

**CHALLENGE  
FUND  
FOR  
YOUTH  
EMPLOYMENT**

Challenge Fund for Youth Employment

**2<sup>nd</sup> Thematic Call: Scalable Employment  
Models – Business Case Form**

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## Overview

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

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

To support applicants with their submission, CFYE team has put together guidelines for this Business Case Template in a 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.

Organisations submitting a Business Case need to ensure that they meet the due diligence requirements as set out in the Guidance Pack. Once selected candidates have been informed on the decision, they need to provide all the required information timely to ensure the programme can start **no later than July 2022**.

## 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. **Note** – we will notify interested applicants once the submission portal is available.



[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 and submit your Business Case.

#### First 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.

#### Second 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](#).

Item Number	Upload Item	Is there a CFYE Template or Format to follow?	File Format to be uploaded	Link to Upload
1	Cover Letter	<b>Yes:</b> Download Cover letter template to follow	Signed PDF	Upload link is provided in the online form for submission
2	Other Supporting Documents	<b>No:</b> Free format	PDF	
3	Other Supporting Documents of Consortium Members	<b>No:</b> Free format	PDF	

4	<b>Consortium Partner Agreements (Contracts, MoUs or Letters of Intent)</b>	<b>No:</b> Free format	PDF
5	<b>Programme's Key Staff</b>	<b>Yes:</b> Download Programme's Key Staff template to be followed	Excel file format
6	<b>Theory of Change</b>	<b>No:</b> Free format	PDF
7	<b>Business Model &amp; Projections</b>	<b>No:</b> Free format	PDF
8	<b>Programme's Workplan</b>	<b>Yes:</b> Download Programme's Workplan template to be followed	Excel file format
9	<b>Budget Template</b>	<b>Yes:</b> Download Budget template to follow	Excel file format
10	<b>Financial Information Template</b>	<b>Yes:</b> Download Financial Information template to follow	Excel file format
11	<b>Audited Annual Accounts</b>	<b>No:</b> Free format	PDF
12	<b>Annual Reports (Specifying Impact)</b>	<b>No:</b> Free format	PDF
13	<b>Proof of Co-Investment (Contracts, MoUs or Letters of Intent)</b>	<b>No:</b> Free format	PDF
14	<b>Other Supporting Documents</b>	<b>No:</b> 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 the Thematic Call-specific email address: [SEM@CFYE.NL](mailto:SEM@CFYE.NL)

In case you'd like to speak with CFYE Team to better understand the requirements and process around submission, we'd certainly be able 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 by sending an email to [SEM@CFYE.NL](mailto:SEM@CFYE.NL)

## Section 1 – Organisational Profile (Lead Applicant)

- **Cover Letter:** indicating a sign-off for the submission of Business Case. Further details available in Guidance Pack.
- **Other Supporting Documents** (publications, annual reports, brochures, research material, key learnings, permits, certificates..etc.). Further details available in Guidance Pack.

	Question	Response
1	Full Legal Name of the Contracting Organisation <i>(This will be the organisation leading the programme consortium)</i>	
2	Trade / Brand Name of the Contracting Organisation (If different from above)	
3	Postal Address	
4	City	
5	Country	
6	Contact Number <i>(Please share only 1 contact number for the organisation)</i>	
7	Website of the Organisation	
8	Email Address <i>(This can be a general contact email address for the organisation)</i>	
9	What are the countries in which your organisation operates?	----- ----- -----
10	What are the countries in which your organisation is legally registered?	
11	Year of Establishment of your organisation	
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 <i>(please share only 1)</i>	
15	Email Address of Primary Point of Contact	

16	<p>Type of organisation</p> <p><i>(Select only one. Response to be based on primary area of operation of the organisation.)</i></p>	<p><input type="checkbox"/> For Profit Company</p> <p><input type="checkbox"/> Development Project/Donor Funded Project</p> <p><input type="checkbox"/> Social Enterprise</p> <p><input type="checkbox"/> Local NGO</p> <p><input type="checkbox"/> International NGO</p> <p><input type="checkbox"/> Business Association</p> <p><input type="checkbox"/> Enterprise Support Organisation / Business Accelerator / Incubator</p> <p><input type="checkbox"/> Impact Investor</p> <p><input type="checkbox"/> Angel Investor / Venture Capital Fund</p> <p><input type="checkbox"/> Financial Institution</p> <p><input type="checkbox"/> Education / Training Organisation</p> <p><input type="checkbox"/> Consulting Firm</p> <p><input type="checkbox"/> Matchmaking Agency</p>
17	<p>Total number of employees of the organisation</p> <p><i>(Response in digits only. Provide details for the lead organisation only)</i></p>	
18	<p>Total number of employees within the consortium that are based in the countries on which this programme will focus.</p> <p><i>(Response in digits only. Specify the number of employees that work in the CFYE countries where this programme will focus on.)</i></p>	
19	<p>Of the total number of employees, how many are male?</p> <p><i>(Response in digits only)</i></p>	
20	<p>Of the total number of employees, how many are female?</p> <p><i>(Response in digits only)</i></p>	
21	<p>Provide a brief summary about your organisation. This should include an overview of its vision, mission and description of current activities.</p> <p><i>(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. Note this is information from the lead organisation.)</i></p>	
22	<p>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.</p>	<p>2021: -----</p> <p>2020: -----</p>

		2019: -----
<b>23</b>	<p>Have you previously applied to the Challenge Fund for Youth Employment in other countries or previous challenge calls?</p> <p>If so, please indicate which country you have applied for previously.</p>	<p><input type="checkbox"/> Yes, this organisation has applied to a previous call for proposal launched by CFYE</p> <p><input type="checkbox"/> No, this is the first time this organisation applies for CFYE</p> <p>If Yes, indicate which country / call you have previously applied for: -----</p>

**24. 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 applicant.

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)			



## Section 2 – Organisation / Consortium Profile

### Templates Related to Section 2 – Consortium Profile

- **Other Supporting Documents of consortium members** (publications, annual reports, brochures, research material, key learnings, permits, certificates..etc.). Further details available in guidance pack.
- **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.

*\*This section is to be filled only where there is a consortium applicable.*

1	Will your programme be delivered through a consortium?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2	What is the total number of organisations in this consortium?  <i>(Include the primary applicant organisation in this total. For example, if the programme implementation is led by The Palladium Group in collaboration with VSO and Randstad, then the response to this question will be 3.)</i>	
3	Provide a list of consortium partners who will be most actively involved in the delivery of the programme.  <i>(Do not include the name of the primary applicant)</i>	<hr style="border-top: 1px dashed #000;"/> <hr style="border-top: 1px dashed #000;"/> <hr style="border-top: 1px dashed #000;"/> <hr style="border-top: 1px dashed #000;"/>

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

#### 4 Role of Consortium

Describe in detail the role of each consortium partner in the delivery of this programme. Your answer should clearly state how the different members of the consortium complement each other for efficient and effective delivery of the programme, considering key strengths that each member is able to offer.

*Open-ended response. Please limit your response to a maximum of 500 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 programme)*

1	Full legal name of the Organisation	
2	Postal Address	
3	Post Code	

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4	City	
5	Country	
6	Contact Number	
7	Website of the Organisation <i>(This information will need to start with http:// or https:// and not www.)</i>	
8	Please share this organisation's social media profile that effectively showcases its activities and work. <i>(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)</i>	
9	YouTube	
10	Facebook	
11	Twitter	
12	Other Social Media	
13	Type (1) of Organisation	<input type="checkbox"/> National <input type="checkbox"/> International
14	Type (2) of organisation <i>(Check only one. Response to be based on primary area of operation of the organisation.)</i>	<input type="checkbox"/> For Profit Company <input type="checkbox"/> Development Project/Donor Funded Project <input type="checkbox"/> Social Enterprise <input type="checkbox"/> Local NGO <input type="checkbox"/> International NGO <input type="checkbox"/> Business Association <input type="checkbox"/> Enterprise Support Organisation / Business Accelerator / Incubator <input type="checkbox"/> Impact Investor <input type="checkbox"/> Angel Investor / Venture Capital Fund <input type="checkbox"/> Financial Institution <input type="checkbox"/> Education / Training Organisation <input type="checkbox"/> Consulting Firm <input type="checkbox"/> Matchmaking Agency
15	Country / countries of Registration	
16	Year of Establishment	

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17	What are the countries in which the organisation operates?	<p>-----</p> <p>-----</p> <p>-----</p>
18	Total number of employees of the organisation	
19	Total number of employees of the consortium member in the CFYE countries that are part of this proposal	
20	<p>Provide a brief summary about this organisation. This should include an overview of its vision, mission and description of current business activities and specify the activities in the proposed countries of operation.</p> <p><i>(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)</i></p>	<p><i>Open-ended response.</i></p>

## Section 3 – Programme’s Profile

### Templates Related to Section 3 – Programme’s Profile

- **Programme’s Key Staff:** Excel sheet to fill out information of the key staff members responsible for designing and implementing the programme. Further details available in guidance pack.

