CHALLENGE FUND FOR YOUTH EMPLOYMENT

Challenge Fund for Youth Employment

Business Case Form

December 2021 | Version 11.0

CHALLENGE FUND FOR YOUTH EMPLOYMENT

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CHALLENGE FUND FOR YOUTH EMPLOYMENT

Overview

This document lays out the template for Business Case. Applicants will need to develop their Business Case as part of the final step in the application process for funding and technical assistance from the Challenge Fund for Youth Employment. There are 6 main sections in the Business Case:

1. Organisational Profile
2. Project Profile
3. Project Design
4. Employment Impact & Measurement
5. Consortium Information
6. Budget & Financial Information

To support applicants with Business Case development, CFYE team has put together guidelines detailed in **this Guidance Pack**. This guidance is aimed to provide generic advice on developing high quality business cases as well as specific instructions on questions with examples. All applicants are strongly advised to review the guidelines and structure of the business case carefully before addressing the questions.

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Instructions for Submission

The Business Case has been provided in a **document format for reference only**. This is to help you develop drafts and review internally within your organization or consortium. **You will be required to submit answers to the questions in the Business Case by filling out an online form on CFYE's Applicant Portal.** This online form is structured almost exactly as this word document. To access this form, please follow the link given below.

CFYE's Applicant Portal can be accessed via this hyperlink.

CFYE Applicant Portal Guidance:

The CFYE Applicant Portal allows you to view and edit your organisation's information, view your submitted Concept Note, and submit your Business Case.

First Step:

Your organisation's information will be pre-filled, based on the information provided in the Concept Note. You must review that all information is correct and up to date. In case any information is changed, please make sure to modify as required. Once you are done, please click "*Update*".

You may also review your Concept Note that was submitted earlier. However, you will not be able to make any edits.

Second Step:

Navigate directly to the '*Business Case'* tab to start your Business Case application. Once you click on this tab, you will be directed to the online version of Business Case form.

This form will have multiple sub-tabs. Each tab corresponds to the section of the Business Case, identical to this word document that has been provided to you. You must complete all sections and answer all questions. There are no optional questions in the Business Case.

Third Step:

The final step is the submission of your Business Case. After completing all sections of the Business Case, you should navigate to the final tab called "*Submission*", where you must click on "Submit". Once that is clicked, you will no longer be able to edit any your previously submitted answers.

Important Note: After putting in your answers to the questions in each section or tab, you must click on "*Save Answers*" each time. This will enable you to save your responses in the system without submitting, as well as to complete the online form in multiple sessions. Failure to do so before navigating to another section or tab may result in loss of the information provided.

Supplementary Documents to Submit using the CFYE portal:

In addition to the main Business Case form to be filled and submitted, the primary applicant organization is also required to submit additional documents that have been listed below and specified at different sections or tabs of the Business Case form. The detailed guidance to the templates for uploading is available in the Guidance Pack.

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Item Number	Upload Item	Is there a CFYE Template or Format to follow?	File Format to be uploaded	Link to Upload
1	**Cover Letter**	Yes: Download Cover letter template to be followed	Signed PDF	Upload link is provided in the online form for submission
2	**Employment Outcomes Template**	Yes: Download Employment Outcomes template be to followed	Excel file format	
3	**Budget Template**	Yes: Download Budget template to be followed	Excel file format	
4	**Financial Information Sheet**	Yes: Download Financial Information template to be followed	Excel file format	
5	**Audited Annual Accounts**	No: Free format	PDF	
6	**Consortium Partner Agreements**	No: Free format	PDF	
7	**Proof of Co-Investment**	No: Free format	PDF	
8	**Other Supporting Documents**	No: Free format	PDF	

Help Material and Videos for your Business Case:

In addition to the Business Case development Guidance Pack, the Challenge Fund team will put together short guidance videos to address specific elements of the Business Case and submission process. These will be shared in the coming few weeks.

Help Contact:

If you have any questions about the submission mechanism or the template, please reach out to us using your country-specific email address:

- BurkinaFaso@cfye.nl
- Ethiopia@cfye.nl
- Uganda@cfye.nl
- Senegal@cfye.nl
- Tunisia@cfye@nl
- Morocco@cfye.nl

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In case you'd like to speak with CFYE Team to better understand the requirements and process around submission, we'd certainly be able be to do that. We can organise a 15-minute session with your team specifically on the submission-related questions within 10 days from the submission date. We will be communicating with you on how these sessions can be organised closer to the date.

In case you have any technical questions with regards to the content of your business case or the content, those should be routed to the Business Case coaches that will be assigned to you. Further details on coaching will be shared at the CFYE Business Case webinar.

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Section 1 – Organisational Profile

Please make sure to carefully review this section. In the online form, response to many of the questions given below will be pre-filled based on the information you provided in the Concept Note. However, in case the information is changed, or if you notice that information is missing on any of the questions, please make sure to update that in the online form.

	Question	Response
1	Full Legal Name of the Contracting Organisation *(This will be the organisation leading the project consortium)*	
2	Trade / Brand Name of the Contracting Organisation (If different from above)	
3	Full legal name of local entity in country of implementation (if applicable)	
4	Physical Address	
5	City	
6	Country	
7	Contact Number *(Please share only 1 contact number for the organisation)*	
8	Website of the Organisation	
9	Email Address *(This can be a general contact email address for the organisation, if available)*	
10	Country of Registration	
11	Year of Establishment	
12	Full Name of Primary Point of Contact within the Organisation	
13	Position/Job Title within the Organisation	
14	Contact Number of Primary Point of Contact *(Share only 1)*	
15	Email Address of Primary Point of Contact	

16	Sector *(Select only one. Response to be based on primary area of operation of the organisation. For definition, please refer to the **Guidance Pack.** List of sectors is provided in the Guidance Pack as well.)*	
17	Sub-Sector *(List of sub-sectors provided in the Guidance Pack)*	
18	Type of organisation *(Select only one. Response to be based on primary mode of operation of the organisation.)*	☐ For Profit Company ☐ Development Project/Donor Funded Project ☐ Social Enterprise ☐ Local NGO ☐ International NGO ☐ Business Association ☐ Enterprise Support Organisation / Business Accelerator / Incubator ☐ Impact Investor ☐ Angel Investor / Venture Capital Fund ☐ Financial Institution ☐ Education / Training Organisation ☐ Consulting Firm ☐ Matchmaking Agency
19	Total number of employees of the organisation in country *(Response in digits only. Specify the number of employees of your organisation who are based in country only)*	
20	Of the total number of employees in-country, how many are male? *(Response in digits only)*	
21	Of the total number of employees in-country, how many are female? *(Response in digits only)*	
22	Of the total number of employees in-country, how many are under the age of 35? *(Response in digits only)*	

23	Provide a brief summary about your organisation. This should include an overview of its vision, mission and description of current business activities in country. *(Limit your response to a maximum of 300 words. Do not add any tables or graphics. Responses longer than 300 words will not be accepted by the online form)*	
24	What is the annual revenue of your organisation? Please state the annual revenue of the most recent past 3 years. Your response currency must be Euros.	2019: _____ 2020: _____ 2021: _____
25	Have you previously applied to the Challenge Fund for Youth Employment in other countries or previous challenge calls? If so, please indicate which country you have applied for previously.	☐ Yes, this organisation has applied to a previous call for proposal launched by CFYE ☐ No, this is the first time this organisation applies for CFYE If Yes, indicate which country you have previously applied for: _____

26. Key Information on Lead Organisation's Directors

Fill out the below table with key information about the directors of your organisation. This information is needed for early-stage Due Diligence of the organisations applying for CFYE**.**

Details	[Insert] Full Legal Name of Director 1	[Insert] Full Legal Name of Director 2	[Insert] Full Legal Name of Director 3
Gender			
Place & Date of Birth			
List the Two Highest Levels of Education (Include names of Institutions, years of attendance and degrees acquired)			

Work History (Name organisations where individual has worked)			
Countries of Work Experience (Name all countries where individual has performed work before)			

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Section 2 – Project Profile

Templates Related to Section 2 – Project Profile

- **Cover Letter**: Declaration by the applicant regarding the information submitted as part of Business Case. Further details available in Guidance Pack.
- **Other Supporting Documents** (Organizational publications, Annual Reports, brochures, research and marketing materials, any relevant permits and certificates etc.). Further details available in Guidance Pack.

	Question	Response
1	**Project name** *(Be as concise as possible)*	
2	**Proposed project tagline** If you were to Tweet to introduce your project, what would it be? *[Limit your response to 280 characters only]*	
3	**Expected project start date** *[dd-mm-yyyy]*	
4	**Expected project end date** *[dd-mm-yyyy]*	
5	**Regions within the country where the proposed project will be implemented** (Specify the top 5 regions only)	_____ _____ _____ _____ _____
6	**Project Sector** – What sector do main business activities of your project fall under?	
7	**Project Sub-Sector** – What sector do main business activities of your project fall under?	
8	**Links to multimedia (videos, photos) related to your project**	***Notes for including links:*** *make sure the link is working for a public audience, that it is shareable outside your organisation, has a*

	You are encouraged to share photos and videos of your organisation and proposed projects. If there are any photos or videos specific to the project's approach you present in this business case, that will be helpful for the reviewers.	*decent quality as much as possible, that its access is not password-protected. . If the multimedia is in local language, please include sub-titles in English.*
9	**From the given list of options, choose the option that best matches the description of your proposed employment model as it currently stands.** *Note: this is to describe your project, not your organisation.*	☐ This is a new idea / concept on employment for youth within our organisation / consortium. ☐ We have tested this model before for youth employment within our company / consortium, but at a smaller scale. ☐ We have a proven track record of youth employment within our business using this model and are ready to scale this up.
10	**Have you applied for or received other grants or capital for this project before?**	☐ Yes, we have applied for additional funds/capital but have not received them yet. If yes, please specify the source and amount applied for: ---------- ☐ Yes, we have applied for additional funds/capital for this project and have already received them. If yes, please specify the source and amount received: ---------- ☐ No, this is the first time we have applied for funding for this project or raising capital.

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Section 3 – Project Design

1. Project Pitch

In 100 words or less, describe why CFYE should invest in your project.

Open-ended response. Please limit your response to a maximum of 100 words.

2. Project Pitch in Multimedia Format

CFYE Team would be very keen to get a better understanding and 'feel' of what your project or business is about. While it is optional, you are strongly encouraged to share a multimedia project pitch that effectively showcases your project's underpinning business plan. This project pitch can be a video, an animation or any other creative or multimedia. It has a free format and it is up to you to devise it as you wish. It is advised that this pitch covers some essential information about your project, such as the points given below:

a. The nature of the project, the underlying business model and the impact on its beneficiaries
b. What the project is trying to achieve by the end of its implementation
c. How will the project address key challenges it is trying to resolve
d. What are the employment opportunities that the project will help create, match or improve
e. Include a demonstration of the project's products, services, testimonials, field visits etc.

Notes for including links: make sure the link is working for a public audience, that it is shareable outside your organisation, has a decent quality as much as possible, that its access is not password-protected. If the pitch is in local language, please include sub-titles in English.

Please share a link to the multimedia pitch.

3. Executive Summary of Proposed Project

Provide a summary of the proposed project. Identify what challenges it will address, what is the proposed solution and what activities will you deliver for the project?

Open-ended response. Please limit your response to a maximum of 250 words.

4. Challenge that your project will address

What specific youth employment challenges or barriers does your project aim to address (especially for young women)? Explain how you will support youth to overcome these barriers and contribute to the success of your solution.

In your response, refer to CFYE Country Scoping Reports available on CFYE website. Include an overview of the delivery context. Use evidence (research, data, organisational experience, insights from youth engagement) to illustrate the points you are making.

Open-ended response. Please limit your response to a maximum of 500 words.

5. Business Model (1 of 2): Commercial Viability and Market Demand:

a. Elaborate on how the business model underpinning your project is profitable. Share evidence (and/or financial projections) to demonstrate its commercial and operational viability, and if it is supported by demand for products/services offered by your business/project.

b. Briefly provide an overview of your project's beneficiaries and end market users. How will you incentivise them to avail your services or products offered to ensure that your business model achieves commercial and operational viability?

Open-ended response. Please limit your response to a maximum of 350 words.

6. Business Model (2 of 2): Market Assessment and Competitive Advantage:

a. How does your project's business model fit within the current market for your offered product or service in the market?

b. Explain your assessment of similar initiatives that currently exist (nationally, regionally, or internationally) and how your project compares to them.

c. Concisely state what is the competitive advantage of your product or service in the market you are targeting. How is it different or value additive compared to these initiatives?

Open-ended response. Please limit your response to a maximum of 350 words.

7. Project's Approach / Theory of Change (description)

a. Please provide an overview of your project's objectives and design, including how your approach will enable young people, especially women, to access new or better employment opportunities.

b. Describe key activities (or 'interventions') your project will carry out to address the youth employment challenge(s) described above.

c. Clearly state what are the pathways to employment your project will undertake – describe how your activities will lead to creating, matching, and/or improving employment for youth. *Note: For projects aiming to improve existing jobs, please be specific about the type improvements you are aiming to achieve.*

d. Describe longer-term impact and changes you expect to achieve.

Open-ended response. Please limit your response to a maximum of 500 words.

8. Supporting Evidence for Project Design

a. What evidence or market data underlying your project design suggests it is likely to succeed? Please share data and examples from your own (or consortium) experience or other research used to guide your project design and target setting.

b. If you have already piloted/tested this approach in a similar context, what were your results (quantify if possible) and what did you learn?

c. Explain if and how you have conducted additional research (e.g. market research, stakeholder consultations, etc.) or consulted other sources to inform the proposed project design.

d. Please explain the calculations/assumptions behind your employment targets

Open-ended response. Please limit your response to a maximum of 500 words.

9. Sustainability of Business Model

Explain how you will plan for your project to remain future proof. What will you do to ensure the impact of the proposed project will continue after CFYE's funding has ended?

Open-ended response. Please limit your response to a maximum of 350 words.

10. Project's Scaling Potential

Present your assessment of the opportunities and viability to scale your business model underpinning your project **in the next 3-5 years. Give details of the pathways to scaling considering the current stage of the project's implementation.**

Open-ended response. Please limit your response to a maximum of 350 words.

11. Project Risks

Please provide an overview of key anticipated risks to your project's implementation. What mitigation measures will you and/or your consortium partners take to ensure the project is able to achieve its objectives?

These risks may fall in any of the following categories: Delivery, Reputational, Fiduciary or Operational.

Open-ended response. Please limit your response to a maximum of 350 words.

12. Implications of COVID-19 on Delivery of Project Activities

What specific challenges do you foresee in delivering your project's proposed activities due to COVID – 19 pandemic? What measures are you planning on taking to mitigate these challenges and ensure minimum disruption to project's activities?

Open-ended response. Please limit your response to a maximum of 350 words.

