

Finance for Jobs (F4J)

Youth Employment Development Impact Bond II (DIB II)

Call for Concept Notes (CN) and submission instructions

FINAL

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BACKGROUND

Finance for Jobs for Consulting Services (F4J-CS) is a Palestinian Private Limited Company, based in Ramallah, that led the implementation of the first Palestinian youth employment Development Impact Bond (DIB), under the umbrella of Finance of Jobs (F4J) project, between 2020-2024, with private-funding from social investors, aimed at addressing the issue of youth unemployment in Palestine.

The DIB is a results-based mechanism, where the company's investors will get repaid by Outcome Funders only if the services succeed in achieving the targeted jobs outcomes, that are checked by an Independent Verification Agent (IVA). Those proceeds will be used to fund the employment projects, DIB management operations and repay investors. The company worked through Service Providers that it contracted (and oversaw) who provided employment services for Palestinian youth aged (18-29), with a minimum 30% female representation.

Following the successful completion of the first F4J DIB (DIB 1), surpassing all employment targets, the F4J outcome funders and investors have decided to implement another Impact Bond (DIB 2). The company will initiate the required mobilization for DIB 2 on their behalf. For more details, please visit our website: <https://form.f4jconsulting.com/app>

The first DIB's four investors were Palestine Investment Fund (PIF), European Bank for Reconstruction and Development (EBRD), the Dutch Entrepreneurial Development Bank (FMO), and the Chilean-Palestinian Diaspora Investment Fund "Semilla de Olivo".

The DIB's Outcomes Funders are the Ministry of Finance, through the Finance for Jobs (F4J) project, implemented by DAI, with funding from the World Bank.

The DIB investment is used to finance Service Providers (SPs) that implement employment projects designed to help youth secure sustained jobs for at least 6 months.

The DIB emphasis on employment as opposed to just training has helped to shift the culture of Service Provider partners and raise the impact of the DIB. This results-based financing scheme has created the right incentives for all SPs, helping them focus on the end-result, i.e. employment, and not run any training unless there is an employer - with a vacancy - waiting for the training result, i.e. a skilled youth.

In DIB 1, 9 different projects were implemented to prepare youth for jobs in multiple sectors, see below:

	Service Provider (Lead organization)	Project/job type/sector targeted
1	Education for Employment - Palestine (EFE-P)	Nursing & Health sector employment
2	Juzoor for Health & Social Development	Intern Doctors
3	Palestine Engineers Association (PEA)	Health & Safety Specialists (construction & industrial facilities)
4	Center for Continuing Education at Birzeit University (CCE/BZU)	Teachers and education sector employment
5	Palestine Construction Industries Union (PCIU)	Materials Quality Assurance Specialists & Construction-related jobs
6	Palestinian Vision (PalVision)	Commercial & Business Skills Employment
7	Juhoud for Community and Rural Development	Furniture Sector employment: TVET training in Carpentry, upholstery, furniture design, etc.
8	Palestinian Information Technology Association of Companies (PITA)	Tech-Savvy project: employment in the ICT sector.
9	Education for Employment - Palestine (EFE-P)	Business-related employment in Accounting, Finance, microfinance, business administration, value chain, etc.

THE PROBLEM

Youth unemployment is a major problem in much of the world, but effective solutions are often lacking. This is particularly true in Palestine, where the unemployment rate among youth (18-29 years) in Palestine is amongst the highest in the world, especially for educated youth and women.

The high unemployment in Palestine is a structural problem, with multiple root causes in both the supply of graduates (e.g. schools, universities, TVET centers, etc.) and demand for them (e.g. private sector employers), with lack of coordination between the two sides of the employment equation. Labor market surveys show that even where job openings exist, Palestinian graduates often lack the skills or practical experience needed by the private sector. Unemployment statistics show that more education does not improve the chances of employment, on the contrary, unemployment is usually highest for youth who hold associate diploma, bachelor's degree and above.

In addition to all the above issues, the weak Palestinian economy -that is partially dependent on the Israel's economy- is not able to produce enough jobs for new labor market entrants, and has received repeated shocks, having only recently recovered from COVID-19 impact, it took the largest shock in its recent history following the recent war on Gaza, further amplifying this unemployment situation to unprecedented levels, and this is expected to continue in the foreseeable future.