	Question	Response
1	<b>Name of the Programme</b> <i>(Be as concise as possible)</i>	
2	<b>Proposed programme tagline</b> If you were to Tweet to introduce your programme, what would it be? <i>[Limit your response to 280 characters only]</i>	
3	<b>Expected programme start date</b> <i>[dd-mm-yyyy]</i>	
4	<b>Expected programme end date</b> <i>[dd-mm-yyyy]</i>	
5	<b>Countries where the proposed programme will be implemented</b>  * Whilst the programme can also cover other countries than CFYE countries, the CFYE contribution can only be used for CFYE countries. Likewise we will only count jobs in CFYE countries	<input type="checkbox"/> Algeria <input type="checkbox"/> Burkina Faso <input type="checkbox"/> Egypt <input type="checkbox"/> Ethiopia <input type="checkbox"/> Jordan <input type="checkbox"/> Kenya <input type="checkbox"/> Lebanon <input type="checkbox"/> Mali <input type="checkbox"/> Morocco <input type="checkbox"/> Niger <input type="checkbox"/> Nigeria <input type="checkbox"/> Senegal <input type="checkbox"/> South Sudan <input type="checkbox"/> Sudan <input type="checkbox"/> Tunisia <input type="checkbox"/> Uganda  List other non-CFYE countries in which the programme will operate*:

		-----
6	<p><b>Links to multimedia (videos, photos) related to your programme</b></p> <p>You are encouraged to share photos and videos of your organisation and proposed programme. If there are any photos or videos specific to the programme's approach you present in this business case, that will be helpful for the reviewers.</p>	<p><b>Notes for including links:</b> 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.</p>
7	<p><b>Have you or one of the consortium members applied for or received other grants or capital for this particular programme before?</b></p>	<p><input type="checkbox"/> Yes, we have applied for additional funds/capital but have not received them yet.</p> <p>If yes, please specify the source and amount applied for: -----</p> <p><input type="checkbox"/> Yes, we have applied for additional funds/capital for this programme and have already received them.</p> <p>If yes, please specify the source and amount received: -----</p> <p><input type="checkbox"/> No, this is the first time we have applied for funding for this programme or raising capital.</p>
8	<p><b>Total number of employees within the consortium that will work on this specific programme</b></p> <p><i>(Response in digits only. Specify the number of employees of the consortium members who will work on this programme only)</i></p>	
9	<p><b>Of the total number of employees that will work on this programme, how many are male?</b></p> <p><i>(Response in digits only)</i></p>	
10	<p><b>Of the total number of employees that will work on this programme, how many are female?</b></p> <p><i>(Response in digits only)</i></p>	
11	<p><b>Of the total number of employees that will work on this programme, how many are working in the implementing countries?</b></p> <p><i>(Response in digits only. Specify the number of employees of your organisation / the consortium who will work on this programme and are based in the CFYE countries that are targeted.)</i></p>	

<b>12</b>	Of the total number of employees that will work on this programme, how many are full-time? <i>(Response in digits only)</i>	
<b>13</b>	Of the total number of employees that will work on this programme, how many are part-time? <i>(Response in digits only)</i>	

#### 14 Programme's Key Staff

Provide information about the key staff members who will work on designing and implementing this programme. Add up to 10 key staff members. Use the template "Programme's Key Staff" to fill out this information.

Role	Level of Effort in percentages	Cumulative Years of Experience	Full Name (First and Sur Name)	Linkedin Profile. Provide a link.	Briefly explain how this staff member contributes to the programme (Limit your response to 150 words)

## Section 4 – Programme Design

### Templates Related to Section 4 – Programme Design

- **Programme Theory of Change:** Upload your programme's Theory of Change that clearly outlines your objectives, outputs and outcomes of your proposed programme. Further guidance available in the Guidance Pack.

- **Business Model & Projections:** Upload your programme's Business model detailing the projections and assumptions underpinning your programme's implementation plan. Further Guidance available in the Guidance Pack.
- **Programme's Workplan:** Using the template provided (Job Planning Template – Workplan tab) provide a workplan of your proposed programme activities

## 4.1 Summary

### 1. Programme Pitch

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

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

### 2. Programme Pitch in Multimedia Format

CFYE Team would be very keen to get a better understanding and 'feel' of what your programme or business is about. While it is optional, you are strongly encouraged to share a multimedia project pitch that effectively showcases your programme's underpinning business plan. This programme 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 programme, such as the points given below:

- The nature of the programme, the underlying business model and the impact on its beneficiaries
- What the programme is trying to achieve by the end of its implementation
- How will the programme address key challenges it is trying to resolve
- What are the employment opportunities that the programme will help create, match or improve
- Include a demonstration of the programme'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 Programme

Provide a summary of the proposed programme. What is the proposed solution and what activities will you deliver.

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

## 4.2 What is being proposed?

### 4. Programme's Approach (description) / Theory of Change

- Please provide an overview of your programme's objectives and design, including how your approach will enable Small and Growing Businesses to create employment pathways
- Describe key activities (or 'interventions') your programme will carry out to create employment for youth (at least 50% female) with SGBs.
- Describe the Theory of Change setting out the pathways to employment your programme will undertake and how this will lead to creating, improving and/or matching jobs for youth. *This narrative should be backed-up by the Theory of Change document uploaded in your submission.*

**Note: For programmes aiming to improve existing jobs, please be specific about the type improvements you are aiming to achieve.**

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

*The ToC should be provided separately as a PDF document. Please ensure this is aligned with the job figures provided in section 5 of the business case template.*

#### **5. Addressing Gender Barriers to Employment**

- a. Explain the key barriers you see for the young women in finding and retaining the jobs with the SGBs you are targeting.
- b. Provide a clear strategy on how your programme will tackle these barriers and support women to overcome them.
- c. How will you address potential adverse effects for young women employed by the SGBs? How will your programme mitigate these?

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

#### **6. Pipeline Details**

- a. Describe who the SGBs are that you will be working with and specify how you will ensure that employment opportunities are created and improved for youth and for women.
- b. Provide an overview of the potential pipeline of SGBs that you intend to work with. You may provide specific examples of organisations, and a total number.
- c. Describe the nature of this pipeline in terms of sector, type of enterprise, maturity level, country of operation, and nature of the existing relationship you currently hold.

**Note:** The level of detail to be provided is up to the applicant. Responses will be treated confidentially and will only be used for the assessment of this business case.

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

## **4.3 Have you done this before?**

#### **7. Supporting Evidence for Programme Design**

- a. What evidence underlies your programme design and/or suggests it is likely to succeed? Please share data and examples from your own (consortium) experience or other research used to guide your programme design.
- 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 research (e.g. market research, stakeholder consultations, etc.) or consulted other sources to inform the programme design.
- d. Describe if and how youth, and particularly young women, were involved in the design of the programme.

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

#### **8. Supporting Evidence to Achieve Targets**

- a. Provide an insight on the costs per job your organisation or consortium members have been able to achieve in the past, sighting specific examples.
- b. Out of the total jobs your organisation or consortium have previously created, improved or matched, what is the % of youth (those aged between 15-35)?



- c. Out of the total jobs your organisation or consortium have previously created, improved or matched, what is the % of women overall?

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

**9. Delivery Capability & Track-Record**

- a. Demonstrate your consortium or organisational capacity citing clear examples of similar initiatives the lead organisation and/or other consortium members have launched.
- b. Demonstrate your capacity to manage a gender-focused programme, citing specific references from previous initiatives.
- c. Demonstrate your capacity to manage a youth-focused programme, citing specific references from previous initiatives.

Responses should also demonstrate that there is sufficient internal capacity to deliver the programme. Specific attention should be paid to capacity and capabilities related to working with SGBs as well as experience to work on the specific impact areas (working in rural areas, reaching youth with lower education levels, green jobs and the quality of work / job decency).

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

**10. Experience with Monitoring & Evaluation and Impact Reporting**

Highlight the consortium's experience with impact reporting

*Provide a summary here, additional documentation can be uploaded separately. Limit your response to 500 words.*

## 4.4 Business Model

**11. Business Model**

- a. Elaborate on the business model of your programme substantiated by past actual performance and future projections.
- b. Indicate how the business model is/will become profitable.
- c. Indicate if there are specific areas that you envisage will continue to be financed by subsidies. If so, specify which areas and why you feel subsidies are the right instrument to use.
- d. Indicate if and how you will incentivise SGBs to ensure they create the envisaged number of jobs for youth, specifically women.

**Note:** your answer must be backed up by the uploaded Business Model & Projections document.

*Open-ended response. Please limit your response to a maximum of 500 words and back this up with a business model that can be uploaded separately.*

**12. Sustainability of Business Model**

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

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

## 4.5 The potential of what is being proposed

### 13. Context & Competitive Advantage

Provide an overview of the delivery context in each of the implementing countries as well as the way in which your service is different from other similar organisations. Use evidence (research, data, organisational experience) to illustrate the point you are making.

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

### 14. Programme's Scaling Potential

Describe the stage of the programme as it stands now and explain how you foresee this programme to be scalable. Give details of the pathways to scaling considering the current stage of the programme's implementation.