13. Technical Assistance (TA) from CFYE (1 of 2)

From the list of options **below, please specify the main areas where you would need TA from CFYE for successfully implementing the project. Selecting a**n option at this stage **does not necessarily entitle you or** restrict **you to receive TA in th**at area only, **in case your project is selected for funding.**

Project Management / Operations	☐ Yes ☐ No
Business Development	☐ Yes ☐ No
Social Impact (Youth Engagement, Gender Inclusion, Decency of employment)	☐ Yes ☐ No
Monitoring & Evaluation	☐ Yes ☐ No
Others (please specify upto 3)	

14. Technical Assistance from CFYE (2 of 2)

Please provide a description of why do you need the technical assistance in the area specified above? What other areas related to your project's design and delivery approach can benefit from technical assistance from CFYE?

Open-ended response. Please limit your response to a maximum of 350 words.

15. Contribution of the Challenge Fund (1 of 2)

In your self-assessment, how does CFYE's support add value to your proposed project?

☐ Without CFYE support, our project would not be likely to progress at all for different reasons e.g. because it is too high-risk, there is no established commercial case or no additional funding is available.

☐ It is likely that with CFYE support, the project will be better designed, proceed more quickly, or reach more young people than it otherwise would have.

☐ CFYE support will likely make it easier to progress the project, although it will be difficult to demonstrate how the project resulted in specific identifiable change compared to what would have happened.

☐ There would be no significant difference and the project would proceed as originally envisioned, with or without CFYE support.

16. CFYE Contribution to the Project (2 of 2)

a. Elaborating on your response to the previous question, what is the value addition of CFYE grant and technical assistance to the proposed project? How will the project's strategy and approach be affected in the absence of CFYE support?

b. Can you demonstrate with specific examples and data how CFYE's support will support you to deliver your project's proposed activities? What other avenues of monetary and/or technical assistance have you explored?

Note: *You are expected to carefully review what CFYE is trying to achieve – read the Fund level Theory of Change and Country Scoping Reports before responding to this question. Further instructions given in the Guidance Pack.*

Open-ended response. Please limit your response to a maximum of 500 words.

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Section 4 – Employment Impact & Measurement

Templates Related to Section 4 – Employment Impact & Measurement

- **Employment Outcomes Template:** Further details available in guidance pack.

1. *Impact on Youth*

How will your proposed project impact youth? In your response to this question, please address each point given below:

a. Explain how the employment opportunities you are creating, matching or improving are meeting the ambitions and job aspirations of the young men and women that you are targeting?

b. Explain what methods you will use to successfully attract, hire, and retain your target group of youth in your business / solution? Emphasize methods that are focused on young women specifically **and** establish confidence that your (women) employment targets are realistic and achievable.

c. As a result of your solution, do you anticipate any adverse effects for young women that can directly or indirectly affect them? How will you mitigate these?

Open-ended response. Please limit your response to a maximum of 500 words.

2. *Participation of Youth in Design of Your Project*

Give insight to how you have directly interacted with your youth target group in the design of the solution, and how you are planning to continue this direct engagement. What were the key insights and adaptations that you made based on inputs from both young men and young women (Include direct quotes if you can)?

Open-ended response. Please limit your response to a maximum of 500 words.

3. *Environmental and Social Impact*

Please provide a description of relevant (potential) impact on the environment or surrounding communities because of your project's activities? If there is a potential for any negative implications, how do you plan to address or pre-empt these implications?

Are sustainability, or social and environmental considerations an emerging trend in your project's sector or value chain?

Open-ended response. Please limit your response to a maximum of 350 words.

4. *Project Employment Targets - Summary*

Using the table below, please indicate how many young women and men (aged 15-35) you expect to benefit in each employment outcome category -- create, match and/or improve -- during the project's time-frame. (Note: a single individual should only be counted in one of the three outcome categories).

Note: Please be sure these numbers match those provided in the Employment Outcomes Table Template

	Match		Create		Improve	
	Males	Females	Males	Females	Males	Females
Waged employment						
Self-employment						
Dependent self-employment						
Subtotal						
TOTAL						

5. *Details on Decency of Jobs to be Created, Matched or Improved*

a. Using the Employment Outcomes template provided, describe the different types of jobs that will result from your project activities. If your project involves many different types of jobs, you may include up to 5 main job categories within the table (those that make up the greatest proportion of your overall target). For each job category, make sure to specify key parameters such as description of the employer, employment type, average number of working hours per week skill level, and expected income range.

b. Which aspects of job decency will your project focus on, and what constitutes a 'decent' job in the context of your project? (See Guidance pack for examples) Highlight how the perspectives of young people have helped you shape this definition of 'decent work'.

Open-ended response. Please limit your response to a maximum of 500 words.

6. *Approach to Monitoring Results*

Please describe how you plan to monitor your project. Specifically,

a. List the key performance **indicators** you will use to monitor results;

b. Describe the approach will you use to measure/monitor youth employment **outcomes**

Open-ended response. Please limit your response to a maximum of 350 words.

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Section 5 – Consortium Information

Templates and Supporting Documents Related to Section 5 – Consortium Information

- **Consortium Partner Agreements**: The agreements can be in the form of MoUs, signed contracts or Letters of Intent. This section is not mandatory if you do not have consortium partners. Further details available in guidance pack.

1	Will your project be delivered through a consortium?	☐ Yes ☐ No
2	What is the total number of organisations in this consortium? *(Include the primary applicant organisation in this total. For example, if the project implementation is led by The Palladium Group in collaboration with VSO and Randstad, then the response to this question will be 3.)*	
3	Provide a list of consortium partners who will be most actively involved in the delivery of the project. *(**Do not** include the name of the primary applicant)*	_____ _____ _____ _____
4	***Organisational and Consortium Capability*** Demonstrate your consortium's capacity to implement this project, citing clear examples of similar initiatives the lead organisation and/or other consortium members have launched. *Responses should demonstrate a clear link between the core business operations and proposed project. Where available, indicate long-term buy-in for this project and CFYE Fund from senior management of your organisation(s) and/or the organisation board. Responses should also demonstrate that there is sufficient internal capacity to deliver the project and that project partners are complementary. Specific attention should be paid to capacity and capabilities related to the specifics of the applicable window.*	
	Open-ended response. Please limit your response to a maximum of 350 words.	

TEMPLATE FOR PROFILE OF CONSORTIUM PARTNERS

(Applicants would be required to fill out the profile below for all organisations they plan on partnering with for their project)

1	Full legal name of the Organisation	
2	Postal Address	

3	Post Code	
4	City	
5	Country	
6	Contact Number	
7	Website of the Organisation *(This information will need to start with http:// or https:// and not www.)*	
8	Please share this organisation's social media profile that effectively showcases its activities and work. *(Please identify only those platforms where you most actively share information about your organisation's activities. It can be YouTube, Facebook, Twitter, LinkedIn or any other. You may mention multiple platforms if relevant)*	
9	YouTube	
10	Facebook	
11	Twitter	
12	Other Social Media	
13	Type (1) of Organisation	☐ National ☐ International
14	Type (2) of organisation *(Check only one. Response to be based on primary area of operation of the organisation.)*	☐ For Profit Company ☐ Development Project/Donor Funded Project ☐ Social Enterprise ☐ Local NGO ☐ International NGO ☐ Business Association ☐ Enterprise Support Organisation / Business Accelerator / Incubator ☐ Impact Investor ☐ Angel Investor / Venture Capital Fund ☐ Financial Institution ☐ Education / Training Organisation ☐ Consulting Firm

		☐ Matchmaking Agency
15	Sector	*Response options given in the annex*
16	Sub-Sector	*Response options given in the annex*
17	Country of Registration	
18	Year of Establishment	
19	Role of Partner in the Project	☐ Lead Organisation ☐ Delivery Partner ☐ Learning and Strategic Advisory ☐ Monitoring and Evaluation ☐ Technical Assistance ☐ Funding Partner ☐ Other
20	Total number of employees of the organisation in target country	
21	Provide a brief summary about this organisation. This should include an overview of its vision, mission and description of current business activities in country. *(Limit your response to a maximum of 300 words. Do not add any tables or graphics. Responses longer than 300 words will not be accepted by the online form)*	*Open-ended response.*

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Section 6 – Budget and Financial Information

Templates and Supporting Documents Related to Section 6 – Budget and Financial Information

- **Budget Template**: Provide detailed budget breakdown of your project's duration. Further details available in guidance pack
- **Financial Information Sheet**: Provide financial information for the lead applicant. Further details provided in guidance pack
- **Audited Annual Accounts**: Please provide the lead partner's Audited Financial Statements from the last two Fiscal years. Further details available in the guidance pack.
- **Proof of Co-Investment:** present proof of 3rd party investment in contract, MoU or letter of intent format. Further details available in guidance pack.

1. Cost Drivers of Project

What are the main cost drivers of this project? What specific actions will you undertake to keep the costs down?

Open-ended response. Please limit your response to a maximum of 350 words.

2. Budget Summary

Fill out the below budget summary table with total figures in Euros.

You will be presented with the same table available in your Budget Template. The table must be completed in accordance with, and only AFTER filling and FINALISING the Budget Template.

All figures in the summary table below must be the same as those in the budget template.

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Section 7 – Document Checklist and Uploads

General Instructions for document uploading:

1. Please follow the file format and instructions to upload as specified in the guidance pack
2. For the files that have a template, no other format will be acceptable
3. You cannot delete an uploaded item, so please ensure the one you upload is the final file

Item Number	Upload Item	Is there a CFYE Template or Format to follow?	File Format to be uploaded	Link to Upload
1	**Cover Letter**	Yes: Download Cover letter template to be followed	Signed PDF	Upload link is provided in the online form for submission
2	**Employment Outcomes Template**	Yes: Download Employment Outcomes template be to followed	Excel file format	
3	**Budget Template**	Yes: Download Budget template to be followed	Excel file format	
4	**Financial Information Sheet**	Yes: Download Financial Information template to be followed	Excel file format	
5	**Audited Annual Accounts**	No: Free format	PDF	
6	**Consortium Partner Agreements**	No: Free format	PDF	
7	**Proof of Co-Investment**	No: Free format	PDF	
8	**Other Supporting Documents**	No: Free format	PDF	

----------End of Business Case Form----------

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Challenge Fund for Youth Employment

Guidance Pack for Business Case Development

December 2021 | Version 11.0

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CHALLENGE FUND FOR YOUTH EMPLOYMENT

Overview and Objectives of the Business Case

All organisations who reach the final stage of the selection process for CFYE's technical and financial support are required to develop and submit a business case.

The Business Case Form is based on six main pillars:

- Organisational Profile
- Project Profile
- Project Design
- Employment Impact & Measurement
- Consortium Information
- Budget & Financial Information

Sections 3 and 4 will play the most important role in selection of organisations that will be supported through the Challenge Fund. With that in view, questions in each of the six sections above are aimed to address the following key objectives for the Selection Committee of CFYE:

Key Objectives of the Business Case

- Understanding what the proposed project aims to do: **objectives and strategy**
- Analyzing **operational plan** on what's going to be delivered by who and how
- **Identifying beneficiaries** *who* are going to benefit and *how* they will benefit from the project
- Evaluating **targets,** developing a robust rationale for them and laying out a tracking & measurement plan
- **Explicating risks** associated with project strategy, operational plan and delivery environment
- Establishing **organisation and consortium profile**, and getting a sense of available skill set and organisational **capacity**
- Evaluating a structured **financial proposal**, identifying funding streams and sustainability pathways

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Purpose of Guidance Pack

This guidance seeks to ensure that you, CFYE applicants, understand what we, the CFYE team, are looking for in your business case. This booklet has been developed to help you write the best possible business case for your proposed project, and to provide all applicants with consistent and transparent information about how your business cases will be assessed. More specifically, this guidance document:

- Shares tips to maximise your chances of success
- Provides simple example answers – these are fictitious responses, but should give an idea of the type of answer we're looking for

Where possible and necessary, this document provides guidance on how to best address each question within the business case.

We also acknowledge that this guidance has been heavily inspired from and builds on Palladium's experience of delivering UK Aid Grant programmes and UK Aid's Grant Guidelines through its initiative of *UK Aid Direct*.

General Guidelines for Business Case Development

- ***Less is more*** – Stay within the word limit and rationalize the length of your responses.
- Write concisely using ***clear language*** and plain English
- **Read the sub-questions carefully** and try to answer each of the sub points
- Try ***not to use acronyms*** - if you need to, make sure to spell them out the first time
- Follow ***the word limits*** *of each question as detailed in this guidance & and Business Case form*
- Clearly ***show how your project aligns*** with and advances CFYE's guiding principles (see further reading)
- ***Cite evidence*** wherever possible to illustrate *why* your project is needed
- Cite evidence to ***show that your approach has worked before***, by including examples of your consortium's *previous experience* successfully implementing similar approaches
- ***Include targets*** that are SMART (specific, measurable, achievable, realistic, time sensitive)
- Demonstrate how your project will ***deliver good value for money***
- Provide evidence that **key stakeholders have been involved in the project design** to ensure long-term buy-in and sustainability

Resources for further reading

	Document title	Link
1	CFYE Guiding Principles	Hyperlink
2	Plain English Guide	Hyperlink
3	UK Aid's guide on gender equality – useful for learning about how to integrate gender equality into every stage of the project cycle	Hyperlink
4	Bond's adaptive management guidelines	Hyperlink
5	ODI's working paper on evidence-informed adaptive management	Hyperlink
6	Donor Committee for Enterprise Development (DCED) guide to demonstrating additionality	Hyperlink
7	Guidelines to the DCED Standard for Results Measurement: Articulating the Results Chain	Hyperlink
8	Bond's guidelines on Value for Money	Hyperlink

Applicants should carefully read and understand the **Scoping Reports** available for their country-specific Calls for Solution. The Scoping Report summarizes the key findings from the scoping research and pipeline development activities leading to the formulation of the challenge in each context. There are elements of the Business Case which require directly addressing and/or referring to the findings of these reports. The Scoping Reports are available on the Challenge Fund for Youth Employment website, in the country-specific webpage link.

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Instructions for Submission

The Business Case has been provided in a **document format for reference only**. This is to help you develop drafts and review internally within your organization or consortium. **You will be required to submit answers to the questions in the Business Case by filling out an online form on CFYE's Applicant Portal.** This online form is structured almost exactly as this word document. To access this form, please follow the link given below.

CFYE's Applicant Portal can be accessed via this hyperlink.

CFYE Applicant Portal Guidance:

The CFYE Applicant Portal allows you to view and edit your organisation's information, view your submitted Concept Note, and submit your Business Case.

- **First Step:**

  Your organisation's information will be pre-filled, based on the information provided in the Concept Note. You must review that all information is correct and up to date. In case any information is changed, please make sure to modify as required. Once you are done, please click "*Update*".

  You may also review your Concept Note that was submitted earlier. However, you will not be able to make any edits.

- **Second Step:**

  Navigate directly to the '*Business Case'* tab to start your Business Case application. Once you click on this tab, you will be directed to the online version of Business Case form.

