generation of knowledge, thus expanding employment opportunities and the comprehensive welfare of vulnerable young people in the city.

### Specific Goals

1. Design and implement a pilot program of psychosocial support for young people, including counseling, psychosocial care and career guidance, improving processes and services of the ADE, facilitating access to more and better job opportunities.

2. Improve the effectiveness of employment management and placement services of the ADE or programs of the District Secretariat of Economic Development (SDDE) incorporating the component of psychosocial support according to the results of the pilot test.

## 3. Background and Rationale

According to the DANE, young people in Bogotá constitute 30% of the working-age population. The youth unemployment rate stands at 21.7%, which is 6.4 percentage points higher than the general unemployment rate of 15.3%. This situation is particularly critical for young women, who face an unemployment rate of 24.9%. Additionally, the Voces Resilientes 2023 survey by the Javeriana Youth Observatory reveals that 53.3% of employed young people earn less than $1,000,000, highlighting the high level of precariousness and informality in their employment situation.

In 2023, the District Employment Agency (ADE), under the District Secretariat for Economic Development (SDDE), provided guidance to 4,136 young people and offered soft skills training to 4,091. It made 18,172 referrals and achieved the direct placement of 6,367 young people (53% of the total), with a referral effectiveness rate of 35%. As of 2024, ADE has referred 8,044 young people (43% of the total) and placed 3,515 (43% of the total), increasing the referral effectiveness rate to 44%. The Socios Talentos Capital program aims to assist 8,139 people, train 3,011, and achieve a minimum placement of 4,380, with 35% to 40% of participants being young people.

As part of the new district development plan "Bogotá Camina Segura 2024-2027," SDDE plans to strengthen the employment pathway with comprehensive support, particularly targeting vulnerable youth facing psychological challenges due to dysfunctional family environments, economic difficulties in accessing quality education, and social challenges in high-crime areas, as highlighted in the 2023 Jóvenes con Potencial Report by GOYN Bogotá. To address these issues, ADE is working on consolidating new services designed to mitigate these barriers, incorporating lessons from previous initiatives such as the Jóvenes Resilientes Program, which has emerged as an experienced ally in the field. This program can complement the employment services offered by SDDE (resume registration, job orientation, intermediation, and referral), aiming for a model tailored to young people facing barriers and vulnerabilities to access to economic opportunities. Of note is the reinforcement of the psychosocial component, which is not currently included in ADE's model.

For this reason, it is relevant to establish an in-kind grant between YRA and SDDE, to be materialized through a cooperation agreement, complementing the services traditionally offered by ADE to young people seeking employment, with YRA´s psychosocial support and Private Sector Engagement Strategy, enriching ADE's employment pathway. This project, in addition to offering opportunities to 1,000 young people, will generate significant lessons learned and recommendations in psychosocial support based on the DecidoSer model, to be integrated by ADE into its youth employment pathway. An initial 6-month support will be provided, in addition to the recruitment and selection process, followed by an additional 1-month support for those young people who secure employment.

## 4. Co-creation

This project arose from the conversations held in May 2024, as a result of the activities promoted by USAID in the framework of the Regional Integration Strategy (RIS), which allowed the Youth Resilience Activity to come into contact with the SDDE, thanks to the contacts facilitated by the Opportunities Without Borders Program (OSF). During these meetings, OSF presented its collaboration strategy with the District Employment Agency (ADE), and the entity expressed its interest in establishing complementary agreements with the Youth Resilience Activity to implement a comprehensive labor inclusion route aimed at vulnerable youth in Bogota.

Thanks to the rapprochement facilitated by OSF with ADE's technical team, joint proposals began to be structured in weekly meetings. These meetings reviewed the institutional goals, the indicators of the District Development Plan, and the work of the Youth Resilience Activity, highlighting the need to strengthen the psychosocial component of the pathway and improve economic opportunities for vulnerable youth.

Seven technical roundtables were held with the participation of officials from various departments of the Secretariat of Economic Development (SDDE), including the Directorate of Business Development and Employment, the Sub-Directorate of Employment and Training, and four key teams. These teams focused on permanent employment management services, job training strategies through partnerships with institutions such as SENA and ATENEA, the structuring of employment routes operated by authorized providers, and the analysis of data on those served by the SDDE.

On July 24, 2024, the SDDE's management endorsed the resulting technical proposal, which is expected to contribute to the consolidation of an innovative youth employment model for Bogota, which also adopts the intersectionality approach, to reach those populations with the most vulnerabilities.