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

### 15. Programme Risks

Please provide an overview of key anticipated risks to your programme's implementation. What mitigation measures will you and/or your consortium partners take to ensure the programme 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.*

### 16. Implications of COVID-19 on Delivery of Programme Activities

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

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

## 4.6 Where does CFYE come in?

### 17. Contribution of the Challenge Fund:

- a. What is the value addition of CFYE grant to the proposed programme? How will the programme'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 help your programme to deliver the proposed targets? What other avenues of assistance have you explored?

**Note: You are expected to carefully read the Fund level Theory of Change given in the Guidance Pack**

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

### 18. Learning & Innovation

Explain how your consortium will contribute to CFYE's learning & innovation agenda.

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

## Section 5 – Employment Impact & Measurement

### 1. *Impact on Youth*

How will your proposed programme 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. *Green Jobs*

- a. Are you creating green jobs? (Yes/ No) Please note that we consider jobs green when the employer helps to reduce negative environmental impact ultimately leading to environmentally, economically and socially sustainable enterprises and economy: More precisely jobs with businesses that: a) reduce the use of fossil fuels and/or adopt renewable sources of energy b) decrease pollution and greenhouse gas emissions, c) increase the efficiency of energy and raw material usage, d) minimize waste & pollution and/or recycle materials and e) protect and restore ecosystems. If yes, please provide more detail on how climate / environmental considerations are integrated in your programme.
- b. If yes, specify which of the above type of green businesses you intend to work with / or currently working with.
- c. Indicate any climate or environmental-specific indicators you are measuring. Note: please also integrate those in your Theory of Change.
- d. Specify in numbers how many of the total jobs you are creating, matching or improving would be green jobs.

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

	Match		Create		Improve	
	Males	Females	Males	Females	Males	Females
Waged employment						
Self-employment						
Dependent self-employment						
Sub-Total						
Total						

**3. Programme Employment Targets – Assumptions and Calculations**

Please explain the calculations/assumptions behind your job targets, and why you believe the targets are achievable within the programme’s time-frame.

*Note - All final outcomes targets should be able to be achieved before the end of the programme. 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 programme closes.*

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

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

- a. Please provide details about the different types of jobs (of the main 3 CFYE job categories) that will result from your programme activities. Make sure to specify the key parameters associated with these jobs such as description of the employer, whether they are full-time or part-time, and levels of income.
- b. Which of the decent work parameters as specified by the Challenge Fund will these jobs comply with? This description should include an overview of your programme’s strategy related to decent work and specific activities you will undertake to ensure different job types meet decency standards.

*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 programme. Specifically,

- a. List key outcome and output indicators you will use to monitor results;
- b. Describe the data collection tools and methods will you use to measure changes in outcomes – including how information is gathered, who is responsible for collecting and analysing data, and timing/frequency of data collection

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

## Section 6 – Budget and Financial Information

### Templates Related to Section 6 – Budget and Financial Information

- **Budget Template:** Provide detailed budget breakdown of your programme'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 3<sup>rd</sup> party investment in contract, MoU or letter of intent format. Further details available in guidance pack.

#### 1. Cost Drivers of Programme

What are the main cost drivers of this programme? 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.

*The table below 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.*

#### 3. Leverage of capital

- Specify the confirmed capital at the start of the programme on top of the CFYE contribution and provide supporting documentation for this.
- Elaborate on your strategy to bring in additional capital.
- Provide additional proof to support the likelihood the strategy will be successful.

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

**CHALLENGE  
FUND  
FOR  
YOUTH  
EMPLOYMENT**

1. Budget Summary										
Applicant ID:										
Name of Organization: [Partner 1]										
Project Duration:										
	Total Project Cost EUR	Total Programme Activities	Total Cross- Cutting Activities	Total Indirect Costs	CFYE Contribution	[Partner 1]	[Partner 2]	[Partner 3]	[Partner 4]	[Partner 5]
Y1	-	-	-	-	-	-	-	-	-	-
Y2	-	-	-	-	-	-	-	-	-	-
Y3	-	-	-	-	-	-	-	-	-	-
<b>Total Project Period</b>	-	-	-	-	-	-	-	-	-	-
Of which CFYE:										
CFYE %:				0%						
				OK						

Details Source Partner Contributions										
					Source Contribution Partner	[Partner 1]	[Partner 2]	[Partner 3]	[Partner 4]	[Partner 5]
<p>1. For each Partner, select source from drop down and include value</p> <p>2. Make sure all rows are showing "OK", this shows if included values are matching with values as included in Detailed Budget.</p>					Private Sector					
						-	-	-	-	-
<p>For each Partner, choose from the drop down one of the following:</p> <p>a.) Funds secured and/or MoU/agreement signed,</p> <p>b.) Funds are under negotiation,</p> <p>c.) Partner is identified but funds are yet to be requested</p>										

## 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	<b>Yes:</b> Download Cover letter template to follow	Signed PDF	Upload link is provided in the online form for submission
2	Other Supporting Documents	<b>No:</b> Free format	PDF	
3	Other Supporting Documents of Consortium Members	<b>No:</b> Free format	PDF	
4	Consortium Partner Agreements (Contracts, MoUs or Letters of Intent)	<b>No:</b> Free format	PDF	
5	Programme's Key Staff	<b>Yes:</b> Download Programme's Key Staff template to be followed	Excel file format	
6	Theory of Change	<b>No:</b> Free format	PDF	
7	Business Model & Projections	<b>No:</b> Free format	PDF	
8	Programme's Workplan	<b>Yes:</b> Download Programme's Workplan template to be followed	Excel file format	
9	Budget Template	<b>Yes:</b> Download Budget template to follow	Excel file format	
10	Financial Information Template	<b>Yes:</b> Download Financial Information template to follow	Excel file format	
11	Audited Annual Accounts	<b>No:</b> Free format	PDF	
12	Annual Reports (Specifying Impact)	<b>No:</b> Free format	PDF	
13	Proof of Co-Investment (Contracts, MoUs or Letters of Intent)	<b>No:</b> Free format	PDF	
14	Other Supporting Documents	<b>No:</b> Free format	PDF	

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



**CHALLENGE  
FUND  
FOR  
YOUTH  
EMPLOYMENT**



**CHALLENGE  
FUND  
FOR  
YOUTH  
EMPLOYMENT**

Challenge Fund for Youth Employment

**2<sup>nd</sup> Thematic Call: Scalable  
Employment Models – Guidance Pack**

January 2022 | Version 1.0



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## Overview and Objectives of the Business Case

The Business Case Form is based on six main pillars:

- Organisational Profile
- Consortium Information
- Programme Profile
- Programme Design
- Employment Impact & Measurement
- 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 the organisational capacity and capabilities of the applicant(s) and the available skillset to create decent employment opportunities for youth in general and women in particular.
- Understanding what the proposed programme 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 programme
- Evaluating **targets**, developing a robust rationale for them and laying out a tracking & measurement plan
- **Explicating risks** associated with programme strategy, operational plan and delivery environment
- Evaluating a structured **financial proposal**, identifying funding streams, scalability and sustainability pathways

Criteria have been laid out against which all business cases will be evaluated. These are provided in Annex 1. Note that the evaluation criteria are the second step in the assessment that will kick in once the eligibility criteria have been met. The eligibility criteria are also provided in Annex 1.

## 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 programme, 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 programme aligns** with and advances CFYE's guiding principles (see further reading)
- **Cite evidence** wherever possible to illustrate *why* your programme 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 programme will **deliver good value for money**
- Provide evidence that **key stakeholders have been involved in the programme design** to ensure long-term buy-in and sustainability

## Resources for further reading

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

## 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 and submit your Business Case.

#### First 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.

#### Second 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.

Item Number	Upload Item	Is there a CFYE Template or Format to follow?	File Format to be uploaded	Link to Upload
1	Cover Letter	<b>Yes:</b> Download Cover letter template to follow	Signed PDF	Upload link is provided in the online form for submission
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13	Proof of Co-Investment (Contracts, MoUs or Letters of Intent)	No: Free format	PDF
14	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 the Thematic Call-specific email address: [SEM@CFYE.NL](mailto:SEM@CFYE.NL)

In case you'd like to speak with CFYE Team to better understand the requirements and process around submission and / or the content of your business case, we can organise a 15-minute session with your team specifically on the submission-related questions within 10 days from the submission date.

Requests for one on one sessions can be made alongside proof that eligibility requirements 3 to 6 as set out in Appendix I are met by the prospective applicant by sending an email to [sem@cfye.nl](mailto:sem@cfye.nl). These requests needs to be send before the **4th of March 2022**.



## Section 1 – Organisational Profile

### Templates Related to Section 1 – Organisational 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.

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 contracting 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, i.e.; the contracting entity.
- **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 as well as assets under management / outstanding loan portfolio). 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 country or thematic call for proposals and indicate which call 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.

We recommend applicants to take note of the due diligence requirements as laid out in Annex 3. It is up to the applicants to ensure that these due diligence requirements are met within 1 month after receiving information of the selection of the programme by CFYE to enable the programme to start on the **1<sup>st</sup> of July 2022**. Failure to do so, might result in the cancellation of the selection.