  This form will have multiple sub-tabs. Each tab corresponds to the section of the Business Case, identical to this word document that has been provided to you. You must complete all sections and answer all questions. There are no optional questions in the Business Case.

- **Third Step:**

  The final step is the submission of your Business Case. After completing all sections of the Business Case, you should navigate to the final tab called "*Submission*", where you must click on "Submit". Once that is clicked, you will no longer be able to edit any your previously submitted answers.

Important Note: After putting in your answers to the questions in each section or tab, you must click on "*Save Answers*" each time. This will enable you to save your responses in the system without submitting, as well as to complete the online form in multiple sessions. Failure to do so before navigating to another section or tab may result in loss of the information provided.

Supplementary Documents to Submit using the CFYE portal:

In addition to the main Business Case form to be filled and submitted, the primary applicant organization is also required to submit additional documents that have been listed below and specified at different sections or tabs of the Business Case form. The detailed guidance to the templates for uploading is available in this Guidance Pack.

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Item Number	Upload Item	Is there a CFYE Template or Format to follow?	File Format to be uploaded	Link to Upload
1	**Cover Letter**	Yes: Download Cover letter template to be followed	Signed PDF	Upload link is provided in the online form for submission
2	**Employment Outcomes Template**	Yes: Download Employment Outcomes template be to followed	Excel file format	
3	**Budget Template**	Yes: Download Budget template to be followed	Excel file format	
4	**Financial Information Sheet**	Yes: Download Financial Information template to be followed	Excel file format	
5	**Audited Annual Accounts**	No: Free format	PDF	
6	**Consortium Partner Agreements**	No: Free format	PDF	
7	**Proof of Co-Investment**	No: Free format	PDF	
8	**Other Supporting Documents**	No: Free format	PDF	

Help Material and Videos for your Business Case:

In addition to the Business Case development Guidance Pack, the Challenge Fund team will put together short guidance videos to address specific elements of the Business Case and submission process. These will be shared in the coming few weeks.

Help Contact:

If you have any questions about the submission mechanism or the template, please reach out to us using your country-specific email address:

- BurkinaFaso@cfye.nl
- Ethiopia@cfye.nl
- Uganda@cfye.nl
- Senegal@cfye.nl
- Tunisia@cfye@nl
- Morocco@cfye.nl

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In case you'd like to speak with CFYE Team to better understand the requirements and process around submission, we'd certainly be able be to do that. We can organise a 15-minute session with your team specifically on the submission-related questions within 10 days from the submission date. We will be communicating with you on how these sessions can be organised closer to the date.

In case you have any technical questions with regards to the content of your business case or the content, those should be routed to the Business Case coaches that will be assigned to you. Further details on coaching will be shared at the CFYE Business Case webinar.

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Section 1 – Organisational Profile

Please make sure to carefully review this section. In the online form, response to many of the questions given below will be pre-filled based on the information you provided in the Concept Note. However, in case the information is changed, or if you notice that information is missing on any of the questions, please make sure to update that in the online form.

In this section you will provide information about the lead applicant only. This includes basic information about the organisation and its employees. While most of questions and requests for information are straightforward, key elements to be mindful of are given below:

- **Full legal name of the organisation**: This is the full name of the organisation under which it is legally registered with the relevant authorities. This name is essential to conduct basic-level due diligence on the organisation.
- **Trade / Brand name of the Contracting Organisation**: In case this is different from above field, please specify the trade name of the lead applicant, ie; the contracting entity.
- **Full legal name of local entity in country of implementation (if applicable):** In instances or scenarios where lead international organisations will be delivering the projects through their locally-registered entities, the full legal name of those constituent entities will be required for basic due diligence.
- **Sectors and sub-sectors**: Use the list of sectors and sub-sectors given in the Annex of this document below to identify the sectors which are most relevant and in-line with the key business activities of your organisation.
- **Annual revenue of the organisation:** Apart from detailed financial information required in Section 6, provide total figures of the annual revenue of your organisation for the past 3 years. These figures should be taken from your audited annual accounts and be equal to total revenue reported (including both grant and sales revenue). The amounts specified must be Euros. This information is required for basic due diligence.
- **Previous Applications made to the Challenge Fund for Youth Employment**: Choose from the list if you have applied for a previous round of call for proposals made by CFYE in another country and indicate which country it was.
- **Directors Information**: This information is needed for basic due diligence purposes. Please provide the background information of the key 3 people (if applicable) in director or managerial positions in your organisation. The information provided should be for a person whose name and contact information are mentioned on the organisation's legal and/or incorporation documents, and acts in a managerial and/or directorate capacity. Fill out the table as indicated in the form.

Section 2 – Project Profile

Templates Related to Section 2 – Project Profile

- **Cover Letter**: Declaration by the applicant regarding the information submitted as part of Business Case.
- **Other Supporting Documents:** Organizational publications, Annual Reports, brochures, research and marketing materials, any relevant permits and certificates etc.

Project Name: this would be the name of your project moving forwarded, even in the case of selection. Please be as concise as possible.

Project tagline- If you were to *Tweet* to introduce your project, what would it be?

Be as concise as possible and limit your response to 280 characters, as you would on a Tweet. We want you to **develop a headline for the project** that best describes what it aims to do and achieve.

Proposed Project's start & end date

We want to **know precisely when the project activities will start and end**. If you are looking to apply for CFYE to fund scale-up of an existing project that will go beyond the duration of CFYE support, specify the start date based on scale-up activities and end date based on the conclusion of activities that will be directly supported by CFYE. The start date indicates the commencement of project activities. In case of on-going projects that will be supported, this indicates the commencement of activities funded/supported by the Fund.

The maximum timeframe of a project that can be supported by CFYE is 36 months (3 years).

Regions within the country where the project will be implemented

Specify the **top 5 regions where your project activities will be delivered or beneficiaries targeted**. If it's a national project or the number of regions targeted is more than 5, then specify those 5 where the project is likely to be the most active or achieve the greatest impact. Further guidance available in the Annex of this document on key regions per country.

Project Sector and Sub-Sector: Your response for this would need to be based on project's *key activities*. This answer does not need to be reflective of the lead organisation's sector or sub-sector. Refer to the Annex of this document for guidance on the list of sectors and sub-sectors.

Link to Multimedia: Please include a live and working link to a shared folder or a social media platform where your multimedia is saved or through an online link. The multimedia can refer to your organisation or your project or both. The more recent the multimedia is, the better. Make sure the link is working for a public audience, that it is in a shareable format outside your organisation, has a decent quality as much as possible, and that its access is not password-protected.

Note: *Please note that by sharing this multimedia, you also provide us with consent to use them in presentations and marketing. Please contact CFYE Team to know more about the possible uses of the material you will provide us.*

Description of the Employment Model: Choose the most-accurate description of the status of your project (not your organisation). We want to better understand what level of experience and success you have had in achieving employment outcomes through the business model underpinning your proposed project. Please answer this question to the best of your knowledge based on your project's projected status, activities and implementation lifecycle.

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Previous Grants for this Project: Select whether you have previously applied and/or received for funds for this specific project model previously and identify the source of funding received. This will enable the evaluators to understand the grants and capital raising history of the project.

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Section 3 – Project Design

Question 1: Project Pitch *[max 100 words]*

Explain the main reasons why your project needs CFYE funding and how it would advance your project further. This pitch should be the key driver to why CFYE should select your project.

Question 2: Project Pitch in Multimedia Format:

This could be a repeated link from your answer provided in Section 2, Question 8. However, the ideal multimedia shared here would be the one that best describes your project in a succinct way and makes a clear pitch for why it is best positioned for CFYE funding. CFYE Team would be very keen to get a better understanding and 'feel' of what your project or business is about. While it is optional, you are strongly encouraged to share a multimedia project pitch that effectively showcases your project's underpinning business plan. This project pitch can be a video, an animation or any other creative or multimedia. It has a free format and it is up to you to devise it as you wish. It is advised that this pitch covers some essential information about your project, such as the points given below:

- The nature of the project and its beneficiaries
- What the project is trying to achieve by the end of its implementation
- How will the project address key challenges it is trying to resolve
- What are the jobs that the project will help create, match or improve
- [Optional] Include a demonstration of the products, services, testimonials, field visits etc.

***Note** for including links: make sure the link is working for a public audience, that it is shareable outside your organisation, has a decent quality as much as possible, that its access is not password-protected.*

Question 3: Executive Summary of Proposed Project *[max 250 words]*

Provide a summary of the proposed project. Identify what challenges will it address, what is the proposed solution and what activities will you deliver through the consortium?

This question should address the summary of your entire Business Case in a way that is as straight-forward and to-the-point as possible. The Executive Summary should explain what your project is trying to achieve, what issue is it trying to solve and a brief of how it will achieve its set objectives.

Question 4: Challenge that Your Project will Address *[max 500 words]*

What specific youth employment challenges or barriers does your project aim to address (especially for young women)? Explain how you will support youth to overcome these barriers and contribute to the success of your solution.

In your response, refer to CFYE Country Scoping Reports available on CFYE website. Include an overview of the delivery context. Use evidence (research, data, organisational experience, insights from youth engagement) to illustrate the points you are making. We expect you to succinctly and specifically describe the **exact nature of the problem you are trying to address**. This involves laying out the key objectives of your project and what you are trying to achieve, specifically after describing who your target audience is and how your targets are aimed at addressing youth challenges. You would also provide an overview of the context you are operating in, and the barriers that have until now prevented the problem from being solved. We strongly encourage you to use data or other evidence to support the points you are making.

Begin by summarising the current problem:

1. **Be precise**: what specific problem(s) are you trying to fix?
2. **How big** of a problem is this/are these today?

For example, a more general, weaker answer would read like this:

"Uganda is a landlocked country in East Africa. With a population of around 43 million, 21% of people live below the poverty line"

The best answers will include details such as:

Specific problem you are trying to fix	Indicative baselines (which can be refined later)[1]
Alongside commensurate population growth, waste generation in Kampala is increasing at a rapid rate.	The rate of solid waste generation in Kampala in 2015 was 3,206 tons per day and is expected to increase to 4,739 tons per day by 2030. (figures to be validated in the baseline report in the inception phase).
There is a largely untapped opportunity to professionalise and formalise the informal sector by creating working hubs for groups of informal workers and creating community-based waste banks in the city.	There are more than 3,000 people involved in and employed in the informal sector around waste management in Kampala, many of whom lack access to capital, and a permanent, formal place of work. (figures to be validated in the baseline report in the inception phase).

To specify your project's objectives: Start by clarifying your specific vision to solve the problem outlined above:

- What is **the achievable aim of your project** in terms of the number of youth working in decent jobs and how many of these youth are expected to be young women?
- By when would your proposed project **achieve its goal**?
- What specific improvements do you expect to see by then?

Make sure your objectives are realistic and achievable. We are looking for ambitious projects, but there is no point in promising numbers you can't achieve, as you will ultimately be held accountable to deliver these. Business cases that propose unrealistic numbers will not be considered further.

For example, a weaker response might look something like this:

"…Our vision is for a world of gender equality and economic opportunity for all. We expect to significantly raise income levels for around 5,000 workers through our interventions…"

A much stronger, clearer explanation of a vision and quantified objectives would be:

'…By June 2022, waste collection efficiency rates in Kampala will have improved from 64% (as it stands today) to 75% by applying circular economy principles to aspects of the city's waste management system. 10 safe, stable and gender inclusive working spaces or 'hubs' will have been established to house waste processing

[1] Statistics taken from Global Green Growth Institute (2018), Kampala Municipal Solid Waste Value Chain Mapping

activities. This will lead to the improvement in working conditions and increase in income for 750 waste management workers, 350 who are male and 400 who are female. *The hubs will offer paths to formalisation through quality control services, skills training, and financial services..'*

Question 5: Business Model (1/2): Commercial Viability & Market Demand *[max 350 words]*

- *Elaborate on how the business model underpinning your project is profitable. Share evidence (and/or financial projections) to demonstrate its commercial and operational viability, and if it is supported by demand for products/services offered by your business/project.*
- *Briefly provide an overview of your project's beneficiaries and end market users. How will you incentivise them to avail your services or products offered to ensure that your business model achieves commercial and operational viability?*

Your response should include a brief description of the demand of your product/service, the type of customers you are targeting and their aspirations/needs, the competitive advantage of your product/service, and potential barriers to market entry. You may bring in evidence from other projects/ventures you have been involved in. Your answer may also include a brief of the market study or research you have conducted to gather information about your customer.

Keep in mind a guiding question of: "Who would want to buy/use my product/service and how can I motivate them to buy/use my offering, as well as, keep them as loyal customers".

Note: *the target beneficiaries here are different from the employment targets that your project would achieve. The target beneficiaries are the customers or end users of your product or service.*

Question 6: Business Model (2/2): Market Assessment & Competitive Advantage *[max 350 words]*

- *How does your project's business model fit within the current market for your offered product or service in the market?*
- *Explain your assessment of similar initiatives that currently exist (nationally, regionally, or internationally) and how your project compares to them.*
- *Concisely state what is the competitive advantage of your product or service in the market you are targeting. How is it different or value additive compared to these initiatives?*

Your response to this question should give a whole-rounded view of the market you are (planning) to operate in. Give a concrete analysis of how your product or service offering fits into the market and explain how you view the existing competition of similar products or services. A good way of answering this question would be to assess the market in general in terms of the demand and supply of the product/service, then provide an explanation as to why there is a need for your specific product/service offering that is not currently fulfilled by existing players in the market/region.

Keep in mind a guiding question of: "Why would a customer want to buy/use *my* product or service in this market at this time". A good answer to this question could include a SWOT or PESTEL model analysis to benchmark against competitors.

You should include specific examples by name of existing similar initiatives/products/services. Your answer may also include a brief of the market study or research you have conducted.

Question 7: Project's Approach / Theory of Change (description) *[max 500 words]*

- *Describe key activities (or 'interventions') your project will carry out to address the youth employment challenge(s) described above.*
- *Clearly state what are the pathways to employment your project will undertake – describe how your activities will lead to creating, matching, and/or improving employment for youth. Note: For projects aiming to improve existing jobs, please be specific about the type improvements you are aiming to achieve.*
- *Describe longer-term impact and changes you expect to achieve.*

Your response to this question should give reviewers a clear understanding of your project design, including *how* (pathways through which) your project activities are expected to lead to creating, matching or improving jobs for youth. Please describe your key activities, as well as the short- and longer-term changes these should bring about in order to meet your project objectives.

Following are some examples of the different types of information you might include, depending on the project focus:

- For a project focused on training and matching youth into jobs, we would want to understand details such as: Who is the target group for your training? What is the focus of the training, and is the curriculum already developed? How will you recruit youth for the training – and young women in particular? How many youth will be trained and over what period will the training be delivered? What skills will youth develop through the training/how will they become more employable? What will the project do to help match youth into decent jobs after the training (or support their entrepreneurship)? How can you be sure there will be enough vacancies for the trained youth to be hired into? How will you engage with potential employers or other stakeholders in the process?
- For a project focused on working with employers to improve jobs within a given sector, we would want to understand: Who are the employers you are targeting? What are the challenges with working conditions you are targeting, and how will your project work with employers to improve? What will motivate employers to engage with the project on this? What types of specific changes in policies or practices do you expect for them to make? How will these changes affect job quality/decency for youth – and young women in particular?