It is worth noting that unemployment is high despite a wide range of training services, available at little (or no) cost to the trainee, and while some of these are truly of good quality, they are not designed to target a specific job outcome or gap in the market, and often, training is done for its own sake, and does not necessarily lead to employment.

DEFINITIONS

Term	Definition
Investors	The social investors who provide DIB pre-financing for skills training and employment services to improve employment outcomes for Palestinian youth.
Outcomes Funders	The parties who repay the investors through F4J-CS for achievement of Outputs and Outcomes.
IVA, Independent Verification Agent	A reputable agency contracted by the Outcomes Funders to verify that all Outputs and Outcomes claimed by the Service Provider have been achieved in accordance with a pre-agreed Verification Framework. In DIB 1, this was Deloitte & Touche.
Verification Framework	The set of documentation requirements that must be adhered to by the DIB and its SPs, for the Outputs and Outcomes to be considered fully documented and verified by the IVA and eligible for payment by Outcomes Funders.
DIB, Development Impact Bond	A results-based youth employment programme in the West Bank that will contract Service Providers to deliver pre-agreed upon training Outputs and Job Outcomes.
Outputs	The achievements of training-related KPIs (training, internships, coaching etc.) along the youth journey, including acceptance onto the DIB Programme, beginning and completion of training.
Outcomes	The achievements of employment-related KPIs along the youth journey, including job start, 3 and 6-months job sustainment.
SP, Service Provider	The organizations (or consortium of organizations) that are contracted by F4J-CS to deliver clear agreed-upon Outputs and Outcomes. If a consortium, a Lead will be contracted by F4J-CS on behalf of its partners.
Consortium Partners	Organizations that play a critical role as project co-implementers in helping youth gain skills and find employment.
Other Key Organizations	Stakeholders Organizations that affect (or are affected by) project success, but are external to the project implementation, such as government or societal bodies.

Youth Journey	The journey which youth will take on the DIB, from applying to one of the DIB projects, through acceptance, training (and other services), then finding employment and sustained employment for 6-months.
Cohort	Youth who are accepted to the DIB and go through its services at the same time.
Training Group	Youth who are accepted to the DIB and go through its services in the same in-class (or online) training group, based on the same training plan.
Training plan	The training journey following acceptance, that is designed by the SP to address the identified employment problem and help youth transition to employment. The plan should include specific training topics and number of days/hours and is to be reviewed by the SPV and IVA to check youth adherence to it.
Unemployment	Working no more than 10 hours/week at time of acceptance.
Employment (after training services)	Working equal to or more than 20 hours/week on average after receiving training or other proposed services.
Acceptance onto the DIB and start training	After youth submit their applications to an SP project, they will be filtered based on 1) DIB general criteria and 2) SP specific criteria. Youth that meet that criteria will be accepted to start training.
DIB general acceptance criteria	Palestinian youth, who at the time of acceptance onto the DIB is aged 18-29, and who was not in formal employment for more than 10 hours per week.
SP specific acceptance criteria	SP project-related criteria, usually based on employers' hiring needs, that include specific requirements including educational, geographical, etc.
Marginalized groups	Individuals that are marginalized and unable to access the labor market due to demographic, social, economic, geographic, or educational reasons.
Soft/Life skills	Essential skills that help youth in life and work. These vary considerably but usually include decision-making, problem-solving, creative, and critical thinking, teamwork, communication, and interpersonal skills, etc.
Technical/Vocational skills	Work or job-related (hard) skills, such as computer programming, nursing, accounting, carpentry, etc. and are usually sector specific.
Mentoring/Coaching	Individual one-on-one services, usually in mentoring or coaching form. These are needed when in-class (or online) group training is not enough to cater to individual needs of trainees. When suitable, these services can be done in small groups.
Dual (work and learn) models	A dual model of 'work and learn' is a skills' learning tool whereby youth are employed and released from work for part-time training during their employment (e.g. 1 or 2 days per week).
Internships/Apprenticeships/On-the-job training	A period that helps youth build practical work experience in a real work environment, aimed at building their work skills.
Job Placement Support (prior to employment)	Individualised services designed to help youth transition from training to employment, including coaching them on job search, CV writing, interviews preparation, connecting them with vacancies and/or employers, etc.
In-Work Support (during employment)	Individualised services designed to help youth sustain the jobs they secured, including mentorship on actual issues they face at work and how to solve them, intermediation with their employers (if possible), etc.
Employment subsidies	Payments to employers or employees during the employment phase that is made to support wages and/or salaries. These are not supported by the DIB.
Payment Model	A project budget that is converted into payments (with a unit price) per each agreed KPI that represent the youth journey.
Cost-per-trainee	The total project cost (budget) divided by the number of accepted trainees.
Cost-per-job	The total project cost (budget) divided by the number of employed youth.