## Section 2 – Organisation / Consortium Profile

**Note:** this section only needs to be filled in if you have consortium partners.

### Templates Related to Section 2 – Organisational / Consortium Profile

- ✕ **Other Supporting Documents of Consortium Members** (publications, annual reports, brochures, research material, key learnings, permits, certificates etc.).
- ✕ **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.

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 programme 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 programme 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 programme. CFYE will coordinate with the lead applicant to ensure appropriate information is gathered to conduct such due diligence.*

We recommend consortia partners to take note of the due diligence requirements as laid out in **Annex 3**. It is up to the applicants to ensure that these due diligence requirements are met within 1 month after receiving information of the selection of the programme by CFYE to enable the programme to start on the **1<sup>st</sup> of July 2022**. Failure to do so, might result in the cancellation of the selection.

### **Question 4: Role of Consortium**

*[max 500 words]*

*Describe in detail the role of each consortium partner in the delivery of this programme. Your answer should clearly state how the different members of the consortium complement each other for efficient and effective delivery of the programme, considering key strengths that each member is able to offer.*

Responses should demonstrate a clear link between the core business operations of the applicants and proposed programme. Where available, indicate long-term buy-in for this programme 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 programme and that programme partners are complementary. Specific attention should be paid to capacity and capabilities that have been listed as the evaluation criteria as laid out in **Annex 1**.

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 programme.

## Section 3 – Programme’s Profile

### Templates Related to Section 3 – Programme’s Profile

- ✕ **Programme’s Key Staff:** Excel sheet to fill out information of the key staff members responsible for designing and implementing the programme. Further details available in guidance pack.

**Programme Name:** this would be the name of your programme moving forward, even in the case of selection. Please be as concise as possible.

**Programme proposed tagline- If you were to Tweet to introduce your programme, 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 programme** that best describes what it aims to do and achieve.

**Expected programme start & end dates**

We want to **know precisely when the programme activities will start and end**. If you are looking to apply for CFYE to fund scale-up of an existing programme 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 programme activities. In case of on-going programmes that will be supported, this indicates the commencement of activities funded/supported by the Fund.

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

**Countries where the proposed programme will be implemented**

Specify the **countries where your programme activities will be delivered or beneficiaries targeted**.

*Note: Whilst the programme can also cover other countries than CFYE countries, the CFYE contribution can only be used for CFYE countries. Likewise, we will only count jobs in CFYE countries*

**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 programme 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 in case your programme was awarded. Please contact CFYE Team to know more about the possible uses of the material you will provide us.*

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

**Programme’s Key Staff:** In the provided template “Programme’s Key Staff”, provide information about the key staff members who will work on designing and implementing this programme. Add up to 10 key staff members. Identify the main role that the staff member will perform, add in percentages the level of effort required from the role during the lifetime of the programme and include information related to the individual’s experience and their contribution.

## Section 4 – Programme Design

### Templates Related to Section 4 – Programme Design

- ✘ **Programme Theory of Change:** Upload your programme's Theory of Change that clearly outlines your objectives, outputs and outcomes of your proposed programme.
- ✘ **Business Model & Projections:** Upload your programme's Business model detailing the projections and assumptions underpinning your programme's implementation plan.
- ✘ **Programme's Workplan:** Using the template provided (Job Planning Template – Workplan tab) provide a workplan of your proposed programme activities

### 4.1 Summary

#### Question 1: Programme Tagline

[max 100 words]

Explain the main reasons why CFYE should invest in your programme. How would this create opportunities for youth employment that reach beyond the life span of CFYE.

#### Question 2: Programme 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 programme 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 programme or business is about. While it is optional, you are strongly encouraged to share a multimedia programme pitch that effectively showcases your programme's underpinning business plan. This programme 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 programme, such as the points given below:

- The nature of the programme and its beneficiaries
- What the programme is trying to achieve by the end of its implementation
- How will the programme address key challenges it is trying to resolve
- What are the jobs that the programme 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 Programme

[max 500 words]

Provide a summary of the proposed programme. 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 straightforward and to-the-point as possible. The Executive Summary should explain what your programme is trying to achieve, what issue is it trying to solve and a brief of how it will achieve its set objectives.

## 4.2 What is being proposed?

### Question 4: Programme's Approach (description) / Theory of Change

[max 500 words]

- a. Please provide an overview of your programme's objectives and design, including how your approach will enable Small and Growing Businesses to create employment pathways
- b. Describe key activities (or 'interventions') your programme will carry out to create employment for youth (at least 50% female) with SGBs.
- c. Describe the Theory of Change setting out the pathways to employment your programme will undertake and how this will lead to creating, improving and/or matching jobs for youth. This narrative should be backed-up by the Theory of Change document uploaded in your submission.

**Note:** For programmes aiming to improve existing jobs, please be specific about the type improvements you are aiming to achieve.

**Note:** The ToC should be provided separately as a PDF document. Please ensure this is aligned with the job figures provided in section 5 of the business case template.

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 programme 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.

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) <sup>1</sup>
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).

<sup>1</sup> Statistics taken from Global Green Growth Institute (2018), Kampala Municipal Solid Waste Value Chain Mapping

<p><b>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.</b></p>	<p>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).</p>
--	--

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

- What is **the achievable aim of your programme** 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 programme **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 programmes, 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 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..'*

Your response to this question should give reviewers a clear understanding of your programme design, including how (pathways through which) your programme 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 programme objectives.

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

- For capacity building activities, we would want to understand details such as: Who is the target group for your capacity building and training? What is the focus, and is the curriculum already developed? How will you recruit small and growing businesses for the training? How will you ensure youth in general and young women in particular are reached?
- For a programme focused on working with small and growing businesses to improve jobs within a given sector, we would want to understand: Who are the small and growing businesses you are targeting? What are the challenges with working conditions you are targeting, and how will your programme work with small and growing businesses to improve? What will motivate small and growing businesses to engage with the programme 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 programme focused on creating jobs through investing to enable small and growing businesses to grow /scale, we would want to know: What is the finance that the small and growing businesses need? How will you ensure that the finance enables growth? 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? How will you ensure job decency?

### Question 5: Addressing Gender Barriers to Employment

*[max 500 words]*

- *Explain the key barriers you see for the young women in finding and retaining the jobs with the SGBs you are targeting.*
- *Provide a clear strategy on how your programme will tackle these barriers and support women to overcome them.*
- *How will you address potential adverse effects for young women employed by the SGBs? How will your programme mitigate these?*

Consider the jobs that you are creating, matching or improving from the perspective of a young women from your target group. Explain the specific barriers faced by women in relation to the decent job opportunities. Specify these barriers and present a clear approach on how the programme will address these. Also, explain how the job links to the ambitions and aspirations of the young women 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 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. Annex 3 provides more detailed information on checklist that can assist when doing a gender analysis.

### Question 6: Pipeline Details

*[max 500 words]*

- *Describe who the SGBs are that you will be working with and specify how you will ensure that employment opportunities are created and improved for youth and for women.*
- *Provide an overview of the potential pipeline of SGBs that you intend to work with. You may provide specific examples of organisations, and a total number.*
- *Describe the nature of this pipeline in terms of sector, type of enterprise, maturity level, country of operation, and nature of the existing relationship you currently hold.*

*Note: The level of detail to be provided is up to the applicant. Responses will be treated confidentially and will only be used for the assessment of this business case.*

In this question we aim to get a feel for the Small and Growing Businesses that you aim to work with. You can start out with a more general description. This should be followed by providing more detail on the number of businesses already identified and engaged with to provide business support and finance. The more detail can be provided the better. Also specify how you will build up the pipeline during the timespan of the programme. It is always helpful to substantiate plans with actual figures.

## 4.3 Have you done this before?

### Question 7: Supporting Evidence for Programme Design

[max 500 words]

- *What evidence underlies your programme design and/or suggests it is likely to succeed? Please share data and examples from your own (consortium) experience or other research used to guide your programme design.*
- *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 research (e.g. market research, stakeholder consultations, etc.) or consulted other sources to inform the programme design.*
- *Describe if and how youth, and particularly young women, were involved in the design of the programme.*

In this question, we ask you to demonstrate the active youth participation in the design of the programme. 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 programme 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 programme design process. Stakeholders may be anyone with a vested interest in the programme, including the targeted small and growing businesses, 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 programme 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 programme, 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 programme.

If the programme 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 programme design.

**Question 8: Supporting Evidence to Achieve Targets**

[max 250 words]

- *Provide an insight on the costs per job your organisation or consortium members have been able to achieve in the past, citing specific examples.*
- *Out of the total jobs your organisation or consortium have previously created, improved or matched, what is the % of youth (those aged between 15-35)?*
- *Out of the total jobs your organisation or consortium have previously created, improved or matched, what is the % of women overall?*

In this question we seek quantitative information on the jobs created and improved by your consortium in the past. We are looking for the total job number irrespective of age or gender, as well as the specific job numbers for women and youth. We are keen to see overall totals and welcome specific examples that you might want to highlight. Please focus in this question on the numbers. More elaborate explanations can be provided under question 9.