  (**Note**: For interventions to improve jobs, it may be helpful to think about the different aspects of job decency as defined by the ILO).
- For a project focused on creating jobs through enterprise growth/scaling, we would want to know: What is the business strategy underlying your growth plans? What changes will be made to your operations (e.g. HR functions) to enable growth and/or ensure job decency as the business grows? How will you ensure that youth/young women are hired into the newly created jobs? How will you prepare youth to succeed in these jobs?

Question 8: Supporting Evidence for Project Design *[max 500 words]*

- *What evidence or market data underlying your project design suggests it is likely to succeed? Please share data and examples from your own (or consortium) experience or other research used to guide your project design and target setting.*

- *If you have already piloted/tested this approach in a similar context, what were your results (quantify if possible) and what did you learn?*
- *Explain if and how you have conducted additional research (e.g. market research, stakeholder consultations, etc.) or consulted other sources to inform the proposed project design.*
- *Please explain the calculations/assumptions behind your employment targets*

In this question, we ask you to demonstrate the active youth participation in the design of the project. Explain the specific measures undertaken in your organisation by giving clear examples of how youth voices are not only heard but acted-upon. Additionally, provide examples of ways in which you have conducted research or studies that included youth and how you plan to continue to engage them. The best answers include a description of the methods used to gather youth input (for example youth sessions, interviews or surveys) and reach. Highlight any engagements and insights that apply to young women specifically.

With this question, we would like to understand how you came up with the project design and targets, including which stakeholders were consulted, what you learned, what experience you drew upon, assumptions underlying your calculations, and any other evidence to suggest your approach will succeed and targets are realistic.

CFYE considers **stakeholder consultation** to be a vital aspect of the project design process. Stakeholders may be anyone with a vested interest in the project, including the targeted youth beneficiaries and their communities. They may also include other actors working in the same space as you; be they private sector, local authorities, NGOs, training institutions, village chiefs etc. It is vital to consult with these types of stakeholders, not only to validate your proposed project and make sure it meets an identified need, but also to ensure you are not replicating work, and to find possible areas for collaboration and complementarity with like-minded actors.

For any research or stakeholder consultations you conducted to design your project, please describe:

- **How** you went about this (including how you identified the stakeholders)
- **Who** you spoke to (or what information sources you consulted)
- **What** you learned, and
- How this input/information has **helped shape** the project.

If the project involves scaling up or continuing approaches your consortium (or others) have already tried/tested (in the same context or a different one), please share:

- **Results** (such as success rate of job matching activities, number of jobs created, number of youth hired, number of businesses supported, etc.) and **learning** to date
- How this learning/experience has been incorporated into the project design.

Targets will appear more credible to reviewers if they are supported by clear explanations and evidence. What key assumptions or data underly your job targets? For example,

- What % of jobs do you expect to be for youth (aged 15-35) vs. other aged workers?
- For matching interventions, what is your expected success rate, and upon what is estimate based?

***Note** - All final outcomes targets should be able to be achieved before the end of the project. For example, for a job to be counted as 'improved', ALL the necessary preconditions for improvement (e.g., increasing income to an agreed level) need to be met before the project closes.*

A detailed response might look something like this:

'..Through the network of Kampala's landfill Waste Pickers Association, we met with a group of 15 pickers from Kiteezi landfill, to hear directly from them about the issues they face in their daily working lives and understand their most pressing concerns. We met separately with a group of 10 women [pickers] to get a better, more nuanced understanding of the gendered dynamics of work in this particular sector, and the gender-specific constraints that hinder increased economic empowerment for these women. As a result of these discussions, we designed a tailored, gender-sensitive core curriculum for the hubs, responsive to the needs identified by the pickers themselves. We also included a built-in creche in the hub design, to support working mothers, noting that 78% of the Pickers Association's 500 members are young women (under aged 35). Or overall targets for improved jobs (390 jobs for young women, 90 jobs for young men) are based on the current membership numbers and demographic profiles within the Association'

Question 9: Sustainability of Business Model *[max 350 words]*

Explain how you will plan for your project to remain future-proof. What will you do to ensure the impact of the proposed project will continue after CFYE's funding has ended?

Sustainability is one of CFYE's guiding principles. It is therefore essential that all project interventions lead to sustainable outcomes, and lasting positive prospects for all beneficiaries. Here we want you to present your approach to achieving that, in particular highlighting what you will do to ensure project impact continues well beyond the prospective CFYE funding timeline. Central to CFYE's approach to sustainability is ensuring that the projects or organisations funded through the Fund are commercially and operationally viable entities that are able to continue their interventions beyond the time frame of CFYE's support. Therefore it is essential that you explain the business model underpinning your proposal with specific details.

For example:

- For a project providing vocational skills training, we want to understand how do you plan to charge for this training? Do you have evidence that young people can afford the training or be willing to pay for it? Or if your project involves scaling up or expanding operations, what projections have you made and explain why you believe the proposed scale up plan is operationally feasible and supported by demand for products/services.

Achieving long-term sustainable change in youth employment is complex. It requires more than just improving the provision of supply, or just addressing issues of demand. Sustainability is achieved through taking an integrated approach, that accounts for and responds to the wider economic context, political considerations, and available institutional support. Thus, sustainable employment can only be achieved by taking into account the existing ecosystem and addressing issues that stand in the way of decent employment, in such a way that after a certain period the intervention is no longer necessary. That is what is referred to as an exit strategy.

At minimum, we expect you to consider the economic sustainability of employment opportunities generated or facilitated through your project interventions. The best answers will also speak to other core pillars of sustainability in development[2], which include:

- **Economic sustainability** - How will the project lead to greater economic empowerment for beneficiaries? How can the project support beneficiaries in improving their incomes? What is

[2] Taken and adapted from UK Aid's Sustainability Guidance, available here: https://www.ukaiddirect.org/wp-content/uploads/2016/04/UKAD-Guidance-Sustainability.pdf

the impact of the project on growth and development for the wider community? What does a potential long-term financing model look like?

- **Environmental sustainability** - What will the impact be on the environment without the intervention? What will the impact be on the environment from the intervention? What are the external environmental factors affecting the intervention? How can you use innovation and technology in your programme?
- **Social sustainability** – How will your project improve or optimise quality of life for beneficiaries? How will your project catalyse cultural behaviour change? Does the project have potential to influence any wider changes at policy level?

An important aspect of sustainability is also addressing the financial and commercial sustainability of the funds. It is essential to include concrete plans of action that demonstrate how your project will be sustainable beyond CFYE's funding. Your explanation must refer to the sustainability of the jobs you are intending to create, match or improve, and the means you will take to ensure the jobs are not lost beyond CFYE's contribution.

Questions 10: Project's Scaling Potential *[max 350 words]*

Present your assessment of the opportunities and viability to scale your business model underpinning your project in the next 3-5 years. Give details of the pathways to scaling considering the current stage of the project's implementation.

Your answer should aim to provide a brief explanation of where your project stands now (at the time of writing this Business Case). Provide some description on how project completed its ideation stage and where does it aim to reach in terms of concrete targets and timelines.

When describing the scaling potential that you envision for your project – first explain what the scaling area would that be in and then set the prospective timeline in which the growth is likely to take place in. the scaling areas could be in terms of asset expansion, higher job targets, reaching a new target group, expanding to a new market/region etc.

A good answer would lay out the growth potential of the project, explain how it is projected and give specifics of the type of scaling relevant to the project's activities.

CFYE recognises that not all projects have a scaling plan, and this does not have a negative effect on the scoring or positioning of your application. In case you do not have scaling plans, explain the rationale of why this doesn't apply to your project.

***Note**: this question is to include a wholistic vision of your project's scaling potential in the long run, beyond CFYE's funding.*

Question 11: Project Risks *[max 350 words]*

Please provide an overview of key anticipated risks to your project's implementation. What mitigation measures will you and/or your consortium partners take to ensure the project is able to achieve its objectives?

These risks may fall in any of the following categories: Delivery, Reputational, Fiduciary or Operational. A risk is the probability or threat of a negative occurrence or circumstance that could cause a project to fail or go off-track. A risk can be caused by external or internal vulnerabilities and may be avoided through mitigation actions or pre-emptive contingencies. ***A risk is different from a challenge or an issue, which is something that is already present or known that will need to be dealt with***. By identifying risks, you can plan

to reduce their impact or to ensure they do not come to fruition. When describing risks, it is important to outline the cause, event and impact succinctly.

Good risk management is about identifying what might go wrong. This includes:

- Identifying potential consequences;
- Monitoring situations in real-time;
- Keeping impact to a minimum when something (inevitably) does go wrong.

It is important to ensure there is a shared understanding and system approach in place for risk management with any downstream partners. Risk areas you should consider are

Risk Category	Description
External context (EC)	can affect the implementation of projects. Risks to consider include political developments, the economic setting and other contextual factors.
Delivery (DL)	is a situation/event that will impact you or your partners' ability to deliver the project. For example, the low resource capacity of your implementing partner results in the project not delivering against its stated objectives.
Fiduciary (FD)	is one that arises when funds are not used for the intended purposes; do not achieve value for money; and/or are not properly accounted for within the project.
Operational (OP)	is one that could affect the day-to-day operation of the project. These relate to capacity and capability to manage the project.
Safeguarding (SG)	is an occurrence that could pose a threat to the protection of the health, well-being and human rights of individuals, which allow people — especially children, young people and vulnerable adults — to live free from abuse, harm and neglect. An important aspect is to 'avoid doing harm'. Risks to consider include those impacting on social exclusion, exploitation and abuse.
Reputational (RP)	is one that will pose a detriment to reputation or public image due to certain activities, associations or perceptions

***Note**: Your answer should briefly describe the highlight risks that you pre-empt for your project. You may categorise the risks based on the risk types above. The risks identified must be realistic to the project's nature, work environment, beneficiaries and market drivers.*

Question 12: Implications of COVID-19 on Delivery of Project Activities *[max 350 words]*

What specific challenges do you foresee in delivering your project's proposed activities due to COVID – 19 pandemic? What measures are you planning on taking to mitigate these challenges and ensure minimum disruption to project's activities?

We acknowledge that there may be new challenges that you anticipate in the delivery of your project given the global COVID-19 repercussions. Your response to this question will help us think about what additional support may need to be provided to the projects to address these challenges. Be as specific

as possible and make references to the project strategy and delivery approach, including activities. Also consider closely the timeframe of the project and the expected outcomes.

Given the challenges specified with regards to COVID-19, please give specific actions/activities that you planning on undertaking to address these. These actions may be strategic such as rethinking project design or delivery approach, or different partnerships, or they may be operational such as different activity plans or change in targeting mechanism etc.

Given the rapidly evolving situation owing to COVID-19 spread, we anticipate that all organisations have had to make adaptations and changes to address the challenges. These changes may pertain to the organisational structure, size and operations as well. As succinctly as possible, describe what changes you have had to make or are planning on making in the immediate future. Make specific references to the changes in workforce and associated gender distribution of affected employees.

Consider the opportunities for economic recovery and how your project aims to positively impact society and beneficiaries post pandemic. Think of the question: "what can my project offer to help overcome negative implications caused by Covid".

Question 13-14: Technical Assistance from CFYE *[max 350 words]*

Please select the options from the list provided. For further information, refer to the TA Offering Fact Sheet in the Annex below.

Please elaborate on the selected areas where you have identified a TA need, explaining:

- *Why you think you need support in that area*
- *How CFYE support will help you to implement your project successfully, providing concrete examples*

***Note**: It is important to bear in mind that the TA we refer to in this case is TA which is provided additional to the grant, which serves to enhance the likelihood of achieving the desired results and being able to measure those results adequately. This should not be confused with TA which is part and parcel of the intervention that you are proposing.*

For instance, if the project includes capacity building aimed at bridging the gap between the skills set of young job seekers with the required skills sets of potential employers, then this should be included in the project budget for which you are requesting a grant. However, if you need support to develop an outreach strategy to involve more women in the capacity building and job placement activities that the project proposes to undertake, the this may be eligible for additional TA support.

Questions 15-16: CFYE Contribution to the Project *[max 500 words]*

What is the value addition of CFYE grant and technical assistance to the proposed project? How will the project's strategy and approach be affected in the absence of CFYE support?

Can you demonstrate with specific examples and data how CFYE's support will help you deliver your project's proposed activities? What other avenues of monetary and/or technical assistance have you explored?

Carefully review what CFYE is trying to achieve – read the **Fund level Theory of Change** and **Scoping Report related to your country** before responding to this question. We strongly recommend that you read in detail all the available literature about CFYE, on **our website** and through links in the Further Reading list before answering this question.

Some tips for giving a great answer:

- Use this opportunity to really sell your project to us. Remember that this is a competitive process – why should we select your project over someone else's?
- Describe, using examples where possible, how your work as an organisation or consortium already aligns with CFYE's broader objectives
- Make sure you address all the objectives of the fund in your response, speaking to both the spirit and the letter of the fund's principles

CFYE will only consider working with Implementing Partners presenting ideas that would either (a) likely not progress at all without CFYE support (critical) or (b) be better designed, proceed more quickly, or reach more young people than it otherwise would have (Bigger, better, faster). We will not fund existing operations, or 'business as usual'.

In this answer, we want to hear about the extent to which your proposed activities would take place at all, on a larger scale, earlier, or within a specific designated area or target group as a result of CFYE support.

Best answers will therefore describe how CFYE funding will help in any or all of the following areas:

1. **Scale** – greater numbers of youth will benefit from decent employment opportunities
2. **Timing** – Activity will happen earlier than would otherwise have been the case
3. **Specific area or group** – the extent to which new groups of target beneficiaries (for example, young women) are able to be brought in to benefit from an intervention
4. **Quality** – The quality of the outputs and outcomes will be positively affected
5. **Innovation** - Are you aware of any other company that has used the proposed business model in Uganda? Is the proposed business model new in Uganda or the industry?

Best answers will also give some indication of how they assessed the additional impact of CFYE funding, perhaps referencing the below proposed net additionality framework:

CHALLENGE FUND FOR YOUTH EMPLOYMENT

Section 4 – Employment Impact & Measurement

Templates Related to Section 4 – Employment Impact & Measurement

- **Employment Outcomes Template**

Question 1: Impact on Youth *[max 500 words]*

How will your proposed project impact youth? In your response to this question, please address each point given below:

a. *Explain how the employment opportunities you are creating, matching or improving are meeting the ambitions and job aspirations of the young men and women that you are targeting?*

b. *Explain what methods you will use to successfully attract, hire, and retain your target group of youth in your business / solution? Emphasize methods that are focused on young women specifically and establish confidence that your (women) employment targets are realistic and achievable.*

As a result of your solution, do you anticipate any adverse effects for young women that can directly or indirectly affect them? How will you mitigate these?