TERMS OF REFERENCE

Eligibility requirements

The company is now soliciting applications for DIB 2 in the form of Concept Notes (CN) from potential Service Providers to help it expand its pipeline of employment projects. Sadly, due to the current war on Gaza and the current focus on humanitarian responses there, **the DIB is currently receiving applications for employment projects targeting youth in the West Bank only**. The DIB partners hope to announce a call for Concept Notes in Gaza at some point in the future.

For the **lead entity** to be eligible to apply for this call, it must:

- Be legally registered for at least three years, whether locally or internationally,
- Be a private organization, whether for-profit or non-profit,
- Have official presence and experience in the West Bank,
- Have strong financial management systems and clean audit reports for -at least- the past 3 years,
- Have an official bank account, registered in the name of the entity, preferably in the West Bank,
- Have a valid 'deduction-at-source' certificate,

Submitted applications will be reviewed on a rolling basis. The review committee reserves the right to:

- reject applications that are incomplete and/or contain factual or material misstatements or errors and/or do not meet all eligibility requirements for the lead entity or the submitted application.
- contact applicants to request any further information if it is missing, and/or verify the application's content. Such contact with applicants is not an endorsement of the applicant or the application.

Eligible Service Providers (and their partners) could include both local and international organizations or companies, such as career centers, training centers or companies, youth-focused NGOs, universities, private sector companies, etc.

Applicants could submit applications individually or in a consortium format. Applicants are encouraged to form a meaningful consortium of partners to complement each other's services. For example, the applicant could work with specialized technical partners, to complement and augment their services, and expand job opportunities they target by utilizing the network of their partners for faster and more diverse employment.

The online application is a Concept Note (CN) form that should be ideally completed by the lead entity (partner) of the Service Provider Consortium (if applicable). Other sub-partners that do not have the capacity or expertise to lead a project and could not identify a lead partner could apply but must indicate their role in the future consortium.

Consortium partners must provide valuable and critical services related to the proposed solution (e.g. technical training or coaching services). Such services go beyond simple logistical services (e.g. hall rental, refreshment, etc.). These partners could even share project risks and could be held responsible by the lead organization (if they agree to) for project success, which is measured by youth employment rate. These partners are compensated financially by the lead organization and are part of the project budget.

If selected, the DIB will contract a lead Service Provider, with its partners being subcontracted. See 'Service Provider Selection and Contracting Process' below for more details.

Concept Notes submitted by individual organizations are acceptable if a consortium is not yet formed at the time of submitting this CN. If shortlisted, the applicant can build a consortium in later stages.

Other key (stakeholders) organizations that are external to the project implementation and affect (or are affected by) project success, such as government or societal bodies are usually NOT project partners. They do not share project risks and are usually not compensated financially but will need to be coordinated -or consulted with- at the strategic level. These will be determined and discussed at the full proposal stage.

If initially approved by the DIB Management team, the filled CN will be submitted to the DIB investors, and Outcome Funders for review and feedback. If initially approved, the lead entity (Service Provider/consortium) will be invited to submit a Full Proposal.

The DIB can contract small or large employment projects, as long as the number of jobs targeted makes it cost effective, in relation to the level of management needed for such a contract. Projects can -and are encouraged to- be implemented over multiple cohorts to allow Service Providers to pilot and test their projects and incorporate learning in later cohorts before scaling their services.

Selected projects will start on a rolling basis, when ready in early 2025 onwards, noting the DIB ends in late 2027. Contract durations could range between 15-24 months but are negotiated and agreed-upon depending on the project design, type of intervention proposed, and number of groups/cohorts targeted. The duration proposed should allow service delivery within the envisioned cohorts and employment sustainment for employed youth for at least 6 months.