**Question 9: Delivery Capability and Track-Record**

[max 500 words]

- *Demonstrate your consortium or organisational capacity citing clear examples of similar initiatives the lead organisation and/or other consortium members have launched.*
- *Demonstrate your capacity to manage a gender-focused programme, citing specific references from previous initiatives.*
- *Demonstrate your capacity to manage a youth-focused programme, citing specific references from previous initiatives.*

*Responses should also demonstrate that there is sufficient internal capacity to deliver the programme. Specific attention should be paid to capacity and capabilities related to working with SGBs as well as experience to work on the specific impact areas (working in rural areas, reaching youth with lower education levels, green jobs and the quality of work / job decency).*

This question enables you to convince CFYE on why the job targets set as well as other impact targets are achievable. We are looking here for evidence based on results achieved by the applicant(s) in the past. .

**Question 10: Experience with Monitoring, Evaluation and Impact Reporting**

[max 500 words]

Highlight the consortium's experience with monitoring, evaluation and learning. Highlight the process that is being followed and how you ensure that your organisation is successful.

We are also keen to hear how you are reporting on the impact measured. Examples can be provided of key indicators. Furthermore, annual reports that are highlighting the impact that has been achieved can be enclosed.

## 4.4 Business Model

### Question 11: Business Model

[max 500 words]

- *Elaborate on the business model of your programme substantiated by past actual performance and future projections.*
- *Indicate how the business model is/will become profitable.*
- *Indicate if there are specific areas that you envisage will continue to be financed by subsidies. If so, specify which areas and why you feel subsidies are the right instrument to use.*
- *Indicate if and how you will incentivise SGBs to ensure they create the envisaged number of jobs for youth, specifically women.*

**Note:** *Your answer must be backed up by the uploaded Business Model & Projections document.*

We are looking here for narrative information on the business model of this programme / the intermediary itself as provided in the uploaded document for which you can follow the format that fits your organisation best. We recommend to include past performance as well as future projections in the business model that will be submitted. As there is a preference to support activities that will continue beyond the life of CFYE, we are looking to support initiatives that show a positive business case so they can continue after the subsidy from CFYE has come to an end.

In the narrative, it is important to specify the key assumptions that you have made. Wherever possible, you are recommended to back-up assumptions made with evidence from other programmes/ventures you have been involved in or relevant market studies.

In case there will be certain costs that cannot be covered out of revenues, this can be indicated. It will be good to specify the areas that you envisage to require continued subsidies and why you feel subsidies are the right instrument. It will also be good to specify actual or anticipated sources of this capital.

As per the evaluation criteria, additional points will be awarded to proposals that incentivise SGBs for jobs created for youth in general and for women in particular. If you plan to include this in your business model, please indicate if you intend to provide incentives and if so, the proposed mechanism.

### Question 12: Sustainability of the Business Model

[max 500 words]

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

Sustainability is one of CFYE's guiding principles. It is therefore essential that all programme 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 programme impact continues well beyond the prospective CFYE funding timeline.

In your response, please detail out the sustainability of your business model as an intermediary, as well as the employment sustainability of the jobs supported by the SGBs you are working with.

Include concrete plans of action that demonstrate how your programme will be sustainable beyond CFYE's funding. Underline the key measures that your programme will undertake in order to remain financially viable beyond the funding from CFYE.

In the second part of your answer explain the approach that you will take as an intermediary to ensure that the SGBs are working towards the sustainability of the jobs which they are intending to create, match or improve, and the means you will take to ensure the jobs are not lost beyond CFYE's contribution.

The sustainability that CFYE is accounting for, should include economic, environmental or social.

- **Economic sustainability** - How will the programme lead to greater economic empowerment for SGBs and its employees? What is the impact of the programme on growth and development for the wider community? What does a potential long-term financing model look like?
- **Environmental sustainability** – How are you considering the impact on the environment of the SGBs you are working with? Do you verify if applicable Environmental legislations are followed? What other measures are in place to prevent negative environmental effects and promote positive environmental effects?
- **Social sustainability** – How are you considering the impact of the SGBs on the different stakeholders? Do you verify if applicable Social legislations are followed? How do you ensure the SGBs you work with improve the quality of life for beneficiaries? Will your programme catalyse cultural behaviour change and if so, how? Does the programme have potential to influence any wider changes at policy level?

**Note: In case Environmental and Social Governance Policy is in place, please attach it as part of the Supporting Documents.**

## 4.5 The Potential of What is Being Proposed

### Question 13: Context and Competitive Advantage

[max 500 words]

Provide an overview of the delivery context in each of the implementing countries as well as the way in which your service is different from other similar organisations. Use evidence (research, data, organisational experience) to illustrate the point you are making.

Some further guiding questions to help you think of the response:

- How does your programme's business model fit within the current market for your offered service in the market?
- Explain your assessment of similar initiatives that currently exist (nationally, regionally, or internationally) and how your programme compares to them.
- Concisely state what is the competitive advantage of your 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 service offering fits into the market and explain how you view the existing competition of similar 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.

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Keep in mind a guiding question of: “Why would an SGB want to use my 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.

**Questions 14: Programme’s Scaling Potential** [max 350 words]

*Describe the stage of the programme as it stands now and explain how you foresee this programme to be scalable. Give details of the pathways to scaling considering the current stage of the programme’s implementation.*

Your answer should aim to provide a brief explanation of where your organisation and/or programme stands now (at the time of writing this Business Case) and how you got to this stage. Subsequently you need to describe the envisaged scaling potential– 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 increasing the existing target group, reaching a new target group, expanding to a new region / country, higher job targets etc.

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

**Question 15: Programme Risks** [max 350 words]

*Please provide an overview of key anticipated risks to your programme’s implementation. What mitigation measures will you and/or your consortium partners take to ensure the programme 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 programme 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 programmes. Risks to consider include political developments, the economic setting and other contextual factors.

<b>Delivery (DL)</b>	is a situation/event that will impact you or your partners' ability to deliver the programme. For example, the low resource capacity of your implementing partner results in the programme not delivering against its stated objectives.
<b>Fiduciary (FD)</b>	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 programme.
<b>Operational (OP)</b>	is one that could affect the day-to-day operation of the programme. These relate to capacity and capability to manage the programme.
<b>Safeguarding (SG)</b>	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.
<b>Reputational (RP)</b>	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 programme. You may categorise the risks based on the risk types above. The risks identified must be realistic to the programme's nature, work environment, beneficiaries and market drivers.*

**Question 16: Implications of COVID-19 on Delivery of Programme Activities** [max 350 words]

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

We acknowledge that there may be new challenges that you have made in the past and might anticipate in the delivery of your programme in the future given the global COVID-19 repercussions. Be as specific as possible and make references to the programme strategy and delivery approach, including activities. Also consider closely the timeframe of the programme and the expected outcomes.

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

## 4.6 WHERE DOES CFYE COME IN

**Question 17: Contribution of the Challenge Fund** [max 350 words]

- *What is the value addition of CFYE grant to the proposed programme? How will the programme'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 your programme to deliver the proposed targets? What other avenues of assistance have you explored?*

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Carefully review what CFYE is trying to achieve – read the **Fund level Theory of Change** 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 programme to us. Remember that this is a competitive process – why should we select your programme 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 your focus country? Is the proposed business model new in in these countries of in the industry in general?

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:



**Question 18: Learning & Innovation**

[max 350 words]

*Explain how your consortium will contribute to CFYEs learning & innovation agenda.*

CFYE has defined a learning agenda that aims to support the achievement of our impact objective to generate decent jobs for 200,000 youth, half of whom are young women as well as builds a strong evidence base on how to generate and sustain decent youth employment models through the private sector in the CFYE regions of the Middle East, North Africa, West Africa, the Sahel and the Horn of Africa. To this end, CFYE is collaborating with its IPs as well as the wider donor and impact investment community.

Under this question you are kindly requested how the support to your programme will contribute to CFYE's learning agenda. You can both refer to learnings that have already been derived from the programme as well the ones you are anticipating for the future. More details on CFYE's learning agenda can be found in [Annex 5](#).

## Section 5 – Employment Impact & Measurement

**Question 1: Impact on Youth**

[max 500 words]

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

- *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?*
- *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 programme 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: Green Jobs**

[max 500 words]

- Are you creating green jobs? (Yes/ No) Please note that we consider jobs green when the employer helps to reduce negative environmental impact ultimately leading to environmentally, economically and socially sustainable enterprises and economy: More precisely jobs with businesses that: a) reduce the use of fossil fuels and/or adopt renewable sources of energy b) decrease pollution and greenhouse gas emissions, c) increase the efficiency of energy and raw material usage, d) minimize waste & pollution and/or recycle materials and e) protect and restore ecosystems
- If yes, please provide more detail on how climate / environmental considerations are integrated in your programme.
- If yes, specify which of the above type of green businesses you intend to work with / or currently working with.
- Indicate any climate or environmental-specific indicators you are measuring. Note: please also integrate those in your Theory of Change.
- Specify in numbers how many of the total jobs you are creating, matching or improving would be green jobs.