Consider the jobs that you are creating, matching or improving from the perspective of a young person from your target group. Explain the specific barriers faced by youth in relation to the decent job opportunities. Specify these barriers and present a clear approach on how the project will address these. Also, explain how the job links to the ambitions and aspirations of the youth whom you are targeting. Explain which part of the aspirations you can or cannot meet, and how you will mitigate this potential disparity.

The best answers offer a clear and systematic analysis to identify, understand, and describe barriers and aspirations of youth and how you are taking these into consideration in the proposed solution's approach. In your answer, you clearly show how direct engagement with young people has shaped your analysis.

The best answers also establish confidence that your youth and women job targets are realistic and achievable. To achieve this, emphasize the barriers and aspirations for young women specifically, and incorporate an analysis of underlying causes (such as different roles, rights and opportunities for men and women in society). Show an awareness of gender-specific barriers and a commitment to addressing these.

Question 2: Participation of Youth in Design of Your Project *[max 500 words]*Give insight into how you have directly interacted with your youth target group in the design of the solution, and how you are planning to continue this direct engagement. What were the key insights and adaptations that you made based on inputs from both young men and young women (Include direct quotes if you can)?

Question 3: Environmental and Social Impact *[max 350 words]*

Please provide a description of relevant (potential) impact on the environment or surrounding communities as a consequence of your project's activities? If there is a potential for any negative implications, how do you plan to address or pre-empt these implications?

Are sustainability, or social and environmental considerations an emerging trend in your project's sector or value chain?

Consider thinking through questions such as:

- Do you typically follow applicable Environmental and Social legislations?
- Would your project or project activities cause an extended negative environmental impact?
- Are sustainability trends recognised in the sector of your project's activities?
- Is there an impact on the environment or surrounding communities as a consequence of the project's activities? (for example: waste and/or wastewater disposal, CO2 emissions, dust, noise, soil erosion, land degradation)

In this answer clarify what relevant legislation you have to comply with, and show relevant permits/certificates /clearances, and explain the potential environmental impact or awareness your sector is undertaking. You may attach these in **Section 7 – "Other Supporting Documents".**

In certain sectors (such as manufacturing, storage, land cultivation, forestry, agribusiness/food, construction, infrastructure, energy) the local legislation may demand a business to apply for an environmental or construction permit c.s. as a precondition to operate. In most cases a permit or certificate includes conditions the company has to comply with. The business case should clearly state the applicability of such legal obligations or clearance from the authorities, as well as a confirmation of the company's compliance.

A great answer would also *address* relevant sustainability trends in the sector or value chain and show this is addressed in the organisation's strategy.

Question 4: Project Employment Targets – Summary

Using the table below, please indicate how many young women and men (aged 15-35) you expect to benefit in each employment outcome category -- create, match and/or improve -- during the project's time-frame.

***Note**: A single individual should only be counted in one of the three outcome categories, and be sure these numbers match those provided in the Employment Outcomes Table Template*

Some tips for this answer:

- Be sure that the numbers match the targets you provide elsewhere in the business case. Any inconsistencies will raise doubts and confusion among reviewers.
- Be realistic rather than optimistic, and don't forget to account for attrition or other types of anticipated 'failure'. Very few interventions produce a 100% success rate.
- If you are not sure which job outcome category or employment type to use, check with your business case coach.

Employment Outcome Categories: Definitions, Characteristics and Examples

Definition and Characteristics	Examples
Create: A young person takes up work or a job/role that has been newly created as a direct or indirect result of the project. ⧗ This is often a result of enterprise growth (following business development support or access to finance via CFYE), leading to new hiring in the supported enterprise. It can also occur indirectly, where others in the value chain (e.g. suppliers or distributors) add new jobs to meet demand of the growing supported enterprise. ⧗ May also result from entrepreneurship interventions leading to new self-employment. In such cases the person benefitting should not have been generating income through self-employment in the same general activity /sector before the project (this would instead be considered 'improve').	⧗ A digital financial services company is supported to scale up its agent model (to enrol new customers to use its digital wallet), and hires and trains young people to work as agents and area managers. ⧗ An urban auto mechanic company sets up a franchise model through which young people are trained and supported to start their own auto repair franchises in rural areas. ⧗ A project trains young people as clothing designers, and provides mentoring and loans for them to start up their own enterprises. ⧗ A health-tech business accelerator invests in and provides BDS support to start-up and scale-up enterprises in the health sector, which then grow and create between 10-50 new jobs each.
Match: Young people are hired into decent jobs, through project-supported matching services or through their own initiative following a project-supported skills development intervention. ⧗ Jobs should exist independent of project interventions (they may be new jobs, but if the project itself did not lead to creating that job, it should be counted as a 'matched' job) ⧗ Resulting from efforts such as: matching or career development services; youth-targeted HR strategies; supply-side interventions focused on training or improving employability	⧗ Young people who complete project-supported IT/app developer training are hired as programmers by project partners (tech companies). ⧗ Young people who use a project-supported job matching platform for career advice digital CVs, and to complete training on interviewing, get a job through the platform. ⧗ A textiles company sets up its own training institute to meet the growing demand of its operations, training cohorts of young people in specific skills required and offering jobs to successful trainees.
Improve: Young people experience improvements in working conditions within the job/work/role they already have, as a result of a project intervention. Improvements may be related to: Income/ productivity and benefits; working hours and work/life balance; health, safety and well-being; security of employment and social protection; personal development; and/or workers' representation ⧗ Often results from existing businesses making changes to working conditions for current	⧗ Young employees of supported SMEs have their jobs formalized (e.g. going from having no formal agreement with their employer or an oral agreement, to a written contract specifying the terms of employment, with clear process around performance review and salary increases), leading to greater job security. ⧗ Artisans are enrolled on a project-supported ecommerce platform, enabling them to increase sales/income by 50%.

employees (I.e. firms upgrading their employment policies and practices), ⧗ May also result from projects to increase income/productivity or improve other working conditions of self-employed individuals. ***Note**: If your project involves specific activities/interventions designed to sustain existing jobs (ones that are at risk of being lost due to Covid or other market factors), you may include these in the 'Improve' category, as this represents a form of improving job security.*	⧗ Self-employed farmers supported to boost productivity or diversify income streams within their current farms (e.g. by introducing new technologies or adding new crop livestock varieties) -- where productivity does not result in hiring new employees. ⧗ Workers in a garment factory go from having inadequate preventive measures to protect them from workplace hazards, to having appropriate measures routinely in place (e.g. policies, personal protective equipment, training, incident reporting and follow up etc.)

Employment Categories:

- **Waged employment:** Individuals working in jobs that give a basic remuneration that is not directly dependent upon the revenue of the unit for which they work
- **Self-employment:** An individual working for himself or herself, as a freelancer or owner of a business, who has autonomy over business practices (examples: smallholder farmers; digital marketing freelancers, etc.)
- **Dependent self-employment:** A job in which an individual person may have no autonomy over business decisions such as unit price or terms of payment (e.g. sales agents earning commissions for transaction fees/sales on behalf of a specific company)

Example: A project working in the agriculture sector aims for the following job outcomes:

- 600 smallholder farmers (70% women) will be supported to increase productivity and add new income streams
- 200 new waged jobs (50% women) will be created in new value-added processing hubs (employed through one of the consortium partners)
- 50 new aggregation 'agents' (40% women) will earn commission for sourcing produce and supplying the processing hubs, and 30 existing agents (30% women) will have improved jobs through increased productivity/income (resulting from access to mobile app to improve efficiency of sourcing, access to asset loans, new bonus structures and career development pathways), and more gender-responsive practices

	Match		Create		Improve	
	Males	Females	Males	Females	Males	Females
Waged employment	0	0	100	100	0	0
Self-employment	0	0	0	0	180	420
Dependent self-employment	0	0	30	20	21	9
Sub-Total	0	0	130	120	201	429
Total	0		250		630	

Questions 5: Details on Decency of Jobs to be Created, Matched or Improved *[max 500 words]*

⧗ *Using the Employment Outcomes template provided, describe the different types of jobs that will result from your project activities. If your project involves many different types of jobs, you may include up to 5 main job categories within the table (those that make up the greatest proportion of your overall target). For each job category, make sure to specify key parameters such as description of the employer, employment type, average number of working hours per week skill level, and expected income range.*

⧗ *Which aspects of job decency will your project focus on, and what constitutes a 'decent' job in the context of your project? (See Guidance pack for examples) Highlight how the perspectives of young people have helped you shape this definition of 'decent work'.*

A crucial focus for CFYE is the quality of employment. We are not simply talking about putting youth to work; all **CFYE projects must create opportunities for youth to benefit from *decent* employment**. CFYE's approach to job decency draws on three perspectives: local labour law (which guides aspects such as minimum wage, maximum number of working hours, etc.), international best practice (ILO definition of decent employment), and the perspective of youth (which aspects of job quality they consider as most important). What constitutes 'decent' within a given project will be defined by each Implementing Partner in collaboration with the CFYE team, depending on the sector and context.

In this answer, we want to hear how you will approach each of the following areas of decent work:

Income and benefits:	⧗ What is the expected minimum monthly income / wage for each job type? If this minimum is not at the level of a living income / wage, how will you ensure that jobs resulting from your project provide a fair/decent wage, given the context? ⧗ How will you work towards offering a living wage during the lifetime of the project? ⧗ What other (secondary) benefits are associated with each job type? Highlight which secondary benefits are particularly important to youth.
Working hours:	⧗ What will a typical schedule be for each job type?
Health, safety, and well-being:	⧗ What are the main health and safety risks associated with the jobs? ⧗ What measures will you put in place to ensure health and safety and minimize risks? ⧗ What is the minimum age of the employees that will be working in these jobs?
Security of employment and social protection:	⧗ Under what terms will the worker be employed and for what duration? ⧗ What (if any) types of social protection are available? ⧗ What is the minimum age of the people that will be working in these jobs?
Personal development:	⧗ What are the opportunities for skills or personal development and career progression?
Workers' Representation:	⧗ Can the workers form a trade union or how can they meet on a regular basis to express themselves when they have issues at work?

The best responses will show a nuanced and contextualised understanding of the issues of decent work, applying best practices from the sector you are proposing to work in. A sample answer for a business case in the waste management sector might be structured as follows, to provide a specific and targeted analysis of decent work dimensions in waste management in Kampala:

- Overview of the main decent work dimensions that most affect the waste management sector
- Data on overall employment in the waste management sector in Kampala. Data on the different 'types' of worker in this sector, disaggregated by gender, skill level and formal/informal. For example:
    - Refurbishers (# male/#female; #formal/#informal; skill level required)
    - Collectors (# male/#female; #formal/#informal; skill level required)
    - Recyclers (# male/#female; #formal/#informal; skill level required)
- Discussion of informality in the sector and how it affects work conditions
- Discussion of working hours in the sector, with consideration to gender differences
- Discussion of wages in the sector, with consideration to gender differences
- Discussion of issues of occupational health and safety in this sector, including:
- Work environment (cramped, lack of ventilation, other hazards etc)
- Tools and equipment required to do work (Personal Protective Equipment, transport etc)
- Risks associated with this sector and child labour
- Opportunities for social dialogue and freedom of association among waste management workers in Kampala
- For each of these areas, a clear strategy should be outlined, illustrated through evidence or best practice wherever possible.

Question 6: Approach to Monitoring Results *[max 350 words]*

Please describe how you plan to monitor your project. Specifically,

- *List the key performance indicators you will use to monitor results;*
- *Describe the approach will you use to measure/monitor youth employment outcomes*

Examples of Key performance indicators may include:

- The number of youth to gain employment via newly created decent jobs
- The number of youth for whom employment conditions are improved
- The number of youth that gained new skills through a training course or internship
- Number of supported small and growing businesses (SGBs) with positive annual revenue growth
- % Annual Revenue growth
- Number of young people (aged 15-35) to complete a training

- Number of young people (aged 15-35) who use matching/placement services or career counseling
- Number of young people who receive entrepreneurship support (training and finance to start a new enterprise)
- Number of small and growing businesses supported with loans and technical support

Provide an adequate level of detail about your plans. For example:

- If you plan to conduct a survey with youth who completed vocational and soft skills training to learn about what jobs they got following the training, briefly share how will you go about this and what types of information you will collect.
- If you plan to use an existing digital data system to track sales (and income) of agents over time, briefly explain how this works .
- If you plan to use 'company records' (e.g. HR records) as a data source, explain what types of data will be captured, how, when and by whom.

CHALLENGE FUND FOR YOUTH EMPLOYMENT

Section 5 – Consortium Information

Templates and Supporting Documents Related to Section 5 – Consortium Information

- **Consortium Partner Agreements**: The agreements can be in the form of MoUs, signed contracts or intent letters. This section is not mandatory if you do not have consortium partners. Further details available in guidance pack.

CFYE applicants are strongly encouraged to work with partners. Successful applications should demonstrate an existing partnership with a local partner and how you will ensure the partner(s) has/have the capacity to deliver effectively in line with the required quality standards.

You are required to add any documents that may serve as evidence for the proposed partnership(s) – such as consortium agreements, contracts, MoUs, Letters of Intent or project reports part of your business case. **Refer to Section 7 – Document Checklist & Uploads.**

In this section we ask for some basic information about your consortium partners to allow us to assess the consortium's overall capability of running the project and managing the funds.

***Note**: that further due diligence may be carried out on some or all of the consortium partner organisations in the case of selection, during the inception phase of the selected project. CFYE will coordinate with the lead applicant to ensure appropriate information is gathered to conduct such due diligence.*

Question 4: Organisational and Consortium Capability *[max 350 words]*

Demonstrate your consortium's capacity to implement this project, citing clear examples of similar initiatives the lead organisation and/or other consortium members have launched.

Responses should demonstrate a clear link between the core business operations and proposed project. Where available, indicate long-term buy-in for this project and CFYE Fund from senior management of your organisation(s) and/or the company board. Responses should also demonstrate that there is sufficient internal capacity to deliver the project and that project partners are complementary. Specific attention should be paid to capacity and capabilities related to the specifics of the relevant window (if applicable).

Your answer may be formatted in a way to show the exact split of key responsibilities among consortium partners (where applicable) and a demonstrated list of crucial roles that are required to plan, manage or deliver the project.

Note: *Your answer to this question should match the division of responsibilities as outlined in the **Workplan Tab 3, of the Employment Outcomes Template**.*

CHALLENGE FUND FOR YOUTH EMPLOYMENT

Section 6 – Budget and Financial Information

Templates and Supporting Documents Related to Section 6 – Budget and Financial Information

- **Budget Template**: Provide detailed budget breakdown of your project's duration.
- **Financial Information Sheet**: Provide financial information for the lead applicant.
- **Audited Annual Accounts**: Please provide the lead partner's Audited Financial Statements from the last two fiscal years.
- **Proof of Co-Investment:** present proof of 3rd party investment in contract, MoU or letter of intent format.