## 5. Description

The project contemplates two lines of action: the first, focused on the implementation of Youth Resilience Plans (YRP) for 1000 young people for 6 months; and the second, dedicated to the systematization of the learning generated throughout the process, the adaptation of the psychosocial accompaniment model for its incorporation and scalability in the district's employment route, as well as the transfer of the knowledge acquired. The main phases of the project are detailed below:

**1. Youth Resilience Plans:**

**Enlistment, calls and selection:** In this initial phase, project implementation is organized, and youth participants are selected. Key activities

include:

- **Hiring the Team**: YRA will hire an interdisciplinary team responsible for the management and implementation of the project in its technical, administrative and financial components, which will work from SDDE offices.
- **Team Training**: YRA will train the hired staff in psychosocial accompaniment methodologies, covering tools such as the Youth Resilience Activity Tool (YRAT), Youth Resilience Plans (YRP), Monitoring and Learning (MEL), Inclusive Employment Route, Gender and Intersectionality Strategy (GISI), Collaboration, Learning and Adaptation (CLA), and the use of brands and logos (B&M).
- **Call for participants:** The ADE, partnering with other partner institutions at the municipal level, will issue a call for participants according to their schedules and the project's deadlines. Special focus will be given to those located the Ciudad Bolivar area, where collaboration with YCIL will help engaging local youth. A direct invitation will be addressed to youth registered in the databases of Atenea, SENA, ADE and the partners of the Talento Capital program.
- **Selection of young people**: The SDDE will select 1,000 young people, in accordance to the Gender and Intersectionality and Social Inclusion Strategy of the Program (GISI), ensuring the engagement of youth with the lowest levels of resilience.
- **Socialization of the Project**: The socialization of the integral accompaniment will be carried out with the selected participants by the team hired for the implementation of the project. SDDE partners, such as ATENEA and employment agencies, will open spaces to the participants explain the services and opportunities offered by them.
- **Characterization**: Once registered, young people will be assessed through the application of the Youth Resilience Activity Tool and pre-employability tool, to establish baselines to guide the construction of the YRP.
- **Introduction to the ADE Employment Pathway**: The SDDE will conduct an introductory workshop on the ADE Employment Pathway and Job Orientation, aimed at 1,000 young people and will announce the training offer available for selected youth.

**b. Psychosocial support:** This involves the following actions:

- **Youth Resilience Plans:** 14 psychosocial professionals will support 1,000 youths (one for every 70 participants) over six months. The aim is for at least 700 participants to complete 70% of their PRJ. Each professional will lead individual and group activities to boost life skills and emotional well-being, with participants committing to at least 20 hours of training. Monthly meetings using the DecidoSer tool will improve relationship skills and job performance. These efforts will be supplemented by the virtual Resilient Agenda (Moodle) and services from partner institutions to help participants self-manage their Youth Resilience Plan.
- **Structuring of youth groups**: The SDDE will organize youth into groups according to gender, intersectionality and social inclusion criteria. Subsequently, the Youth Resilience Activity team will assign each group a psychosocial professional who will guide the development of their YRP. According to the operational capacity of ADE and partners, the process will be divided into three cohorts: the first will include 350 youth, the second 490, and the third 160 youth.
- **Parche ConSentido**: Each psychosocial professional will bring together groups of around 35 participants weekly/monthly/regularly to share educational resources and available psychosocial care and mental health service, through the #ExprésateSaludableMente campaign.
- **Psychosocial product:** Each professional and youth will create a psychosocial product to promote mental health and emotional care. It could be a self-care guide, a podcast, a soap opera, or another artistic creation.

The young people who are successfully engaged will have, in addition, 1 additional month of accompaniment, to facilitate their labor adaptation.

**c. Economic empowerment:** This phase of the project focuses on the effective job placement of young people through training and employment services, led by the ADE teams:

i. **Employment Preparation and Management Services**: the 700 youth who meet 70% of the YRP will receive free job placement and management services through ADE's Capital Talent Partners, with the goal of connecting at least 300 youth to the formal labor market. Activities include:

- **Registration in the SISE**: Participants will be registered in the Public Employment Service Information System (SISE) to verify their respective vulnerability condition.
- **Occupational guidance**: Young people will have access to guidance services to identify their skills, knowledge, experiences, interests and work motivations, from which a personalized job profile will be built.
- **Registration of Potential Employers**: Registration of potential employers in the SISE and registration of vacancies with the minimum content required by current regulations.
- **Pre-selection and Referral of Profiles**: The profiles of the registered youth will be compared with the requirements of the vacancies. Young people who meet these requirements will be contacted and, if they are interested, their resume will be forwarded to the employer.

ii. **Training**: Complementary training will be offered to at least 700 young people, in three pathways established by SDDE:

- **Capital Talent Program**: 233 young people will receive 70 hours of training in BPO (Business Process Outsourcing) sectors, certified by ECCI University.
- **Capital Partners Program**: 350 young people will receive at least 16 hours of training in technical, key and transversal skills, according to market demands.