**Question 3: Programme Employment Targets – Summary**

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

**Note:** A single individual should only be counted in one of the three outcome categories

**Note:** Please note that the main focus of this call is on the creation and improvement of jobs. Jobs matched should still be reflected.

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.



## Employment Outcome Categories: Definitions, Characteristics and Examples

Definition and Characteristics	Examples
<p><b>Create:</b> A young person takes up work or a job/role that has been newly created as a direct or indirect result of the programme.</p> <ul style="list-style-type: none"> <li>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.</li> <li>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 programme (this would instead be considered 'improve').</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>A programme trains young people as clothing designers, and provides mentoring and loans for them to start up their own enterprises.</li> <li>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.</li> </ul>
<p><b>Match:</b> Young people are hired into decent jobs, through programme-supported matching services or through their own initiative following a programme-supported skills development intervention.</p> <ul style="list-style-type: none"> <li>Jobs should exist independent of programme interventions (they may be new jobs, but if the programme itself did not lead to creating that job, it should be counted as a 'matched' job)</li> <li>Resulting from efforts such as: matching or career development services; youth-targeted HR strategies; supply-side interventions focused on training or improving employability</li> </ul>	<ul style="list-style-type: none"> <li>Young people who complete programme-supported IT/app developer training are hired as programmers by programme partners (tech companies).</li> <li>Young people who use a programme-supported job matching platform for career advice digital CVs, and to complete training on interviewing, get a job through the platform.</li> <li>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.</li> </ul>
<p><b>Improve:</b> Young people experience improvements in working conditions within the job/work/role they already have, as a result of a programme 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</p> <ul style="list-style-type: none"> <li>Often results from existing businesses making changes to working conditions for current</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>

<p>employees (i.e. firms upgrading their employment policies and practices),</p> <ul style="list-style-type: none"> <li>• May also result from programmes to increase income/productivity or improve other working conditions of self-employed individuals.</li> </ul> <p><i>Note: If your programme 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.</i></p>	<ul style="list-style-type: none"> <li>• Artisans are enrolled on a programme-supported ecommerce platform, enabling them to increase sales/income by 50%.</li> <li>• 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.</li> <li>• 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.)</li> </ul>
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#### 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 programme 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 4: Programme Employment Targets – Assumptions and Calculations** [max 500 words]

- Please explain the calculations/assumptions behind your job targets, and why you believe the targets are achievable within the programme's time-frame.

**Note - All final outcomes targets should be able to be achieved before the end of the programme. 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 programme closes.**

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?
- What are the specific types of job that you plan to improve?

**Note - Where possible, make reference to historical performance. Also ensure information is in line with information provided under question 7 and 8 in section 4.3.**

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 age of 35). Our 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'

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

- Please provide details about the different types of jobs (of the main 3 CFYE job categories) that will result from your programme activities. Make sure to specify the key parameters associated with these jobs such as description of the employer, whether they are full-time or part-time, and levels of income.

- Which of the decent work parameters as specified by the Challenge Fund will these jobs comply with? This description should include an overview of your programme’s strategy related to decent work and specific activities you will undertake to ensure different job types meet decency standards.

A crucial focus for CFYE is the quality of employment. We are not simply talking about putting youth to work; all **CFYE programmes 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 programme 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 work with your partner SGBs in each of the following areas of decent work:

<b>Income and benefits:</b>	<ul style="list-style-type: none"> <li>• 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 programme provide a fair/decent wage, given the context?</li> <li>• How will you work towards offering a living wage during the lifetime of the programme?</li> <li>• What other (secondary) benefits are associated with each job type? Highlight which secondary benefits are particularly important to youth.</li> </ul>
<b>Working hours:</b>	<ul style="list-style-type: none"> <li>• What will a typical schedule be for each job type?</li> </ul>
<b>Health, safety, and well-being:</b>	<ul style="list-style-type: none"> <li>• What are the main health and safety risks associated with the jobs?</li> <li>• What measures will you put in place to ensure health and safety and minimize risks?</li> <li>• What is the minimum age of the employees that will be working in these jobs?</li> </ul>
<b>Security of employment and social protection:</b>	<ul style="list-style-type: none"> <li>• Under what terms will the worker be employed and for what duration?</li> <li>• What (if any) types of social protection are available?</li> <li>• What is the minimum age of the people that will be working in these jobs?</li> </ul>
<b>Personal development:</b>	<ul style="list-style-type: none"> <li>• What are the opportunities for skills or personal development and career progression?</li> </ul>
<b>Workers’ Representation:</b>	<ul style="list-style-type: none"> <li>• 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?</li> </ul>

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 whilst at the same time acknowledging the fact that you will not be the direct employer of the jobs that are being created. We are keen to hear how you will bring the issue of decent work up with the SGBs and work towards a pathway of decent employment.

**Question 6: Approach to Monitoring Results**

[max 350 words]

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

- List key outcome and output indicators you will use to monitor results;

- Describe the data collection tools and methods will you use to measure changes in outcomes – including how information is gathered, who is responsible for collecting and analysing data, and timing/frequency of data collection

**Examples of Key performance indicators** may include:

- The number of youth to gain employment via newly created decent jobs
- % of women reached through the programme
- The number of youth for whom employment conditions are improved
- The number of youth in jobs 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.

## 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 programme'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 programme 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 programme's budget. In the budget template itself you will find a guidance note regarding how to present the costs of the programme. 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 Programme 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 programme 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.

One indicator that CFYE looks at as part of value for money are CFYE's as well as total costs per job whereby differences per country and type of job will be considered as well.

### 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.

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. Programmes 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 leverage to be achieved at the start of the programme is an amount of at least half of the contribution requested from CFYE. A strategy also needs to be in place showing how additional capital will be leveraged that will result in a non-CFYE contribution being double the amount requested.

	CFYE's contribution	Minimum non-CFYE capital at start progr.	Minimum non-CFYE capital at end progr.
Min	500,000	250,000	1,000,000
Ex 2	2,000,000	1,000,000	4,000,000
Ex 3	3,000,000	1,500,000	6,000,000
Ex 4	5,000,000	2,500,000	10,000,000

### Sources of Co-Funding:

- Co-funding from the **private sector**: this is the most preferred source of co-funding
- Co-funding from the lead organisation as well as **partners of the consortium** is allowed.
- Co-funding may be raised from **revenues generated during the programme**. If this co-funding is used, this income needs to follow from the business model and projections provided in section 4.4 of the business case form. Please ensure to demonstrate feasibility from a cashflow perspective.
- Co-funding raised from **loans**: Loans from consortium partners or other organisations that enable the implementation of the programme can be counted as co-funding. Whilst CFYE capital can be used as first loss capital to attract those loans, the business model and projections need to show a scenario that the loans can be paid back. In case of a very high impact scenario, a portion of CFYE's contribution could be used to repay the loan in exchange for achievement of clearly specified impact returns. The evaluation criteria as specified in Annex 1 indicate that extra points can be gained for applying such a mechanism.

Please note that CFYE's contribution cannot be used to pay back 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 refundable capital (loan) is possible.
- Co-funding from **international donor funders or philanthropic organizations** is accepted. Conditions need to be highlighted and it needs to be indicated how this contribution will not impact the conditions set by CFYE.
- Co-funding in the form of payments made by of co-investments from SGBs supported.

*Note: In-kind contributions are not allowed.*

### Finance provided to Small and Growing Businesses

CFYE's contribution can be used to provide finance to small and growing business. Section 4.2 of the business case format needs to specify the type of finance that will be provided as well as the conditions. It is also important to provide a clear business model in section 4.4 of the business case form. This needs to be backed-up with detailed financial projection / a financial model. Key assumptions made need to be supported by past performance.

### Indirect vs. Direct Programme Expenses

Applicants can include expected costs for the different direct and indirect programme activities based on their best estimate. However, we expect the total indirect expenses (including personnel) to be around 15-17% of the total programme budget and not to exceed 20% of total programme budget. Indirect overhead expenses (excluding personnel) are expected to be somewhere between 5-7% of the total programme 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 amounts of the different consortium partners should be clearly detailed in the budget template. In this way the budget template shows the total programme 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 programme'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 programme and/or are not needed for successful outcome of the programme's objectives.

*Note that costs directly related to the proposed programme and/or are not needed for successful outcome of the programme'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 programme. 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 programmes under the Challenge Fund for Youth Employment, the majority of expenditure in any programme 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](http://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 programme.

### 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 Programme

[max 350 words]

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

We expect you to be able to demonstrate how your programme 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 programme represents value for money clearly in your application, by analysing the 4Es: economy, efficiency, effectiveness, and equity:

- **Economy:** What are the programme'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 programme; how do these compare other organizations working on similar issues? What overhead cost recovery are you budgeting for in your programme budget?
- **Efficiency:** What economies of scale can you identify in delivering your programme? What is the programme cost per beneficiary? Would the cost per beneficiary reduce if you were to increase the scale of the programme? If so, explain why you aren't aiming to deliver a larger programme?
- **Effectiveness:** How effective is your programme 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 programme brings. What would happen if the programme 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 programme, 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 programme.