Introduction

For the budget & financial information section of your application:

- Begin by answering question #1 in the section below, to give insight into the steps the project will make to maximize the impact of the requested funds.
- Next, fill in the **budget template**. Below, you will find a general conceptual guidance for developing the project's budget. In the budget template itself you will find a guidance note regarding how to present the costs of the project. Ensure that you read both sections before filling in the budget template.
- Using the "Budget Summary" worksheet that is within the **Budget Template Workbook**, fill in question #2. ***Note**: While you are filling in the Budget Section of your Business Case, you will be prompted to enter the information from the "Budget Summary" worksheet from the budget template directly into your application. The budget needs to be completed (and FINAL) before you copy the figures from the "Budget Summary" worksheet into the Business Case form.*
- Ensure audited statements of the last two fiscal years for the lead organization are available. You will be prompted to upload them in the 'Document Check List and Uploads' section. If you have questions regarding audited financial statements, please first check the "Document Check List and Uploads" section.
- Fill in the "**Financial Information Sheet**" using the template provided. More details regarding this sheet can be found in the below Annex "Document Check List and Uploads".

General Guidance for Developing a Project Budget

A budget ***must be submitted using the provided template*** as part of your Business Case. Below, the key factors that should shape your budget are explained. Details regarding how to use the budget template itself can be found in the "Guidance Note" worksheet within the Budget Template Workbook.

Value for Money Approach

Palladium is committed to deliver the Challenge Fund for Youth Employment project based on Value for Money (i.e.: Maximizing cost effectiveness). The Value for Money approach works to increase the sustainable benefits, while reducing the costs of activities (and resources) as much as possible and always carry out a clear assessment of all alternatives before taking action, considering opportunity cost.

Matched Funding

CFYE seeks to engage Implementing Partners who will leverage additional resources for proposed interventions through matched funding arrangements. Matched funding arrangements include cash contributions as well as in-kind contributions (in-kind meaning a contribution of a good or a service other than money). **Note** that in-kind contributions should not exceed 30% of the total funding that the total consortium brings in.

A few examples of in-kind contributions include time spent on a specific activity by persons who are not paid for that specific activity, vehicles already purchased and used before that can also be used for the proposed project, use of office space which is already owned by the entity, etc. These in-kind contributions represent a value which can be used as matched funding. However, this value needs to be calculated properly based on a realistic estimate of its value (or in case of capital, based on actual depreciation costs) and the applicant must be able to show underlying details / assumptions of this calculation.

The CFYE aims for a portfolio that has a 1:2 (33%) leverage outcome on average, meaning that every 1 EUR provided by CFYE is matched with 2 EUR from other sources. At the same time demonstrating additionality is crucial for obtaining a CFYE contribution. Projects that can demonstrate that their proposed intervention carries more risk (proof of concept, scaling a new innovation) and scores high on additionality can propose a lower leverage outcome. The minimum to remain eligible for funding through CFYE is a 1:1 leverage outcome. Similarly, it is also possible to request a lower contribution from the CFYE, thereby showing a higher than a 1:2 leverage outcome. The need for demonstrating additionality remains, regardless of the amount and percentage requested.

Programme Capital Investment

Capital Investment is included as a separate category and can be part of the budget only when assets are required for the success of the programme. CFYE expects that funds are spread out over various activities and not that a large portion goes into Capital Investment. When Capital Investment relates to PP&E (Property, Plant & Equipment), it is expected that only depreciation costs over project period are included and not the full acquisition costs only (unless this can be explained in detail - for example lifetime of the asset is equal to project period and no residual value is expected). **Note** that funds assigned to Capital Investment should not exceed 1/3 of CFYE's contribution. In the case that a larger % is assigned, extensive explanation on additionality is required.

Sources of Co-Funding:

- Co-funding from the **private sector**: this is the most preferred source of co-funding and should formulate the bulk of the investment raised.
- Co-funding from **partners of the consortium** is allowed and the contributions should ideally be in line with the activities that the consortium members are delivering as part of the project.
- Co-funding may be raised from **project revenue**, in which case, a financial plan must be submitted at Business Case stage to demonstrate feasibility from a cashflow perspective.
- Co-funding raised from **loans**: CFYE contribution cannot be used to pay back other loans incurred before. If creating a financing vehicle for beneficiaries of the project is one of the project's activities, CFYE contribution can be used for this, as long as it is supported by a strong business case, including proper financial projections. CFYE contribution cannot be used to pay back other loans incurred before.

- Co-funding cannot be raised from other **Dutch-Funded programmes**. It is not allowed by the Dutch government if it is non-refundable capital, however if it is changed to refundable capital (loan) it could be possible.
- Co-funding from **international donor funders or philanthropic organizations** is accepted, however not preferred. It is advised that it is kept at minimum compared to the total co-funding raised from elsewhere.

Indirect vs. Direct Project Expenses

Applicants can include expected costs for the different direct and indirect project activities based on their best estimate. However, we expect the total indirect expenses (including personnel) to be around 15-17% of the total project budget and not to exceed 20% of total project budget. Indirect overhead expenses (excluding personnel) are expected to be somewhere between 5-7% of the total project budget and not to exceed 7%. CFYE will use these ranges as a rule of thumb rather than an ineligibility criteria, but please note that deviation from these ranges without clear reason can affect the chances for selection.

Partner Contribution

The contributed values, both cash and in-kind, of the different consortium partners should be clearly detailed in the budget template. In this way the budget template shows the total project budget, including contributions from both CFYE and all other partners.

For further guidance, refer to **Budget Template tab "1. Guidance Note".**

Monitoring & Evaluation

CFYE expects from the applicants that Monitoring & Evaluation activities are sufficiently embedded in the project's proposal. Therefore, as a rule of thumb, it is expected that costs budgeted for M&E activities will range from 5-10%. Note that this is a guideline and if costs are below this range, we need additional information how M&E activities will be sufficiently addressed.

Ineligible Expenses

This budget is to include all costs that are projected to be incurred to the delivery of the funded programme. The following type of expenses cannot be accepted and are explicitly ineligible across all budget categories:

- Activities which may lead to civil unrest
- Activities which discriminate against any group based on age, gender reassignment, disability, race, colour, ethnicity, sex and sexual orientation, pregnancy and maternity, religion or belief
- Gifts
- Statutory fines, criminal fines, penalties and associated legal costs
- Activities in breach of EU legislation on state aid
- Bad debts to related parties
- Payments for unfair dismissal and associated legal costs
- Replacement or refund of any funds lost to fraud, corruption, bribery, theft, terrorist financing or other misuse of funds
- Contingency or risk premium

- Payments for works or activities that are fully funded by other sources whether in cash or in kind, for example if premises are provided free of charge, CFYE will not contribute to a notional rent
- Costs incurred prior to a formal agreement being executed including those associated with preparing bid or grant proposals
- Costs that are not directly related to the proposed project and/or are not needed for successful outcome of the project's objectives.

Note that costs directly related to the proposed project and/or are not needed for successful outcome of the project's objectives can be subjective. Therefore, we advise to include a comment in column AN with an explanation on expenses that might be considered unrelated to the project. Including costs in the budget that could be considered not directly related and without proper explanation will affect the chances for selection.

Exchange Rates and Currency Conversions

Due to the nature of projects under the Challenge Fund for Youth Employment, the majority of expenditure in any project is likely to be non-Euro denominated and will be transacted in the local currency in the country of implementation. Note that reporting currency in this budget should be in EUR and therefore local currency needs to be translated into EUR. The CFYE uses www.xe.com to determine the currency rates, however the applicant can use their own source in accordance with their own policies. Note that the methodology / policies used in currency exchanges should remain consistent throughout the lifetime of the project.

General Tips for Budget Management

- Implementing Partners are expected to closely monitor their budget against the project plan.
- The expectation is that accurate planning and forecast should occur upfront and that the need for revisions to the budget will be by exception only and will in most cases be anticipated in advance.
- Financial forecasts should be activity based and consider real-world actions taking place, and be aware of the local context, rather than a simple apportionment of budget across months.
- Effective planning should attempt to control over-promising and set a project plan linked to a budget which is ambitious but achievable.
- Implementing Partners should make sure they are aware of the risks of exchange rate variability and inflation so they can plan accordingly.

Responding to the Financial Questions in the Business Case Online Form

Question 1: Cost Drivers of Project *[max 350 words]*

What are the main cost drivers of this project? What specific actions will you undertake to keep the costs down?

We expect you to be able to demonstrate how your project represents good value for money (VFM). Value for money is about maximising the impact of the funds you will receive. We expect you to demonstrate exactly how this money will achieve CFYE objectives. Value for money does not mean we

only do the cheapest things: it is about the optimum combination of economy, efficiency and effectiveness.

We recommend summarising how your project represents value for money clearly in your application, by analysing the 4Es: economy, efficiency, effectiveness, and equity:

- **Economy**: What are the project's major costs and what drives the pricing of those costs? What can you do to control their costs? Personnel costs are often a significant cost of a project; how do these compare other organizations working on similar issues? What overhead cost recovery are you budgeting for in your project budget?
- **Efficiency**: What economies of scale can you identify in delivering your programme? What is the project cost per beneficiary? Would the cost per beneficiary reduce if you were to increase the scale of the project? If so, explain why you aren't aiming to deliver a larger project?
- **Effectiveness**: How effective is your project in achieving the desired outcome? Cost-effectiveness must also be explored. What is the overall impact of your intervention relative to the inputs that is being invested in it? Consider the added value the project brings. What would happen if the project wasn't funded?
- **Equity:** demonstrate how you are targeting the beneficiaries. If it costs more to reach these target populations justify what the overall impact will be of reaching them. Consider how you are being equitable in including people with disabilities and tackling gender disparities as part of your project, as well as those from other marginalised or excluded groups.

The Fund considers several metrics when reviewing and analysing a Business Case. When it comes to Value for Money, cost per job will be just one metric to determine the value for money from the project.

Therefore, the Fund's recommendation would be that applicants clearly develop a comprehensive explanation about Value for Money using the guidance provided while also building upon other parameters such as quality of jobs, sustainability, additionality etc.

A high cost per job may not be problematic *per se*, if the overall approach taken by the project presents a clear case of the implementing consortium maximising value for money.

Question 2: **Budget Summary**

Fill out the below budget summary table with total figures in Euros.

After completing the Detailed Budget in the **Budget Template Workbook**, most values in the tab **"Budget Summary"** will be populated automatically. Briefly describe the nature of the in-kind contributions in row 20 and add details on source and status of co-funding in rows 24-29 and row 31 . Please fill in the 'Budget Summary Table' in the Business Case Application by copying and pasting the information from the "Budget Summary tab" from the Business Case Budget Template and consider the general guidance above and the following:

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Section 7 – Document Checklist & Uploads

The table below is used as a guiding checklist and easy-upload tool. **General Instructions for document uploading:**

- Please follow the file format and instructions to upload as specified in the table below
- For the files that have a template, no other format will be acceptable
- You cannot delete an uploaded item, so please ensure the one you upload is the final file

Item Number	Upload Item	Is there a CFYE Template or Format to follow?	File Format to be uploaded	Link to Upload
1	**Cover Letter**	Yes: Download Cover letter template to be followed	Signed PDF	Upload link is provided in the online form for submission
2	**Employment Outcomes Template**	Yes: Download Employment Outcomes template be to followed	Excel file format	
3	**Budget Template**	Yes: Download Budget template to be followed	Excel file format	
4	**Financial Information Sheet**	Yes: Download Financial Information template to be followed	Excel file format	
5	**Audited Annual Accounts**	No: Free format	PDF	
6	**Consortium Partner Agreements**	No: Free format	PDF	
7	**Proof of Co-Investment**	No: Free format	PDF	
8	**Other Supporting Documents**	No: Free format	PDF	

Follow the guidance provided for each document to be uploaded. Some further guidance below:

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Cover Letter

Information in cover letter has to match budget and consortium agreement figures.

The Cover Letter should demonstrate that:

- All info is accurate and that we have understood that if there is any deliberate misrepresentation this will disqualify us;
- We have disclosed any potential conflicts of interest (if any);
- We have not filed for bankruptcy, we are not subject to insolvency or winding up procedures, our assets are not being administered by a liquidator or by a court;
- All Parties mentioned in the application have completed a due diligence form that they certify to be true;
- It has been agreed between all Parties that the Primary Applicant will lead all negotiations with the Challenge Fund, if the application is successful; and
- All Parties understand and are committed to the Proposal, and will uphold their technical and financial commitments, if selected.

Employment Outcomes Template

The Job Planning Template consists of 2 critical components, needed to evaluate your business case:

- **Employment Outcomes Table (Tab 1)**
- **Project Workplan (Tab 3)**

Categories for each component is provided below, and examples are provided within the template itself.

Employment Outcomes Tab

Using the template provided (Tab 2), please provide details about the expected **employment outcomes** of your project, following the guidance below.

Step 1: List each major category of job your project will create, match and/or improve in a separate row (such as 'computer programmer,' 'driver' or 'manager'). If your project entails many different jobs categories (e.g. more than 6), you might consider grouping jobs that have similar characteristics (pay, working hours, etc.), or focusing on maximum **5** job categories will contribute most towards your job targets..

Step 2: Fill out Columns B-H to give a better picture of what these jobs are expected to look like, including:

- **Brief description:** provide job title or a very brief description of job
- **Employer:** provide the name of the employer (if known) or type of entity likely to be the employer (or n/a for self-employment)
- **Employment type:** Indicate whether the job is likely to be waged-based, self-employment, or a combination (e.g. an example of a combination job type would be a sales agent working under an umbrella organization on a commission basis). If it is likely that you will end up with different employment types for the same position (e.g. self-employed auto-mechanics and wage-employed auto-mechanics working for a company), please list them in separate rows.
- **Skill Level:** Choose from a drop-down option list, from the following, that best fits the grouped employment type:

Professional/Managerial	Secondary school teachers, university professors, medical practitioners, musicians, systems analysts
Skilled	Shop managers, lab technicians, primary school teachers, computer support technicians, legal secretaries
Semi-Skilled	Service and sales workers, Skilled farmers, agricultural and fishery workers, Craft and related trades workers, Plant and machine operators, and assemblers.
Unskilled	Cleaners, freight handlers, garden labourers, kitchen assistants

- **Monthly income - minimum:** What is the minimum amount of income a young person in this job could be expected to receive per month?
- **Monthly income - maximum:** What is the minimum amount of income a young person in this job could be expected to receive per month?
    - (Note: it is important to substantiate these income figures with notes in Column N, by saying how this amount as determined -- e.g. based on data from current employees in a similar job, or market data. Please provide calculations or explain any assumptions or evidence upon which this amount stated is based.)
- **Hours per week:** How many hours does the activity take to perform per week? As with income, you may provide a range, but please also specify the average or median number of hours, and explain what the variation depends upon.

