YouthMap Uganda Internship Program

Call for Concept Papers

Date of Announcement: July 31, 2012

Deadline for Submission: August 17, 2012
CALL FOR CONCEPT PAPERS

Introduction
In 2008, the International Youth Foundation (IYF) and the United States Agency for International Development (USAID) signed an agreement that helps expand IYF’s ability to design and implement youth employability programs worldwide. Called Youth:Work, this mechanism allows USAID missions and bureaus to directly support IYF’s youth employability programs and services. The first activity in Sub-Saharan Africa funded through Youth:Work is a four-year, US$10 million initiative called YouthMap.

YouthMap is a multi-country initiative that aims to better understand and address the challenges facing Africa’s young people. Through YouthMap and its Innovation Fund, IYF is conducting holistic assessments on youth circumstances and supporting innovative programs and evidence-based approaches to positive youth development in Sub-Saharan Africa. The program brings together public, private and civil society stakeholders to support and scale activities that promote positive youth development. YouthMap has three main program components:

- **Assessment** — to identify key challenges and opportunities for youth to become healthy, productive, and engaged citizens;
- **Learning** — to share assessment results with stakeholders and disseminate promising models in positive youth development;
- **Innovation** — to test and scale successful models in education, employability, and entrepreneurship through public-private partnerships.

In 2011, YouthMap conducted an assessment in 12 districts in Uganda in partnership with FHI360, the Centre for Basic Research, and a team of international and local researchers that included Ugandan youth. The research approach included substantial consultation and engagement with youth throughout Uganda, to ensure that the study findings were informed by youth voices. The assessment explored youth circumstances, assets, and opportunities in Uganda (the assessment report available at [www.iyfnet.org/youthmap-uganda](http://www.iyfnet.org/youthmap-uganda)). The study found that youth aspirations are largely wrapped around the desire for employment opportunities to earn a living, raise a family, and contribute productively to Uganda’s social, economic and political development. It also revealed a high level of interest in internships and community service activities among Ugandan youth.

As part of the Innovation Fund and follow-on to the assessment findings, YouthMap Uganda is piloting a holistic internship program — which will provide 100 young people with practical skills, on-the-job-experience, internship and job placement services, as well as other structured professional development to facilitate their successful entry into the workforce. It will target young people, ages 23-30, who are graduates of higher institutions of learning, including those with professional certificates, diplomas, bachelor’s and master’s degrees. Through this program, a dynamic network of engaged, informed young professionals will be created to participate in the implementation of activities under USAID’s Health, HIV/AIDS, Education, Democracy and Governance, and Economic Growth projects. This activity will also be structured to complement the Mission’s Collaboration, Learning and Adaptation (CLA) agenda to respond to the needs of Ugandan youth.

IYF, under the YouthMap/Uganda Innovation Fund, invites interest from prospective sub-grantee organizations, including but not limited to, youth-led or youth-focused organizations active in Uganda, to submit a concept paper to implement this internship program and serve as the local Secretariat organization. The Secretariat organization will be responsible for day-to-day implementation that includes: recruitment of youth; providing skills training and professional support services; internship
and job placements; monitoring internship progress; and organization and facilitation of CLA-related
meetings, working in close partnership with USAID/Uganda and IYF.

This document presents the guidelines for responding to this RFA, which is an open and competitive call
for applications. Interested entities may be private or non-profit organizations and should be able to
document that they are duly registered to operate in Uganda. The available funding is up to US
$450,000, of which $150,000 is anticipated to be earmarked for intern stipends, over a two-year
program period. The Secretariat will also seek opportunities to leverage resources from USAID
implementing partners (IPs) who host interns under this program, as well as other internship providers
that may be identified in the public or private sector. Further guidelines for the use of and reporting of
leverage are described in the application instructions.

**YOUTHMAP INNOVATION FUND UGANDA**

**Program Purpose and Objectives**
The purpose of the internship program is to enhance participation of youth in USAID’s development
programs, by providing them with relevant skills for employment, and creating platforms for dialogue
and exchange among Ugandan youth, USAID and its partners that will ultimately lead to development
programs that are more responsive to youth issues and needs in Uganda. Through this program, USAID
and YouthMap intend to create a dynamic network of engaged and informed young professionals who
can support and drive USAID/Uganda’s CLA agenda on issues related to youth. The internship program
is underpinned by the development hypothesis that if educated youth are provided a comprehensive
internship opportunity that fosters skills development, mentorship and peer support, then their chances
of gainful employment after this intervention will significantly increase. Based upon this hypothesis,
there are three program objectives:

1) Expanded internship opportunities for young people;
2) Increased capacity of interns through skills training and mentorship;
3) Enhanced participation of youth in USAID’s CLA activities.