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 programme 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 add details on source and status of co-funding in rows 16-21 and row 23 . 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.

### Question 3: Leverage of Capital

- ✂ *Specify the confirmed capital at the start of the programme on top of the CFYE contribution and provide supporting documentation for this.*
- ✂ *Elaborate on your strategy to bring in additional capital.*
- ✂ *Provide additional proof to support the likelihood the strategy to raise additional capital will be successful*

Please refer to the text at the start of this section to see which sources of co-funding are allowed.

**Note:** The minimum contribution of the fund is € 500,000. This should be matched at the start of the co-investment with an amount of at least half of the contribution requested from CFYE. A strategy also needs to be in place showing how additional capital will be leveraged that will result in a non-CFYE contribution being double the amount requested. Sources of co-funding must be approved based on the guidance provided. Please note that in-kind contributions are not allowed.

## 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	<b>Yes:</b> Download Cover letter template to follow	Signed PDF	Upload link is provided in the online form for submission
2	Other Supporting Documents	<b>No:</b> Free format	PDF	
3	Other Supporting Documents of Consortium Members	<b>No:</b> Free format	PDF	
4	Consortium Partner Agreements (Contracts, MoUs or Letters of Intent)	<b>No:</b> Free format	PDF	
5	Programme's Key Staff	<b>Yes:</b> Download Programme's Key Staff template to be followed	Excel file format	
6	Theory of Change	<b>No:</b> Free format	PDF	
7	Business Model & Projections	<b>No:</b> Free format	PDF	
8	Programme's Workplan	<b>Yes:</b> Download Programme's Workplan template to be followed	Excel file format	
9	Budget Template	<b>Yes:</b> Download Budget template to follow	Excel file format	
10	Financial Information Template	<b>Yes:</b> Download Financial Information template to follow	Excel file format	
11	Audited Annual Accounts	<b>No:</b> Free format	PDF	
12	Annual Reports (Specifying Impact)	<b>No:</b> Free format	PDF	
13	Proof of Co-Investment (Contracts, MoUs or Letters of Intent)	<b>No:</b> Free format	PDF	
14	Other Supporting Documents	<b>No:</b> Free format	PDF	

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

## 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.

## Workplan Template

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

### 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 programme's design and overall activities. 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 programme 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 programme 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 , Rows #16-21 and Row #23. 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):** Programme activities which are expected to cover all recurrent programme 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 programme 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.

- **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, or Indirect Programme Costs).
- Include unit costs \* quantity for a certain activity, resulting in an automatic calculation of total value for the activity. For all individual budget items, the value should be included as unit cost \* quantity on an annual basis (columns F&G, O&P and X&Y). A description / explanation of the unit costs needs to be included in column C to show what type of unit is used.
- Include which part of the total value for the programme 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 programme (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 programme. 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 programme 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 programme
- Permits/certificates /clearances/licenses issued for your organisation or programme based on specific activities
- Additional research material in support of your proposed approach or programme



## Annexes

### Annex 1: Eligibility and Evaluation Criteria

Proposals received will go through a two-step evaluation process. In the first step, the eligibility of applicants will be assessed. Only applicants who meet all eligibility criteria will go to the second stage of the evaluation.

#### First stage: Eligibility Criteria

- ✘ **Principles:** Should be able to adhere to [CFYE's guiding principles & priorities](#).
- ✘ **Exclusion Criteria:** the programme and organizations involved must pass the [FMO exclusion criteria](#).
- ✘ **Local Presence:** You (the lead organization), or at least one of your consortium partners, has a local operating presence in the countries in which you will operate.
- ✘ **Countries:** The proposed programme or initiative needs to work in at least two CFYE countries, namely: Tunisia, Kenya, Uganda, Sudan, Ethiopia, Jordan, Egypt, South Sudan, Nigeria, Senegal, Mali, Lebanon, Burkina Faso, Algeria, Morocco and Niger
- ✘ **Legality:** The Lead Organisation and consortium partners are legally registered and proof of registration as private sector, foundation, NGO etc. is provided.
- ✘ **Legal Existence:** The lead organisation has been in existence for at least 3 years
- ✘ **Total Targets:** The proposed programme will create, match, improve or sustain at least 2,000 jobs for young men and women.
- ✘ **Women Targets:** Of the total youth employment created, matched, or improved, at least 50% are for women.
- ✘ **Private Sector:** The proposed activities should support private companies in creating decent jobs for young men & women.
- ✘ **Leverage & CFYE Contribution:** The minimum contribution of the fund is € 500,000. This should be matched at the start of the co-investment with an amount of at least half of the contribution requested from CFYE. A strategy also needs to be in place showing how additional capital will be leveraged that will result in a non-CFYE contribution being double the amount requested. Sources of co-funding have to be approved based on the guidance provided. Please note that in-kind contributions are not allowed.
- ✘ **Youth:** The jobs created, matched or improved would be for youth aged 15-35 years. Unless the minimum working age is otherwise stipulated by local labour laws.
- ✘ **Employment type:** Initiatives in both the informal and formal sectors are eligible. However, there is need to specify the employment type: wage employment, self-employment or dependent self-employment.
- ✘ **Dates:** Applicant organisations can begin programme implementation no later than July 2022. It will be up to the applicants to ensure they meet the due diligence requirements.

## Second stage: Evaluation Criteria

In the second stage of the evaluation process, we will apply the following criteria and weighing factors:

### ✘ Organisational Capabilities – 25%

- Expertise and team experience
- On the ground presence
- Strong programme management experience
- Experience in designing support or finance models that include and enhance employment outcomes delivered by SGBs
- Experience in designing and implementing monitoring and evaluation frameworks
- Relevance and quality of key learnings.
- Quality of impact reporting
- In case of a consortium, clarity on division of roles and complementarity between consortia members

### ✘ Financials – 25%

- CFYE Cost per job. Positive consideration will be given for those intermediaries whereby the CFYE costs per job are around **500 EUR** calculated by the number of jobs divided by the requested contribution from CFYE. As a point of reference current anticipated CFYE and total cost per job (create, match and improve) are **EUR 271 and EUR 850** respectively.
- Committed capital from third parties to support the proposed programme and the quality of the strategy to bring in not yet committed additional capital.
- Commercial viability of the proposed business model
- Explanation provided on why a CFYE contribution is required to assess the additionality.
- Additional points will be given to proposals using financial incentives and/or payments for achieving pre-agreed job and inclusivity targets.

### ✘ Programme proposal – 25%

- Quality of problem analysis and proposed pathways to employment
- Likelihood that proposed interventions will result in the projected number of jobs, supported by past experiences and in case of higher targets, the strategies that will be deployed to ensure higher targets are met.
- Pipeline plan – strength of relationship with and support models for Small and Growing Businesses in the proposed intervention countries
- Theory of change
- Quality of gender strategy.
- Quality of risk assessment
- Likelihood that the programme will continue after the end of the CFYE support

### ✘ Impact Focus – 25%

- Extent to which the proposal clearly shows that youth will benefit.
- Proposals that operate in at least one or more countries besides Kenya, Uganda and Nigeria given CFYE's strong presence in these countries.
- Proposals reaching youth with less education and based in rural areas.
- Proposals creating green jobs. Jobs are green when the employer helps to reduce negative environmental impact ultimately leading to environmentally, economically and socially sustainable enterprises and economy: More precisely jobs with businesses that: a) reduce the use of fossil fuels and/or adopt renewable sources of energy b) decrease pollution and greenhouse gas emissions, c) increase the efficiency of energy and raw material usage, d) minimize waste & pollution and/or recycle materials and e) protect and restore ecosystems.
- Attention for the decency of the jobs representative of the type of job, location and formality and clarity of the pathway to enhance the 'decency' of the job. To qualify as a decent job,

the average monthly income should be representative of the local cost of living, depending on location, has no more than 48 hours/week of work, and jobs are maintained for at least six months.

## Annex 2: 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 3: 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 programme

## 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.

*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.



## Annex 5: CFYE's Learning and Innovation Agenda

The Learning & Innovation Agenda is a tool to help CFYE create, share and use learning, knowledge and innovations to achieve its strategic goals. Through generating and/or proactively testing credible evidence and learning, CFYE aims strengthen the existing evidence base, and set an example of best practice to current and future challenge funds focusing on youth employment.

### Goals

The purpose of CFYE's Learning Agenda is twofold:

1. To support our impact objective to generate more and better decent jobs for 200,000 youth, half of whom are young women in the Middle East, North Africa, the Sahel and the Horn of Africa
2. To build an evidence base on how to generate decent, gender-responsive, youth employment via the private sector in these regions, positioning the CFYE as a thought leader in programme and policy influencing, advocacy and investment

The Learning & Innovation Agenda aims to improve the quality of information available and used to make programmatic and technical decisions. It supplements the programme Theory of Change (ToC) with specific learning questions related to programmatic processes, as well as filling existing gaps about technical aspects of youth employment programming.

The Knowledge Agenda therefore advances a collective agenda for addressing the defined evidence gaps, promoting the case for investing in activities and interventions that are proven to work. Through gathering, testing and sharing evidence of what works (and what doesn't), we aspire to catalyse the creation of better designed and implemented youth employment programmes in our focus regions and countries.