- **Employment Pathway - SDDE**: A total of 117 young people will receive socio-occupational guidance, which will include a minimum of 16 hours of training in socioemotional skills, certified by APED. In addition, there will be training certified by APED and SENA, in Tourism, Hotels and Gastronomy, Industry and Manufacturing, among other offers, with a minimum duration of 48 hours.

iii. **Job placement**:

Job fairs, business breakfasts and awareness activities will be held, in coordination with projects led by LDL and the CEA Foundation, to promote the labor inclusion of young people and foster a more inclusive business environment. To smooth coordination, YRA Employment Management Team will convene monthly meetings between representatives from these institutions and the SDDE and other relevant municipal institutions It is expected that at least 300 young people will obtain employment, corresponding to 45% of the young people trained, which is the average engagement of the ADE.

**2. Strengthening the technical capacity of the SDDE**

Lessons learned will be systematized, collecting information from the psychosocial team, youth and SDDE and ADE staff. The resulting products will be:

- **Operation guide**: Adaptation of an operational guide to provide services based on the psychosocial accompaniment model developed by the project, to enrich the ADE Youth Employment Pathway.
- **Knowledge transfer**: Conducting three knowledge transfer sessions on the adapted psychosocial accompaniment model and its tools, by ACDI/VOCA, aimed at the SDDE delegate team.
- **GISI Strategy**: The SDDE will be supported in generating skills that allow them to identify barriers and gaps faced by the most vulnerable young people in accessing employment, considering their intersectionality. They will also receive support in designing and tailoring activities and programs for the most vulnerable, including the provision of transportation assistance, school leveling, childcare and creating flexible activity schedules. These measures will help reduce dropout rates, helping to ensure that young people complete their training processes.

## 6. Summary

The “Resilience Connections” project is part of the District Development Plan “Bogota Camina Segura 2024-2027” and its main objective is to strengthen the district's employment pathway by providing comprehensive assistance to vulnerable young people. The project is structured in two lines of work:

1. Implementation of Youth Resilience Plans for a period of six months. During this line of work, 1000 young people will receive intensive psychosocial accompaniment, designed to strengthen their socioemotional skills and to improve their opportunities for labor market insertion. At least 700 young people are expected to complete their YRP, which includes participation in training activities and the use of the DecidoSer tool for the development of soft skills. In addition, effective labor engagements will be promoted through free job placement and management services, aimed at achieving the insertion of at least 300 young people in the formal labor market.

2. Systematization and Knowledge Transfer: The learning obtained during the implementation of the YRP will be documented and systematized, to adapt and scale the psychosocial accompaniment model in the district's employment pathway. This will include the development of an operational guide and the realization of knowledge transfer sessions to SDDE and ADE teams, with a focus on eliminating the barriers to employment for vulnerable youth, following the Gender and Intersectionality Strategy (GISI).

The project seeks to strengthen ADE processes by generating recommendations and good practices that can be integrated into public policies on youth employment in Bogota, thus contributing to a more inclusive city, with better prospects and increased access to economic opportunities for young people in the territory.

## 7. Activities and Budget Breakdown

| Location | Activity | Duration (Months) | Value (COP) | % |
|---|---|---|---|---|
| Colombia - Andean - Bogotá D.C. - Bogotá - Bogotá | Enlistment and selection | 3 | $207,266,666 | 33.33 % |
| Colombia - Andean - Bogotá D.C. - Bogotá - Bogotá | Psychosocial support | 4 | $207,266,667 | 33.33 % |
| Colombia - Andean - Bogotá D.C. - Bogotá - Bogotá | Economic Empowerment | 3 | $207,266,667 | 33.33 % |
| | Total = | 30 | $621,800,000 | |
| | | | | |
| | | | | |