As such, the program is envisioned to include four main components:

1) Providing short-term (two to three-week) skills training which combine technical (e.g., computer
skills) and life skills;
2) Placing youth in internships with USAID-funded projects, IPs and other development partners in
Kampala and select focus districts in the eastern, western and/or northern regions *(to be
determined by YouthMap Uganda in consultation with USAID)*—operating in areas of health,
HIV/AIDS, democracy and governance, education, agriculture, livelihoods, as well as working
with orphans and vulnerable children;
3) Providing professional development opportunities and support services — including mentoring,
placement services, and participation in an alumni network;
4) Facilitating youth participation in USAID’s CLA-related meetings.

The program goal is for at least 40 percent of those completing the internship program to acquire
decent jobs (salaried or self-employment) within six months. For each cohort, duration for both training
and internship will be a total of six months: two to three-week period of orientation and training
*(pending training design, to be finalized with the selected local partner organization)*, followed by an
internship of approximately 5.5 months. The program will comply with internship and labor laws set
forth by the Government of Uganda. The result framework, with sample indicators, is conceptualized
below.

*YouthMap Uganda Internship Program — Call for Concept Papers*
### RESULTS FRAMEWORK

**Goal:** Youth equipped with skills and experience that prepares them to work, lead, and contribute to development efforts

<table>
<thead>
<tr>
<th>Result 1: On-the-job practical experience attained</th>
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<tbody>
<tr>
<td><strong>Output Indicators</strong></td>
</tr>
<tr>
<td>— Number of youth placed in internships</td>
</tr>
<tr>
<td>— Number of USAID IPs, government agencies and companies offering internships</td>
</tr>
<tr>
<td><strong>Outcome Indicators</strong></td>
</tr>
<tr>
<td>— Number and percentage of youth with favorable ratings as interns by employers</td>
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<tr>
<td>— Number and percentage of youth reporting satisfaction with internships</td>
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<tr>
<td>— Number and percentage of graduates working at six month follow-up</td>
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<table>
<thead>
<tr>
<th>Result 2: Increased capacity of interns through training and mentorship</th>
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<tbody>
<tr>
<td><strong>Output Indicators</strong></td>
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<tr>
<td>— Number of youth enrolled in the program</td>
</tr>
<tr>
<td>— Number of youth who successfully complete the program (both training and internship components)</td>
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<tr>
<td>— Total number of training hours of youth successfully trained</td>
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<tr>
<td><strong>Outcome Indicators</strong></td>
</tr>
<tr>
<td>— Number and percentage of youth reporting satisfaction with employability and life skills training courses offered</td>
</tr>
<tr>
<td>— Number and percentage of youth with greater hope, optimism and aspirations for their future</td>
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<table>
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<tr>
<th>Result 3: CLA-agenda driven by interns to enhance learning</th>
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<tr>
<td><strong>Output Indicators</strong></td>
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<tr>
<td>— Number of CLA-related reflection and feedback sessions organized</td>
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<tr>
<td>— One functional alumni database created</td>
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<td>— End-of-program evaluation conducted</td>
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YouthMap Uganda Internship Program — Call for Concept Papers
About The International Youth Foundation
The International Youth Foundation (IYF) is a global non-profit organization uniquely dedicated to preparing young people to be healthy, productive, and engaged citizens. Founded in 1990, IYF’s worldwide network of partner organizations has grown to 70 countries, helping young people to shape their futures through proven programs that tie education to work, improve employability, and enable and inspire them to play a positive role in their communities. IYF collaborates with businesses, governments and civil society organizations to build effective, sustainable, and scalable programs that positively impact the lives of young people worldwide.

Roles and Responsibilities
As noted above, the Secretariat organization will be responsible for day-to-day implementation that includes: identification of internship opportunities; recruitment of youth; matching youth with appropriate internship opportunities and placing them in internships; designing or adapting relevant curriculum for the short-term technical and life skills training with assistance from IYF; providing skills training and professional support services; administering intern stipends; monitoring internship progress and troubleshooting issues that arise; placing youth in jobs after internships and tracking job placements; building public-private partnerships and raising leverage contributions; and facilitation of CLA-related activities (including all logistics related to scheduling and convening CLA meetings, coordination with USAID on CLA activity topics/formats and facilitating CLA discussions) — working in coordination with USAID/Uganda and IYF. In addition, the Secretariat will work closely with IYF in establishing an advisory committee with youth and representatives from public, private, civil society and donor organizations. Through meetings held once every quarter, the Committee shall provide overall guidance and strategic direction to the program. Through its dedicated staff, the local Secretariat will directly interface with USAID IPs, employers, advisory committee members and other stakeholders.

The Secretariat will specifically work with USAID/Uganda’s three Development Objective (DO) teams and implementing partners (IPs) to identify opportunities, recruit and place the Ugandan interns, likely within offices of already established USAID IPs and other development partners (local private sector, NGOs and government agencies) in Uganda. University or other tertiary education graduates will be selected to fill internship positions offered by these USAID IPs and other internship providers, based on their needs and the professional learning experience they can provide to the interns.