Proposed projects should clearly add value to targeted youth and/or employers in the targeted sector, provide additionality and avoid cr me cropping or cherry picking, *i.e. avoid serving those youth that are able to find employment on their own*. Without your service, *these youth would not be able to secure employment on their own*.

Additionality could be demonstrated at the level of youth, their families, employers, society, etc. through bridging the skills gap, removing societal barriers to jobs. For example, at the employer level, the proposed service would help employers that are unable -on their own- to identify or recruit youth to employ. In other words, proposed projects (or services) should not be designed solely to serve large employers that have in-house training departments (such as major banks, telecommunication companies, etc.). These employers are usually able to deliver training and recruitment services on their own, and with their own financing.

Targeted youth and marginalized groups

All accepted youth must meet the **DIB general acceptance criteria**. For this specific call, **targeted beneficiaries should be resident in the West Bank**. They also must meet the SP specific criteria, that is usually set in coordination with employers. For example, a hospital can only employ nurses if they have completed a Diploma or bachelor's degree in nursing.

In general, SPs are asked to meet a minimum participation (acceptance) threshold of 50% for women and transform that into least 35% in jobs outcomes for those women. However, these percentages may vary (during co-design) depending on the sector targeted by the SP proposed project. Nonetheless, when targeting women, SPs must design support service that help them find innovative and non-traditional jobs, even in male-dominant sectors, i.e. jobs that do **not** reinforce stereotypical women roles.

SPs are encouraged to target marginalized groups (with a special focus on women) that suffer specific employment problems that can be solved only through an external intervention designed by the SP. Such projects (services) are especially encouraged when a meaningful match can be made between the targeted individuals and potential employers. If your proposed project does target such marginalized groups, it is critical to clarify that in the CN and define their case and how/why they are marginalized.

These groups could suffer any type of marginalization and are distant from (or unable to) access the labor market due to demographic, social, economic, geographic, or educational reasons. Examples could include:

- handicapped, disabled, illiterate or have lower education achievements, or even be school dropouts, at-risk, or belong to low-income families, etc.
- living in Area C, near the Separation Wall, or living in underserved communities or governorates.
- part of social protection programs who live on subsidized assistance.

SPs can -as an exception- target those above 29, if they can prove those targeted belong to such marginalized groups, especially in the case of women. These groups usually suffer chronic unemployment and have given up hope and are no longer actively seeking employment.

Targeted jobs and sectors

Regardless of the targeted job type, the ***DIB will only support projects that target job outcomes leading to sustainable jobs (for a minimum of 6 months) and meet minimum labor law requirements***, including the national minimum wage in Palestine, providing dignified and fair working conditions. All targeted jobs will need to be submitted for approval by the DIB Team.

The DIB will **not support projects that target public employment**. The DIB targets employment in private-sector, non-profit sector, and any jobs in non-public (non-governmental) employers. Although some youth might choose to take public employment, your project should not aim to target such jobs.

The DIB will not support projects that target **employment outside Palestine** to prevent Palestinian brain/skills drain. Such jobs require youth to migrate or relocate outside Palestine to perform their duties. Jobs that are done remotely with employers outside Palestine, without youth having to relocate, are defined as jobs inside Palestine. Any job that requires a daily/continuous commute to Israel is a job outside Palestine. Applicants should aim to localize jobs that would otherwise have been lost to neighboring countries. Although some youth might choose to take employment outside Palestine, your project should not aim to target such jobs.

In DIB 1, certain DIB projects have been focused on a specific job type within certain sectors, such as Nurses and Doctors within the Health sector, while other projects were focused on specific job types regardless of sector, such as accountants, or marketing and sales agents, which are needed in multiple sectors. The same can apply in DIB 2; the call allows both sector-specific and sector-open applications and does **not** require that proposed projects be limited to any specific sector, as long as the applicant organization is fully knowledgeable of the potential employers' landscape and can show its employer-engagement results to support its project design.

The Employment Project Design and the youth journey

All DIB projects should clearly describe the youth journey on the DIB, from applying to the program, through acceptance, training and other services (internships, mentoring, etc.), then employment and sustained employment for at least 6 months.