Step 3: Specify your outcome targets within each job category. That is, how many young women and men (aged 15-35) are expected to benefit in each of CFYE's three main outcomes (job creation, matching, or improvement – see table below for definitions)? Your project may lead to only one employment outcome category or more than one. In cases where the same people may benefit from more than one outcome pathway (e.g. an individual is matched into a job that is then improved), keep in mind that each person should be counted in only one category (that which occurs first).

Support your figures as much as possible, making use of the column for notes to help reviewers understand how you have derived the targets, projected earnings, etc. The better you support your projections with evidence, data or explanations, the more credible they will appear to reviewers.

Project Workplan Tab

Using the template provided, provide a workplan for all activities related to your proposed project.

How to fill out the template:

You would need to layout activities in the rows (adding as many rows as necessary). Each activity should have its own row. The template includes guidance and an example on how to fill out each column of the excel workbook to help you.

The activities you specify should be linked to your project's design and overall activites. The template will also help you link activity to its indicator and outcome.

Activities should be specified in a succinct and brief way to help you identify them in an easy way, while their description column is where you have the flexibility to explain further what you mean by each activity.

There is no particular order required for listing out the activities. You may list your project activities by output, by date or by responsible party.

Some tips to keep in mind when filling out the template:

The work plan represents a holistic allocation of objectives tied to timelines for completion, prioritization and clear division of tasks among key personnel. It should clearly articulate the required steps to achieve a stated goal by setting demonstrable objectives and measurable deliverables that can be transformed into concrete actions.

The work plan forms the foundation for all programme activities in inception and implementation phases and ensures that implementation activities are targeted to deliver the results desired and set out in the proposal.

Goal: At its core, a project plan defines your approach and the process your team will use to manage the project to scope, by Providing a comprehensive list of all programmatic and administrative deliverables.

Strategy: Consider the below main questions:

- What are the major deliverables?
- How will we get to those deliverables and the deadline?
- When will the team meet milestones, and when will other members of the team play a role in contributing to or providing feedback on those deliverables?

Objective: Objectives should be realistic and relevant to the goal and to the proposal. Workplan should answer these fundamental questions about each objective/activity: What is the activity? Who is responsible for its delivery? Who is responsible for its submission? When is it due? What is its status?

General Tips:

- Include measurable and time bound activities to achieve the agreed objectives.
- Ensure it is straightforward by making your project plan readable, use some formatting skills to make sure tasks, durations, milestones, and dates are crystal clear
- Add notes to tasks that may seem confusing or need explanation
- Planning activities can be accomplished by working backward from the final goal with core initiatives arranged hierarchically
- A clear definition of responsibilities and roles should be reflected in the programme's work plan

Budget Template

This Budget template has 4 worksheets.

- Begin by filling in the '2. Applicant Input' worksheet.
- Then continue with the '3. Detailed Budget' (guidance on filling this in is given in section II.B below).
- Next review the "4. Budget Summary" to ensure that the details are correct.
    - *Only fill out Row #20, Rows #24-29 and Row #31. Everything else will be populated and cannot be changed.

IMPORTANT: While you are filling in the Budget Section of your Business Case, you will be prompted to enter the information from the "Budget Summary" worksheet directly into your application. The

budget needs to be completed (and FINAL) before you copy the figures from the "Budget Summary" worksheet into the Business Case form.

A. Overview Detailed Budget Worksheet

The financial model for the proposed programme is divided according to the following categories:

- **Programme Activities (Outputs:)** Project activities which are expected to cover all recurrent project delivery expenditure unrelated to administrative costs, staff costs, or monitoring and evaluation. Note that we expect the outputs specified in the budget to match your overall project activities and milestones specified elsewhere in the business case.
- **Cross-Cutting Activities:** Activities that are overarching direct programme activities, including overall direct programme staff (not doing a specific output activity but cross-cutting activities) and Monitoring & Evaluation.
- **Programme Capital Investment:** Capital Investment is included as a separate category and can be part of the budget only when assets are required for the success of the programme. When Capital Investment relates to PP&E (Property, Plant & Equipment), it is expected that only depreciation costs over project period are included and not the full acquisition costs only (unless this can be explained in detail - for example lifetime of the asset is equal to project period and no residual value is expected). CFYE expects that funds are spread out over various activities and not that a large portion goes into Capital Investment. Note that funds assigned to Capital Investment should not exceed 1/3 of CFYE's contribution. In the case that a larger % is assigned, extensive explanation on additionality is required.
- **Indirect Programme Costs:** Indirect Programme Staff and all other Administrative / Operational Expenses.

B. Filling in the detailed Budget worksheet

- Ensure that activities are inserted into the appropriate categories (Programme Activities, Cross Cutting Activities, Programme Capital Investment, or Indirect Programme Costs).
- Next, indicate if the project activity will be contributed in cash or in-kind (in-kind is a good or service other than money, for guidance on in-kind contribution. Note that In-kind contributions should not exceed 30% of the total co-funding that the total consortium brings in.
- Include unit costs * quantity for a certain project activity, resulting in an automatic calculation of total value for the project activity. For all individual budget items, the value should be included as unit cost * quantity on an annual basis (columns G&H, P&Q and Y&Z). A description / explanation of the unit costs need to be included in column C to show what type of unit is used.
- Include which part of the total value for the project activity is contributed by the different consortium partners.
- The remaining value that is not contributed by a consortium partner is contributed by the CFYE in cash (calculated automatically).
- Columns cannot be altered, so if there are less partners than included in the template, hide the columns that are not needed.
- Partner names are included automatically in the columns when tab '2. Applicant Input' is completed.

- CFYE funds should spread out over the different years and not all be allocated in the first year. The budget should also reflect sustainability and gradual independence of the business model.
- It is advised to add additional information to clarify or justify a specific budget item, especially if a large amount is allocated to one budget item. This can be included in the Notes in column AN.

It is not possible to include additional rows in the budget template, if more activities are performed resulting in additional rows, please combine the activities together and detail how this was calculated in the Notes (column AN). Additional tabs can also be included in the budget template Excel sheet to show detailed calculations when needed, but results of these calculations should always be included in the fixed budget template, otherwise CFYE won't be able to process these.

Financial Planning Template

Financial Information Sheet Using the lead partner's audited financial statements, fill out the "Financial Information Sheet" in order to provide an overview of the organization's financial health. Audited Annual Accounts You will be prompted to upload the audited annual accounts in the 'Document Check List and Uploads' section.

Audited Accounts

Please provide the lead partner's Audited Financial Statements from the last two Fiscal years. a) No audited accounts available since entity is not obligated by law to have accounts audited. In this case we request that you share unaudited accounts.

If no unaudited accounts are in place, please provide a breakdown from your financial system showing at least the income statement and the balance sheet of the last 2 years. b) No audited accounts available since the entity is newly established.

Please provide annual accounts of the entity and or founder upon which/whose expertise you are relying on to make the business case successful. Additionally, please submit the audited accounts of other consortium partners that are involved in the project (if they are related to the lead entity)

Consortium Partner (s) Agreements

There is no specific format for these. Please ensure the scanned PDF documents are clear to read.

The agreements can be in the form of MoUs, signed contracts or Letters of Intent. This section is not mandatory if you do not have consortium partners.

Proof of Co-Investment

There is no specific format required for such documents. This field is only required if applicable.

If the co-investment is coming from a consortium partner, then the Consortium Partner Agreement or MoU should specify that. If the co-investment is coming from a third party, CFYE would require proof that there is a commitment from that party to co-invest in the project. If the investment by third party is conditional on selection by CFYE, then the supporting document(s) should specify that. The supporting document should either be a contract, an MoU, a letter of commitment or a letter of intent.

Other Supporting Documents

There is no specific format required for such documents. This is an optional field.

If you'd like to submit additional documents and material in support of your business case, you can do so here. These documents may include but are not limited to:

- Publications from your organisation or project outlining the approach laid out in this business case
- Organisational brochures and materials that present an overview of the organisations involved in the delivery of the proposed project
- Permits/certificates /clearances/licenses issued for your organisation or project based on specific activities
- Additional research material in support of your proposed approach or project

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Annexes

Annex 1: Checklist for Meaningful Youth Engagement

Identify youth's aspirations

- Are young people's aspirations identified, understood, supported, and met?
- Does the company/ program recognize that youth have diverse and changing needs?
- Do you take into account their **intersectionality** (the fact that individuals have a complex mix of identities, such as religion, race, family, culture, socio-economic status, which influence the way they participate, and thus gender is just one (albeit important) part of the equation in terms of their empowerment and participation)?
- Does the company engage with youth with "different identities" (race, socio-economic status, race, culture, etc.) so that your engagement process reflects their needs?

Build assets and capabilities

- Does the program /company provide opportunities for young people to work on their financial literacy skills, financial management, and does it provide access to finance or other financial services (such as opening a bank account or a mobile money account)?
- Do young people have the same access to promotion opportunities and training opportunities within the company as other employees?
- In which way does your program facilitates the development of self-confidence and personal interaction capabilities that young people find important?
- In which way does the program promote young people to be leaders? And which space do you create for challenging views?
- Do you have a development plan to leveraging youth's ambition to develop these "hard" and "soft" assets and capabilities and guide them in their journey?

Contribute to social impact and innovation

- Do you have private-sector mentors that harness young people's natural creativity and innovation?
- Is the company/program connected to other organizations that work with young people so that youth networks can share and learn from each other?
- Does the company provide youth with empowering opportunities to contribute to their community, such as volunteer activities and political participation?

Make decisions as equal partners

- Does the governance structure of the company/program have a place for youth representation at multiple levels?
- Are young people being equal partners in the decision-making process within the company and in which way?

- Do youth have the power for calling meetings and setting agendas in the policymaking arena?
- Can youth be self-advocates and peer-advocates in the decision-making process when it comes to policies within the company/program?
- Do you have a Youth Advisory Council that represents a cross-section of the population that our organization serves for your program?
- Are youth compensated for their work?

Be a safe space for change

- Do young people have a safe place to go and be heard within the company and throughout the program?
- Do you have safety policies to ensure vulnerable youth are not re-traumatized through their participation/work?

Co-design Monitoring and Evaluation

- Are youth co-researchers and co-evaluators in a participatory research and evaluation process?
- Do they have opportunities to be involved in all stages of the research, monitoring, and evaluation process?
- Do youth design 'success indicators' and decide how to measure these outcomes?

Annex 2: Gender Analysis Checklist

Key reference questions to surface gender-specific barriers

- What are the gender differences, the relevance of gender roles and power dynamics in the wider ecosystem and in your organization?
- How is the culture within which your people and organization operate and what are the different needs and priorities of women, men, boys and girls?
- Identify and understand the experiences and the roles of women, men, boys and girls and how these impact your sector and your company
- Who has access to what in terms of resources, information, education, decision-making, representation?
- What is the difference in access to opportunities and agency over decision-making men and women experience inside and outside the organization?
- How are men and women differently impacted by company policies, hiring practices, career progression, opportunities, benefits, parental leave, etc?
- What are the disparities between men and women in the wider ecosystem and in your organization, and why such disparities exist?
- Surface gender issues at the national, district and local level(s) that have direct repercussions over your sector, workforce and organization
- What is the female/male ratio in your company within: staff (employees), higher management, board of directors, company ownership?
- What are the specific constraints women and girls face in relation to employment, training, skills, going to work, retention, childcare duties, etc.?

Guidelines on how to develop and present a clear approach on how to tackle gender barriers

- Propose specific actions you plan to put in place to address the gender disparities and the specific barriers women and girls face
- Show specific examples of measures already undertaken within your organization to counteract gender inequality and promote equality
- Advance gender disaggregated data showing gender make-up of your staff (employees), higher management, board of directors, owner(s) and discuss measures undertaken to reach (or improve) equal gender representation at all levels of your organization
- Discuss how you have factored diversity and inclusion considerations in your recruitment strategies, hiring practices, HR systems, etc.
- Advance dedicated gender-equality trainings, policies, systems, processes, strategies you might already have in place within your organization
- Mention any expert, member of staff or partner organization focusing on gender equality and gender-focused policies you have hired or work with

- Describe how the target group – girls – are or will be involved and consulted in the analysis of issues and in developing a gender approach
- List gender-sensitive and gender-targeted measures you might have in place including safe transportation to and from work, childcare facilities, flexible working, parental leave, maternity cover, maternity pay, female mentorship and career progression programs,
- Reference the gender barriers that girls must overcome to participate at all levels of employment in your organization and how this will be achieved
- Describe what are the expected changes and for whom, why, and how – with a focus on women and girls.
- Describe how the changes to create a more gender inclusive workforce will be implemented and made sustainable beyond the life of the project

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Annex 3: Factsheet - Technical Assistance (TA) offering from CFYE

CFYE is implemented by 3 consortium partners with specific areas of expertise in which they can provide TA to its implementing partners. The CFYE can offer a blended solution of TA in which high-quality – international or national – business consultancy is combined with longer-term national and international volunteer secondments offering coaching and implementation support.

TA will be tailored to the needs of the applicant and provided through a flexible and solution-oriented approach. The optional coaching sessions during the full application stage can be used to jointly strategize and answer questions regarding the most suitable mix of TA.

BLENDED TECHNICAL ASSISTANCE SOLUTION IN CFYE

Below we shortly present the three consortium partners and their thematic areas of expertise.

Randstad

Randstad is a global leader in the HR services industry, currently present in 39 countries. Randstad's purpose is to support people and organizations by realizing their true potential. We do this by helping candidates with jobs and with developing their skills in order to have a meaningful career. We also help our clients to find the best talent with the most relevant skills for their business by offering them a variety of services, like staffing and in-house services.

Thematic areas of TA expertise for CFYE: Matching services, HRM, skills & employment, soft skills development, career guidance for youth, labour market research, private sector collaboration, future of work, legal advice, finance, sales, public affairs (around future of work and decent work).

Randstad corporate (e-)volunteers have been involved in development projects in different roles including strategy design, coaching and hands-on project support in their thematic area of expertise. For example, Randstad volunteers have built the capacity of local partners in East Africa to set-up job centres to skill and match youth to jobs; other Randstad volunteers have used their knowledge on youth employment to design VSO's global ways of working in this area. Randstad volunteers are typically in high demand and available for 3 to 6 months. Their support can be in-country, remote or a combination.

VSO

VSO brings people together to address marginalisation and poverty. By enabling individuals and communities to play a more active role to tackle poverty and inequality, essential pre-conditions for sustainable change – ownership, participation, empowerment and inclusion – are created

Partnerships lie at the root of the change we create. Together, we work on programme development and delivery, research, fundraising and influencing decision-makers. We work with 500+ local organisations, government at all levels, funders, private sector partners, academic institutions and advocacy platforms.

VSO's work focuses on three themes: Health, Education and Livelihoods (including youth employment), with emphasis across these themes on resilience, accountability and gender.