## 8. Indicators

| No. | Name of Indicator | Goal | Initiative |
|---|---|---|---|
| 1 | Number of program participants (youth and non-youth) | 1,000 | YRA |
| 2 | Number of partnerships created (CSOs, government and international organizations) | 1 | YRA |
| 4 | Leveraged Resources | 468,850,000 | YRA |
| 8 | Value of Cost Share Funds | | YRA |
| 10 | Number of youth completing 70% of their Pathway to Resilience Life Plan | 700 | YRA |
| 11 | Number of individuals (youth and non-youth) that receive psychosocial services | 700 | YRA |
| 12 | Number of youth trained in soft/life skills. | 700 | YRA |
| 20 | Number of youth trained to improve their economic empowerment | 700 | YRA |
| 21 | Number of youth with new employment | 300 | YRA |

## 9. Collaborating, Learning, and Adapting (CLA) Approach

In development of the CLA approach, the following is foreseen:

**1) Collaboration:**

- Internal: a) Monthly Operational Technical Committee and b) WhatsApp group for general coordination.
- External: a) Accountability of Jovenes al Barrio (mid-term and end), b) Participation in the Activity's School of Allies

**2) Learning:**

- Learning Agenda: The project will contribute to answering question #5 about economic opportunities from the Activity's Learning Agenda.
- Scenario planning: A quarterly review will be made to identify risks and mitigation measures of the project.
- Dissemination of lessons learned: At least five (5) written and/or audiovisual communication pieces (at least 1 on GISI issues) in different formats that disseminate achievements, lessons learned, success stories of the project and which will be disseminated by different media, networks and channels.
- M&E for learning: The Technical Operational Planner will be filled out and project monitoring instruments will be used. The progress of activities will be recorded in the systems established by ACDI/VOCA in a timely fashion, making efficient use of the systems and in compliance with data quality standards.

**3) Adaptation:**

- Pause and Reflection: At least 3 P&R spaces will be held, including youth. The first one to study the mid-term evaluation, the incorporation of the intersectional approach and the learning agenda. These spaces will serve to share experiences and co-create solutions to improve implementation.
- Adaptive management: Actions and improvements will be identified and implemented during the project which will be socialized in project committees.

## 10. Dropout prevention strategy

To reduce the dropout rate of participants, the project includes the following actions:

- Follow-up on participant attendance: Necessary measures will be taken when specific absences are noted. This includes making phone calls to participants, follow-up through WhatsApp groups, and sending emails with relevant project information, to implement timely preventive and corrective measures.
- Incentives and recognitions: Regular awards and recognitions will be established to celebrate individual and collective achievements of participants. This will include community mentions, certificates of participation, and symbolic awards that reinforce a sense of achievement and ownership of the project.
- Engagement strategy: Networks will be established with companies in various sectors that offer real employment opportunities for young people. During their training stage, these options will be presented to them, facilitating a direct connection between training and employment, which will encourage them to remain in the program.
- Complementary support: Young participants will be provided with transportation and snacks during the face-to-face sessions of psychosocial support to further incentive participation.
- Establishment of flexible schedules: Schedules for psychosocial accompaniment will be scheduled according to young participants' availability and hybrid models will be used to provide increased flexibility and to ensure greater attendance.

## 11. Budget

| Activity | ACDI/VOCA | Entity | Other | Total |
|---|---|---|---|---|
| Equipment and supplies | 0 | 0 | 0 | 0 |
| Indirect costs | 0 | 0 | 0 | 0 |
| Other direct costs | 65,800,000 | 0 | 0 | 65,800,000 |
| Staff | 0 | 0 | 0 | 0 |
| Fringe benefits | 0 | 0 | 0 | 0 |
| Subcontracts | 556,000,000 | 0 | 0 | 556,000,000 |
| Travel and per diems | 0 | 0 | 0 | 0 |
| **Total COP:** | 621,800,000 | 0 | 0 | 621,800,000 |
| **Total USD:(TRM:4000)** | 155,450 | 0 | 0 | 155,450 |

## 12. Environmental considerations

**Category :** Categoric exclusion **Sub-category :**

## 13. Coordination with other entities

The SDDE will implement job management and placement services for young people accompanied by the Activity, this includes the management of vacancies and jobs relevant to the profiles of young people, through partnerships with local companies.

Likewise, the SDDE will consolidate the lessons learned from the accompaniment pilot, creating spaces and tools for the final transfer of knowledge. Through its program Capital Talent Partners, 8,000 job seekers will be served, with at least 37% receiving specialized training services.