It does this by primarily through analysing the data emerging through project implementation, supplemented by pilots and special strategic research in targeted areas. In this way, knowledge products generated through the Knowledge Agenda will offer evidence-based conclusions and recommendations for maximising results in youth employment programmes.

### Principles

We do not see the development of the Learning & Innovation Agenda as a closed forum, but a live, collaborative and flexible tool, which should be regularly reviewed, refined and adapted. In the spirit of strengthening the evidence base to improve youth employment programming, all knowledge products that emerge from our Knowledge Agenda will be open source, aimed at anyone interested in sharing knowledge and contributing to our common goal (including but not limited to private sector, donors, governments, and civil society).

**The Learning & Innovation Agenda is therefore grounded in the following key principles:**

- Related to critical knowledge gaps around youth employment in our focus regions
- Linked to our Theory of Change and Strategy
- Identified by the CFYE team and refined through consultations with DDE, our Implementing Partners and our knowledge partners
- Decentralised to accommodate collaborative learning at all levels, especially by the IPs themselves
- Regularly finetuned or adapted based on emerging findings, but designed to hold through the entirety of the Fund
- Defined to prioritize youth empowerment, participation and resilience throughout
- Intended to guide Fund design and decisions both retrospectively and proactively

## Selected learning themes

### Learning Themes CFYE

Theme 1: Defining and measuring decent work for youth

Theme 2: Creating the business case for decent work for youth

Theme 3: The Future of Work is digital and green

Theme 4: Creating an enabling environment for decent work  
Strengthening the employment ecosystem

## Elaboration of Each Theme

### **Theme 1: Defining & measuring decent work for youth** What are effective models to generate decent jobs for youth?

#### Background

The CFYE's mandate, duration, breadth of geographic coverage and size of financial investment - represents a significant opportunity to contribute answers to a critical question: what are effective models for creating decent employment for youth – that are aligned with their career aspirations and build their assets – in the Middle East and Africa? How can decent jobs for youth be explicitly defined and measured in various contexts?

#### Sample learning questions

- ✘ How can we create an analytical model that defines decent work in the different contexts?
- ✘ What models (sectors, types of implementing partners, job pathways) create the most impact in terms of scale and quality of jobs for youth?
- ✘ **What does job quality or decency mean for youth, especially in the informal and gig economy sectors?**
- ✘ How can businesses calculate and pay competitive wages to attract and retain youth?

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### **Theme 2: The business case for decent work for youth** Is there a business case for creating decent jobs for youth?

#### Background

CFYE focuses on private sector-led solutions to youth employment challenges. For the sustainability of CFYE-supported job outcomes, there needs to be a strong business case. Businesses can only flourish if they can sell their products and services.

Does instilling the principles of gender equality, youth engagement, empowerment and resilience, and decent work lead to business resilience?

This theme links to the learning agenda of the Youth@Work and the Impact First Think Tank, an informal exchange facilitated by the CFYE on Impact First SME Finance.

#### Sample learning questions

- ✘ How can private sector be incentivised to attract and retain young people in decent jobs? Does this make commercial sense?
- ✘ What is the business value of decent work and why would businesses invest in young professional development?
- ✘ What are the costs of decent jobs? Who is paying for enhanced quality of jobs? And who is sustaining it?
- ✘ How do we leverage and scale the employment models supported by CFYE and apply various financial instruments to accommodate growth?

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## Theme 3: The Future of Work for Youth is Green and Digital

### Background

The world of work is changing. How can young people and employers prepare for the “future of work” – work that is digital, flexible, remote, and driven by automation and technology?

The next generation will be the most impacted by global challenges including climate change and urbanisation. These challenges pose both threats and opportunities for young people.

This theme is about learning how youth can be equipped with the right skills to match the jobs of the future, including green and digital jobs. The DIFYE will contribute learning especially related to educational institutes and matching companies.

### Sample learning questions

- ✘ How do we align job opportunities for youth with the issues of climate change, urbanisation, or health?
- ✘ Understanding **DIGITALLY ENABLED JOBS**
- ✘ Improving and sustaining digitally enabled jobs
- ✘ How do we conceptualise and measure jobs in the flexible work and gig economies?
- ✘ How do we equip the young workforce with relevant skills for the future?
- ✘ Understanding and preparing the youth for **GREEN JOBS**

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## Theme 4: strengthening the youth employment ecosystem

### Background

Demand, supply and matching of young people to jobs is taking place in a system that is affected by market functions & rules: the '*youth employment ecosystem*'. Systems change is about transforming how the system functions for the benefit of young men & women. A positive systemic change takes place when there is a lasting improvement in the interconnected market functions or rules. ('*system domains*'). This can be achieved through collaboration of actors and stakeholders that are on improving relevant system domains, and work on synergies and coherence between the different relevant system domains.

### Sample learning questions

- ✘ What are the key enablers and disruptors of youth employment in a specific context?
- ✘ How can we engage other partners in creating a positive systemic change for youth?
- ✘ How can we gradually design system interventions that enhance the results/success of the individual implementing partners?

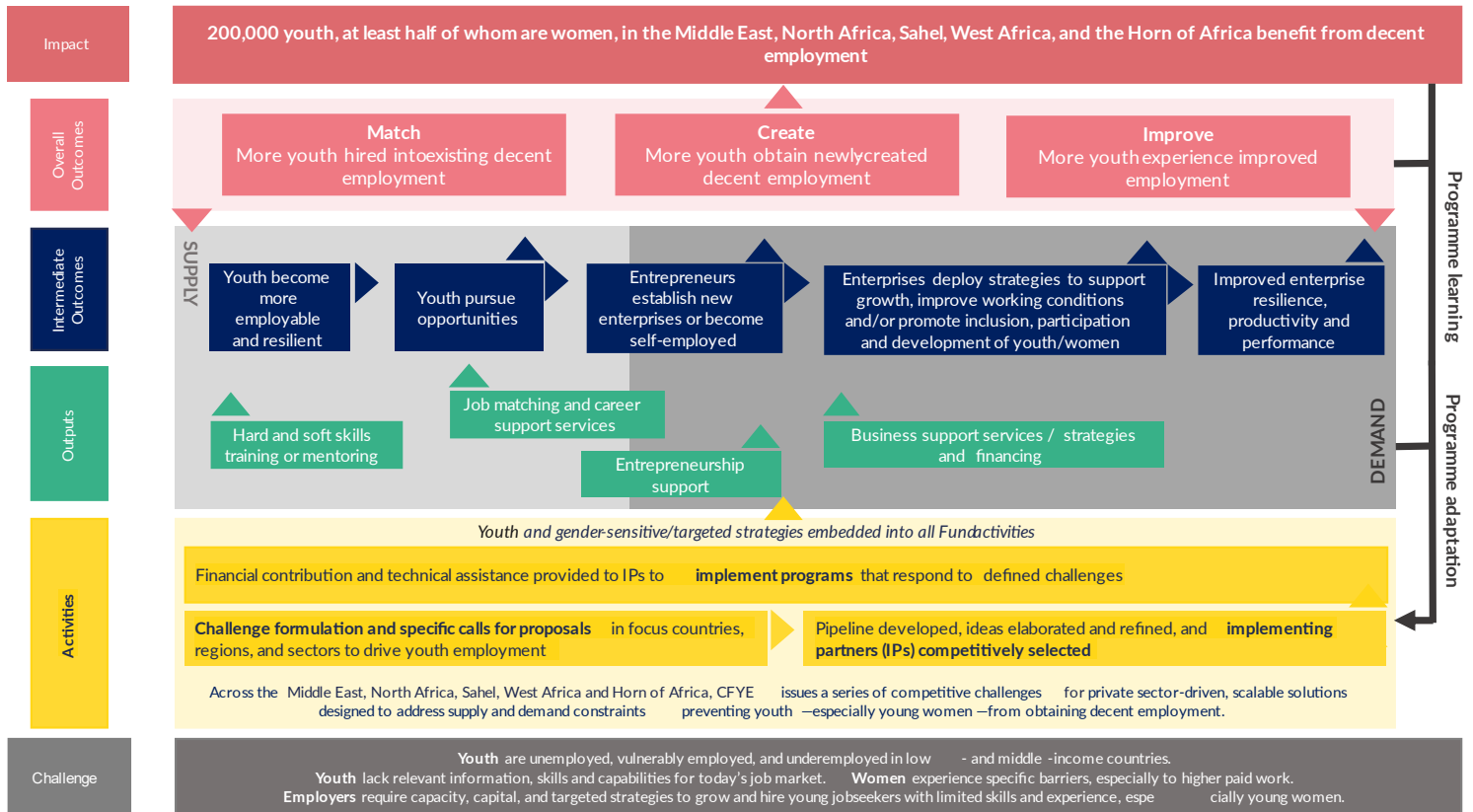
⇒ These interventions could be related to policy environment, finance, regulatory frameworks, education or media

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# Annex 7: CFYE's Theory of Change Diagram

Challenge Fund for Youth Employment Theory of Change , v2.0

March 2021



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