Thematic areas of TA expertise for CFYE: Youth engagement, GESI, skills and employment, TVET, vocational outreach, resilient livelihood, vulnerability context analyses, business development services, career guidance, employability skills, entrepreneurship, group formation, empowerment and assets building.

International (e-) volunteers are seasoned professionals who provide technical advice in their area of thematic expertise. International volunteers typically work on research, strategy design, coaching, advise and capacity building of nationals and local partners. This often happens together with one or more national volunteers or staff to ensure local application of their international experience and knowledge. Their support can be in-country, remote or a combination and for a period of 3, 6 or 12 months.

National volunteers are typically highly motivated university educated nationals with experience working in VSO's youth programs. They are often talented professionals at the start of their career and have worked as part of multi-cultural teams through their involvement with VSO. They have first-hand and in-depth local knowledge and links to (youth) networks. National volunteers are able to work directly with youth and collaborate with international and corporate volunteers as well as Palladium consultants. They are available for 6 or 12 months.

More information on the engagement of professionals working on a voluntary basis in rural livelihoods and employment and entrepreneurship is available. Additional information on VSO's corporate international volunteers shows a diverse range of corporate partnerships and skills on offer and is accessible here.

Palladium

With more than 50 years of experience in providing technical assistance to international development

cooperation, we design and deliver programmes in 10 areas of expertise including Capital Advisory, Economic Growth, Environment, Impact Measurement, etc.

Thematically the core of economic growth activities covers market development in agricultural development and in urban value chains and development, alongside innovation and entrepreneurship, empowerment of women, youth employment, sustainable and inclusive finance, and public policy and the Business Enabling Environment. Within this portfolio Palladium also has expertise in the clean energy sector and green finance. We have deep experience in private sector development, environmental and social governance (ESG), economic development, gender and social inclusion, capacity building, and public policy.

***Thematic areas of TA expertise for CFYE**: Business planning, financial planning, project reporting, monitoring and evaluation, communication, decent work, GESI, entrepreneurship support, business development and access to finance.*

Annex 4: Due Diligence Requirements for Reference

Due Diligence refers to the actions taken by Palladium to identify and evaluate risks associated with a business transaction. Due Diligence aims to mitigate risk from non-compliance and reduce the chance that poor practices of a Subject will negatively impact the Company. To enable the process above, you are provided with a stand-alone Due Diligence Questionnaire which will document your responses on the following key areas:

- Governance and internal controls
- Financial stability
- Downstream activity and safeguarding

Using the template and guidance provided, populate the Due Diligence Questionnaire. You may be asked to provide additional supporting documents to validate the responses provided.

You will be asked to complete and return **a self-assessment questionnaire, alongside supporting documentation like key policies and processes**. The questionnaire explores your organisation's governance and internal control, ability to deliver, financial stability, and management of downstream delivery partners.

It is important to note that even if you do not have all requirements in place yet, we want to hear about it so that we can make suitable recommendations. Not having everything in place does not necessarily mean you will be unable to secure funding. However, you will need to demonstrate a plan to meet the requirements and are likely to need to act on certain areas before any funding can be released.

***Note**: During the Business Case development and submission stage, we are only informing you that it would be a requirement to fill out this questionnaire in case of selection.*

The selected applicants will need to complete:

- Long due diligence form for contracting entity (lead applicant)
- Short due diligence form for local entity and Consortium Partners (if applicable)

Alongside the form we will indicate some 'must haves' that need to be in place before contracting, such as following. The below list is only required for the Lead Applicant.

- Entity registration certificates
- Copies of the passports of directors
- Confirmation of tax compliance
- Insurances (PL, then based on location and type of company possibly travel, health and any other local insurances as per the local law)
- Recent financial information
- Full details of Conflict of Interest including mitigation, if declared.

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Annex 5: List of Regions Within Countries of Implementation of Challenge Call 4

Below is a non-exhaustive list of the key districts, states, provinces, or governorates in the countries. This list to be used for guidance purposes only, and it should be noted that there may be other geographical areas which are not captured below.

Districts in Uganda

1. Abim
2. Adjumani
3. Agago
4. Alebtong
5. Amolatar
6. Amudat
7. Amuria
8. Amuru
9. Apac
10. Arua
11. Budaka
12. Bududa
13. Bugiri
14. Bugweri
15. Buhweju
16. Buikwe
17. Bukedea
18. Bukomansimbi
19. Bukwo
20. Bulambuli
21. Buliisa
22. Bundibugyo
23. Bunyangabu
24. Bushenyi
25. Busia
26. Butaleja
27. Butambala
28. Butebo
29. Buvuma
30. Buyende
31. Dokolo
32. Gomba
33. Gulu
34. Hoima
35. Ibanda
36. Iganga
37. Isingiro
38. Jinja
39. Kaabong
40. Kabale
41. Kabarole
42. Kaberamaido
43. Kagadi
44. Kakumiro
45. Kalaki
46. Kalangala
47. Kaliro
48. Kalungu
49. Kampala
50. Kamuli
51. Kamwenge
52. Kanungu
53. Kapchorwa
54. Kapelebyong
55. Karenga
56. Kasese
57. Kassanda
58. Katakwi
59. Kayunga
60. Kazo
61. Kibaale
62. Kiboga
63. Kibuku
64. Kikuube
65. Kiruhura
66. Kiryandongo
67. Kisoro
68. Kitagwenda
69. Kitgum
70. Koboko
71. Kole
72. Kotido
73. Kumi
74. Kwania
75. Kween
76. Kyakwanzi
77. Kyegegwa
78. Kyenjojo
79. Kyotera
80. Lamwo
81. Lira
82. Luuka
83. Luwero
84. Lwengo
85. Lyantonde
86. madi okollo
87. Manafwa
88. Maracha
89. Masaka
90. Masindi
91. Mayuge
92. Mbale
93. Mbarara
94. Mitooma
95. Mityana
96. Moroto
97. Moyo
98. Mpigi
99. Mubende
100. Mukono
101. Nabilatuk
102. Nakapiripirit
103. Nakaseke
104. Nakasongol
105. Namayingo
106. Namisindwa
107. Namutumba
108. Napak
109. Nebbi
110. Ngora
111. Ntoroko
112. Ntungamo
113. Nwoya
114. Obongi
115. Omoro
116. Otuke
117. Oyam
118. Pader
119. Pakwach
120. Pallisa
121. Rakai
122. Rubanda
123. Rubirizi
124. Rukiga
125. Rukungiri
126. Rwampara
127. Serere
128. Sheema
129. Sironko
130. Soroti
131. Ssembabule
132. Tororo
133. Wakiso
134. Yumbe
135. Zombo

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Regions in Ethiopia

1. Addis Ababa
2. Afar
3. Amhara
4. Benishangul Gumz
5. Dire Dawa
6. Gambela
7. Harari
8. Oromia
9. Sidama
10. Somali
11. Southern Nations
12. South-West Ethiopia
13. Tigray

Governorates of Tunisia

1. Ariana
2. Béja
3. Ben Arous
4. Bizerte
5. Gabès
6. Gafsa
7. Jendouba
8. Kairouan
9. Kasserine
10. Kebili
11. Kef
12. Mahdia
13. Manouba
14. Medenine
15. Monastir
16. Nabeul
17. Sfax
18. Sidi Bouzid
19. Siliana
20. Sousse
21. Tataouine
22. Tozeur
23. Tunis
24. Zaghouan

Regions of Morocco

1. Tanger-Tetouan-Al Hoceima
2. L'Oriental
3. Fès-Meknès
4. Rabat-Salé-Kénitra
5. Béni Mellal-Khénifra
6. Casablanca-Settat
7. Marrakech-Safi
8. Drâa-Tafilalet
9. Souss-Massa
10. Guelmim-Oued Noun
11. Laâyoune-Sakia El Hamra
12. Dakhla-Oued Ed-Dahab

Regions of Senegal

1. Dakar
2. Ziguinchor
3. Diourbel
4. Saint-Louis
5. Tambacounda
6. Kaolack
7. Thiès
8. Louga
9. Fatick
10. Kolda
11. Matam
12. Kaffrine
13. Kédougou
14. Sédhiou

Regions of Burkina Faso

1. Boucle du Mouhoun
2. Cascades
3. Centre
4. Centre-Est
5. Centre-Nord
6. Centre & Sud-Ouest
7. Centre-Sud
8. Est
9. Hauts-Bassins
10. Nord
11. Plateau-Central
12. Sahel

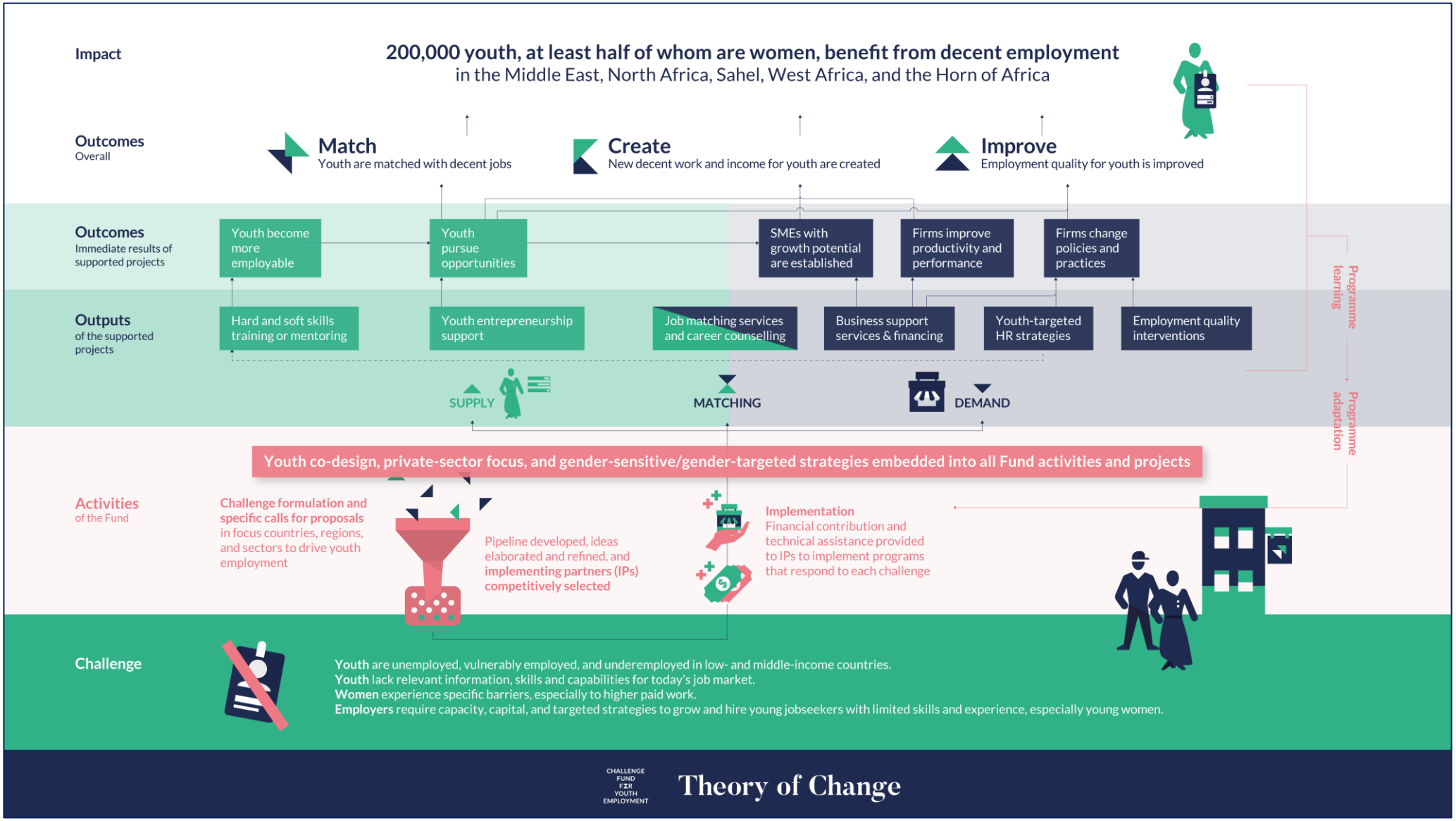
Annex 6: List of Sectors and Sub-Sectors

Sector	Subsector
Agriculture, forestry and fishing	Agribusiness (incl. small scale processing)
	Crop and animal production, hunting and related service activities
	Fishing and aquaculture
	Forestry and logging
Mining	Mining
Manufacturing	Repair and installation of machinery and equipment
	Manufacture of wood and of products of wood and cork
	Manufacture of textiles and garments/wearing apparel
	Manufacture of rubber and plastics products
	Manufacture of pharmaceuticals and cosmetics
	Manufacture of paper and paper products
	Manufacture of motor vehicles (incl. small parts)
	Manufacture of metal products, except machinery and equipment
	Manufacture of machinery and equipment
	Manufacture of furniture
	Manufacture of food and beverages
	Manufacture of computer, electronic and optical products
	Manufacture of chemicals and chemical products
	Other manufacturing
Energy, gas, steam and air conditioning supply	Electricity, gas, steam and air conditioning supply
	Renewable energy and green growth
Waste management and recycling	Recycling and Remediation activities
	Sewerage
	Waste collection, treatment and disposal activities; materials recovery
	Water collection, treatment and supply

Infrastructure and Construction	Construction of buildings
	Construction of infrastructure
	Specialised construction activities
Wholesale and retail trade	Retail trade
	Wholesale trade
Transportation and storage	Postal and courier activities
	Transport (incl. Land, water and air)
	Warehousing and support activities for transportation
Hospitality, tourism and food service activities	Hospitality activities
	Food and beverage service activities
	Travel agency, tour operator, reservation service and related activities
Information and communication technology (ICT)	Computer programming and consultancy
	E-Commerce
	Information service activities
	Motion picture, video and television programme production, sound recording and music publishing activities
	Programming and broadcasting activities
	Publishing activities
	Telecommunications
Financial and insurance activities	Activities of head offices; management consultancy activities
	Advertising and marketing
	Architectural and engineering activities; technical testing and analysis
Education, professional, scientific and technical activities	Education
	Financial service activities, except insurance and pension funding
	Financial technology (Fintech)
	Insurance, reinsurance and pension funding, except compulsory social security
	Legal and accounting activities
	Research activities
	Veterinary activities
	Matching, selection and employment activities
	Office administrative, office support and other business support activities
	Real estate activities (incl. Rental and leasing)
	Security and investigation activities

	Services to buildings and landscape activities
Human health and social work activities	Human health activities
	Residential care activities
	Social work activities
Arts, entertainment and recreation	Creative, arts, cultural and entertainment activities
	Sports activities and amusement and recreation activities
Personal and household service activities	Beauty, aesthetics and cosmetic services
	Household services (e.g. cleaning and cooking services)
	Repair of computers and personal and household goods
	Other personal service activities

Annex 7: CFYE's Theory of Change Diagram



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