Among the SDDE's allies for employment management are:

- Compensar: 1,107 beneficiaries
- UT Empleo Incluyente: 2,132 beneficiaries.
- UT Me Empleo Bogotá: 1,982 beneficiaries
- UT Bogota Employment 2024: 1,005 beneficiaries
- UT Gestionando Empleo: 981 beneficiaries
- UT Empléate: 932 beneficiaries

Training partners include:

- ECCI University: 3,500 scholarships
- SENA: with courses according to market demand.

Finally, private sector partners, including guilds and business groups, are responsible for registering vacancies and providing job opportunities to young people. They will engage other program partners that support the Activity's Private Sector Engagement Strategy, to encourage and mobilize companies to adopt practices and measures that favor diverse youth, at the level of selection processes, corporate governance, organizational culture and throughout all value chains.

## 14. Sustainability Plan

The project seeks to strengthen the SDDE's capacity to offer psychosocial support as a new service within the district's employment pathway for young people. This accompaniment will be integrated with employment management and placement services, taking advantage of the lessons learned from the implementation of the project, to establish and strengthen this capacity in the SDDE. To this end, knowledge will be transferred and leveled between SDDE professionals and specialists from the Youth Resilience Activity, allowing for methodological and operational adjustments to ensure comprehensive support, facilitating the access and permanence of young people in the employment pathway.

Once the services have been aligned, constant monitoring will be implemented during the development of the project to verify the progress of the young people and to collect good practices and challenges, which will be documented in an operational manual with recommendations. This manual will provide technical guidance for SDDE to scale psychosocial accompaniment as part of its services, within the framework of the Intersectoral Strategy for the Social and Productive Inclusion of Youth.

In addition, the Youth Resilience Activity will make its learning agenda available to SDDE, through training for the entity's professionals, ensuring the transfer of knowledge and the development of asynchronous learning materials for future operators of the service.

## 15. Justification for the selection of the implementing organization

The District Secretariat of Economic Development (SDDE) is the leading entity at the district level in charge of the formulation, management and execution of employment, training and labor inclusion policies in Bogota. Its main role is to promote and strengthen economic development, competitiveness and the rural economy, as well as employment and income generation in the region.

The District Plan for the Economic, Social, Environmental and Public Works Development of the Capital District 2024-2027, known as "Bogotá Camina Segura", establishes a framework to improve the quality of life of citizens, guaranteeing their rights and promoting safety, inclusion and equity. One of its strategic objectives, "Bogota trusts its potential," focuses on business development, productivity and employment, with a special focus on the young population, recognized as vulnerable in terms of labor rights.

The business development, productivity and employment program, within this plan, addresses the improvement of employment ecosystems through the articulation between labor supply and demand, and promotes actions to protect decent work among young people, avoiding precarious labor opportunities. The District Employment Agency will also be strengthened with the objective of promoting labor inclusion and facilitating employers' access to job management and placement services.

The SDDE has an investment project registered in the District's Investment Project Bank, entitled "Strengthening of the integral employment and training pathway in Bogota." The main objective of this project is to strengthen the articulation between labor supply and demand to insert unemployed people into the formal labor market. The goals include achieving 125,000 job placements, training 12,200 people in soft skills, and reaching 60,100 certifications in job training.

In addition, the SDDE, in collaboration with other district entities, is implementing the Intersectoral Strategy for the Social and Productive Inclusion of Young People in Bogota. This strategy seeks to reduce poverty among the youth population through access to training and employability opportunities, including innovation in the District Employment Agency and the introduction of a psychosocial accompaniment component to support young people entering the labor market in a healthy and sustainable manner.

The in-kind grant proposal between ACDI/VOCA and the SDDE contributes to strengthening the institutional mandate of the ADE, which will also provide resources as leverage, represented by the professionals of the District Employment Agency and the Capital Talent Program, who will provide management and placement services to those young people receiving accompaniment, for an estimated value of four hundred sixty-eight million eight hundred fifty thousand pesos ($468,850,000).

- Considering the above, the SDDE complies with the requirements of restricted eligibility based on programmatic purposes described in ADS 303.3.6.5.d.1.iii, entity with predominant capacity, since it is the only entity that complies with the above in the city of Bogota.

| APPROVALS | |
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| USAID | ACDI/VOCA |
| Signature : Andres Restrepo Digitally signed by Andres Restrepo Date: 2024.09.30 10:35:21 -05'00' | Signature : |
| Date : | Date : |