Applicants are encouraged to design projects that target third-party employment, since the DIB mainly targets such employment due to time-constraints. Employment outcomes can also be in the form of self-employment (including freelancing), depending on the type of industry or opportunity targeted, although we expect that self-employment outcomes to represent only a small number of your forecasted employment outcomes under your proposed project.

Applicants are encouraged to design projects based on employers and youth needs and consider broadening their employment services (if and when suitable) to encompass other types of career services, and not be limited to training only, because training is only one possible pathway to employment.

Such services could include:

1. Group training, both in-class, in practice (simulation) labs, etc. It could be:
 - Demand or employer-led that is designed specifically for certain job types or employers, including technical and/or vocational training. These trainings could be sector specific where applicable,
 - Non-sector specific training, including employability/soft/life skills,
2. One-on-one career services (job intermediation, case management, coaching, mentoring, job-search support, career path planning, family engagement, addressing cultural and practical barriers, etc.),
3. On-the-job training, and/or internships, apprenticeships (if applicable),
4. Job-search and Job-placement support,
5. In-work support,
6. A mixture of the above.

Training usually takes the form of in-class (or online) groups, based on the same training plan. The individuals could later diverge into individual services based on their individual needs.

Not all services are necessarily mandatory; SPs can offer core services that are mandatory for all accepted youth, while other add-on services are optional, only for youth who need it. These add-on services could be internships, one-on-one individual case-management, coaching, mentoring.

Though the applicants are not necessarily recruitment agencies, they should provide effective job matching services and job placement services, including mentorship and in-work support. If they cannot do so, they must partner with other organizations who can perform such services.

Service providers will be encouraged to split their projects into **multiple cohorts** to help them learn from earlier cohorts and apply this learning in future cohorts to de-risk the project. This will help the market to absorb youth beneficiaries at multiple time intervals. **A cohort is advised to be no more than 2-3 groups.**

The market is abundant with relatively long and highly paid internships that are implemented as a temporary remedy for unemployment and are often disguised as a subsidy to employers. By design, internships should be a tool for skills gain, and a bridge to employment, rather than a temporary income-generating tool. And while these internships do sometimes lead to employment, it is not designed with that end-result in mind.

An internship is not considered employment and is part of the youth journey to employment. The DIB will only support short and concise internships and/or on-the-job training that are integrated into a larger employment solution that leads to such jobs. ***Paid internships could be considered when technically justified and if they lead to employment. See (The Problem) section.***

A dual ‘work and learn’ model is a skills’ learning tool whereby employed youth are released for specific part-time training during their employment (e.g. 1 or 2 days per week), without any loss of pay to the youth. Such training is usually demanded by the employer and directly relevant to the job.

Such models are designed to ensure the commitment of each party to the other (i.e. employee and employer), especially employers’ commitment to youth in exchange for releasing them to attend training.

One form of such model is a **‘day-release program’**, and could be piloted under DIB 2.0, if the project design meets employer needs. For example, an assistant chef is hired by a restaurant, and released once or twice a week to attend classes or training at a culinary arts school. Another model is short (unsubsidized) **‘work-trial’ programs**. In all such dual models, the Service Provider (or training provider) is usually a separate and different entity from the employer.

The above dual models are not necessarily a stand-alone service and could be augmented with other services to cater for youth and employer needs.

For the avoidance of doubt, the DIB does not provide any subsidies to any employers or to youth during their employment. In addition, employers cannot play the role of Service Providers.

SERVICE PROVIDER SELECTION AND CONTRACTING PROCESS

The process for selecting and contracting service providers will go through 3 stages: 1) Public call for Concept Notes (CN), 2) Full Proposal (FP) and Co-design, and 3) Contracting. Only shortlisted Service Providers that pass the first stage (CN) will be informed of their shortlisting and invited to submit a full proposal. Applicants that are not shortlisted will not be contacted.

The above 3-stage process usually lasts 5-6 months, and Service Providers should be prepared to go through a demanding **co-designing process** with the DIB management team, as they develop their Full Proposals, based on labor market assessment, employer engagement and feedback from other key stakeholders, including youth themselves.

Stage 1: The Concept Note

The objective of the CN stage is to introduce the applicant organization, its partners (if applicable) and the preliminary project idea, and the value-added by the proposed services and how they will contribute to achieving those job outcomes, that would not have otherwise been achieved. **A downloadable copy of the online Concept Note (CN) form is available** on www.f4jconsulting.com/app as a PDF file.

The CN should help the DIB team assess the feasibility and viability of the proposed project in terms of number of jobs and cost per job to be achieved and the risk profile of the proposed project, including your organizational capacity to deliver them.

The DIB team realize that the CN is only preliminary and expect changes in the project design and its budget in the FP stage, which require more elaborate labor market assessments made with the private sector and youth to further understand their needs. Despite this, the CN is a chance to show the labor market or employer assessments made ahead of the FP.

Shortlisted Service Providers to be presented to investors (and the Outcome Funders) will be judged on their ability to produce sustainable and verifiable job results within a reasonable timeframe, and with an effective cost-per-job outcome, which is a key DIB metric. This is calculated by dividing the total project cost by the number of youth that find employment.

For example, if a project costs \$100k to train 100 youth and is able to find employment for only 25 of them, then the cost per job is \$4k and the cost per trainee is \$1k. See section 4 of the Concept Note form.

Stage 2: Full Proposal and Co-Design Process

As a Lead Service Provider, if your Concept Note is shortlisted, you will be invited to submit a Full Proposal. You will be provided with a Full Proposal template at that stage. *If that proposal meets the DIB minimum requirements, you will be expected to go through a **co-design process** to refine the project design to become investable as a ready-to-implement project. At that stage, the Service Provider should:*

- Conduct strong labor market assessment and/or employer engagement to clearly identify and quantify potential employment opportunities which the project could pursue. These could include sub-sectors or specific job types which show the most promising signs of employment.
- Develop market linkages with potential employers to understand employer needs to better design career services and training curricula that fit those needs (whether it is life, technical, language, or other type of skills or services as described above).
- Develop the required KPIs to match the proposed youth journey to employment, and fits within the DIB performance management framework requirements.
- Design a project able to produce job results that can be documented and ready for the Independent Verification Process, to be held by the IVA. This will be of special importance for projects that produce job results in the informal economy.
- Form partnerships with key stakeholders to break barriers that stand in the way of youth employment. These partnerships include employers, trade unions, chambers of commerce, ministries, etc.
- Transparently budget the project and price it, to be able to produce cost effective results.

Your labor market assessment at that stage, should not be a theoretical exercise or a sectoral market assessment; there have been multiple studies done by several international development agencies on the Palestinian economy and its skills gap issue, and your assessment should not focus on doing further theoretical research at the macro-level but should be a direct field engagement with potential and specific employers to help identify specific jobs that your proposed projects is designed to target.

At the Full Proposal stage, you will be provided a Budget template. The budget must only include items that are reasonable and fair in price, allocable and directly relevant to the project itself, and allowable under the DIB terms of reference. Allocable and allowable costs include staffing costs, direct costs (service activities), running and overhead costs, according to their fair share for the project duration.

Stage 3: Contracting (contract type, budget, and Payment Model)

The Service Provider organizations are to be contracted by F4J-CS directly, not by its investors, nor the Outcomes Funders. The Service delivery contract is results-based service contract, and is **not a grant**, and is designed to help service providers in their mind-shift from focusing on training activities to job outcomes. **Payments will be pro rata (proportionally), based on the number of youth** that move across stages of the training and employment journey.

Payments by the DIB to Service Providers are made based on the actual achieved results (training Outputs and employment Outcomes) per individual throughout the journey. Each result and its payment require proper documentation matching the Verification Framework requirements that is conducted by the IVA. Under the DIB, all results (training Outputs and employment Outcomes) must be strongly documented. Examples of possible documentation include employment contracts, employment letters, timesheets, payment evidence, employment declaration by youth, etc. Such documentation will be customized based on employment type and sector. All such documentation will be independently verified by the IVA.

Since this is not a grant, the project budget that you have submitted at the Full Proposal stage, will be revised to establish its fairness as explained in stage 2. Once this budget is approved, it will be used (along with the agreed KPIs and youth numbers) to calculate unit prices for each of those agreed KPIs, and turned into a Payment Model, as illustrated in the following Payment Model sample.

Outputs	KPI	Base Case Targets	Unit Price	Earnings	Status	Target Case Targets	Earnings
Outputs	Accepted & start training	100	\$200.00	\$20,000	Capped	100	\$20,000
	Training Completion (50% of attendance)	96	\$260.00	\$24,960	Capped	96	\$24,960
	Training Completion	92	\$320.00	\$29,440	Capped	92	\$29,440
Outcomes	Job start	60	\$250.00	\$15,000	Variable	70	\$17,500
	Complete 3 months employment	56	\$300.00	\$16,800	Variable	66	\$19,800
	Complete 6 months employment	52	\$350.00	\$18,200	Variable	62	\$21,700
Total Base Case Budget =				\$124,400	al Target Case Budget=	\$133,400	

In the Payment Model sample above, if the service provider:

- achieves all promised KPI, i.e. the "Base Case", they will get paid the total budget. In the example, the Base Case total earning is **(\$124,400)** and is equal to the submitted project budget.
- exceeds the promised job outcomes in the "Base Case", the SP will get paid an amount above the agreed budget, i.e. the "Target Case". The Payment Model is designed to pay SPs for more job outcomes, rather than for more training outputs. In the example, the target case total amount is **(\$133,400)**.

The Payment model for each SP (project) will be customized (during the co-design stage) per the needs of the Service Provider and the actual project design to help the cash flow needs of the project and its timing, to allow the SP to stay cash positive. This customization includes adding new KPIs (with relevant payments), based on the youth journey, including individualized services such as internship, mentorship, etc. We also could adjust the payment structure to adjust the weights (budget split) between outputs and outcomes.

CONCEPT NOTE SUBMISSION INSTRUCTIONS

Concept Note (CN) form sections

The online Concept Note form consists of four sections summarized below:

1. Section 1 (Information about the lead entity):
 - General questions covering lead entity details, such as its address, registration type and date, legal status, and contact information for the contact individual.
2. Section 2 (Relevant experience and financial capabilities):
 - Questions about the lead entity's previous experience with example of recent youth-related projects. It also covers the entity's financial and managerial capability, including audited budget for the past three years, and the number of full-time and part-time staff.
3. Section 3 (Description of the Proposed Project):
 - Questions about the target beneficiary profile, target sector and job types, challenges to be addressed (skills gap or market failure), and a description of the proposed service offered to youth and its value. It also asks about project partnerships or collaborations.
4. Section 4 (Proposed project budget and timeline):
 - Questions about the project duration, total budget, cost per trainee and per job, etc.

Submission instructions (Important Reading)

The DIB management team will conduct an online information session to answer potential questions from interested applicants to help fill the online Concept Note form. The session requires prior registration via the below links and will be repeated twice to accommodate audience availability.

1. First session: [30th May 2024 at 11:00 am – 12:30 pm],
 - Registration LINK: [Session 1](#)
2. Second session: [3rd June 2024 at 11:00 am – 12:30 pm],
 - Registration LINK: [Session 2](#)

The Concept Note must be completed in English language, using your own simple language to express your own ideas and experience. Please ensure that your answers are short and concise, based on the indicative word count provided for each question.

The form link can be accessed without a login. Although the link allows applicants to submit multiple applications, we REQUEST that you only submit ONE Concept Note. If, for whatever reason, you submit more than ONE Concept Note for the same project idea, the DIB team will ONLY review the most recent (last) submission (in chronological order).

It is critical to recognize that there is NO save function in the online form; therefore, if you begin the process, you must complete the online form and submit it through using the same browser, without closing it, to avoid losing the filled data. Failure to do so will result in complete data loss.

As such, you will find a downloadable copy of the online Concept Note form and its questions on <https://form.f4jconsulting.com/app> as a PDF file. Reviewing this file ahead of filling the online form will allow you to familiarize yourself with the questions, and help you prepare accurate, well-informed, and well written responses, in advance. This also helps you reduce the risk of errors and data loss when answering the questions and filling out the online form simultaneously.

Although this is not advised, applicants could submit more than one Concept Note if they are submitting MORE THAN ONE unique idea or project (targeting different sectors).

--- End of instructions sheet ---