The Secretariat organization will train and place into internships a total of 100 youth in two cohorts (50 in each cohort). The Secretariat will support the network of implementing partners/internship providers and other stakeholders — while facilitating communications and exchanges among interns, along with IYF identifying and mobilizing any additional technical assistance that may be required to meet program objectives and coordinating CLA activities in consultation with USAID and IYF. The Secretariat organization should be able to commit to:

- Place youth in jobs within six months after internships and achieve a job placement rate of at least 40 percent;
- Organize and facilitate CLA-related feedback and reflection meetings, alumni networking events, and other learning and exchange workshops, in coordination with IYF and USAID;
- Solicit and document cost-share from employers;
- Raise leverage contributions from broader stakeholders in support of the program;
- Create and maintain an alumni database and systems for tracking internship drop-outs and graduates for at least six months after drop-out or completion.

YouthMap Uganda Internship Program — Call for Concept Papers
In addition, based on the monitoring and evaluation (M&E) plan to be developed in collaboration with IYF, the Secretariat will be responsible for collecting data for output and outcome indicators through:

- Student application, enrollment (baseline), and exit forms;
- Course evaluation forms;
- Internship monitoring forms / progress reports;
- Site visits to training facilities and employer workplaces;
- Survey of internship placement partners;
- Follow-up interviews with graduates and their employers (six months following completion of internships).

IYF will review and approve all data collection instruments before they are put into use to ensure consistency with Youth:Work Leader M&E practices and standard indicators. Under IYF’s guidance, the Secretariat will also provide logistical and other support to an external firm to conduct both a formative and a summative evaluation to assess the program’s outcomes for young people, as well as to capture overall program learnings and good practices for dissemination and future expansion of the internship program. The evaluation will also examine the program’s contributions to the CLA agenda and suggest ways to sustain and further promote youth participation in USAID Mission and CLA-related activities.

As the YouthMap lead, IYF will be responsible for reporting overall program results to USAID, compliance, and program quality control. In this role, IYF program staff will provide oversight and technical assistance to the Secretariat organization through on-site monitoring, in-person technical assistance, and monitoring of program and financial reports. As appropriate, IYF will support partnership and leverage efforts — building on its existing relationships with key stakeholders in Uganda. IYF will lead the development of the program’s M&E system and work in close collaboration with USAID/Uganda and the Secretariat to generate program learnings in support of implementing CLA activities that substantially increase youth voices and engagement with USAID programs and approaches.

Depending on the capacity of the Secretariat organization and program needs, IYF may also provide targeted technical assistance in areas such as: adapting and enhancing training curricula, and establishing systems to monitor progress of interns and evaluate internships.

**Eligible Institutions**

- In order to be eligible, applicants to this RFA should comply with the following requirements:
  - Be organized under the laws of Uganda or a country within the East African Community (EAC);
  - Have its principal place of business in Uganda or a country within the EAC;
  - Be majority owned by individuals who are citizens or lawful permanent residents of Uganda or a country within the EAC; or
  - Be managed by a governing body, the majority of whom are citizens or lawful permanent residents of Uganda or a country within the EAC; and
  - Not be controlled by a foreign entity or by an individual or individuals who are not citizens or permanent residents of Uganda or a country within the EAC.
  - Be private or non-profit organizations, local, national or international and are properly registered according to the laws of the country and are legally recognized by the pertinent government agency for at least two years.
  - Have experience implementing programs related to job training and placement, life skills, internship management, career counseling or mentorship. In absence of this experience, they

  *YouthMap* Uganda Internship Program — Call for Concept Papers
must demonstrate the ability and capacity to establish partnerships with well-known organizations(s) that have the required capacity to provide these services.

- Be able to present relevant public-private partnerships that have been formally established or will be set up for the purpose of this project (highly desirable).
- Have the physical infrastructure, technical and organizational capacity to provide the services: employability skills training, career counseling and job placement. In case the training and/or placement services will be provided through another organization, it is critical that this organization has the infrastructure and resources to do so.
- Have demonstrated ability to build public-private partnerships and solicit leverage contributions (cash and/or in-kind) in support of this activity.
PROCESS FOR SUBMITING AND APPROVING CONCEPT PAPERS

**Guide for the Preparation of Concept Papers**
The guidelines for submission of concept papers are provided in *Annex 1*. The concept paper should not exceed eight to ten pages. It should be presented in Word format (.doc), Calibri, font, size 12 and should be sent by email to youthmap@iyfnet.org. In order to facilitate the review process, it is important that concept papers not contain any photos or logos.

**Deadline for the Request for Concept Papers**
The concept papers should be submitted to IYF by **5:00 pm Kampala time on August 17 (Friday), 2012** at the latest.

**Evaluation and Selection of Concept Papers**
All concept papers that comply with the program requirements and are complete will be evaluated by Evaluation Technical Committee. The organizations that are determined to have the best potential to respond to the objectives of the program will be invited to present a full proposal. IYF will inform, via email, the selected institutions by **August 31, 2012**.

IYF may choose to invite more than one applicant to submit a full proposal. A request for a full proposal does not represent an obligation or commitment on behalf of IYF or USAID to issue a grant. IYF may choose not to award a grant if none of the proposals received are sufficiently responsive to the needs and requirements of this program.

*Please do not send additional information unless requested by IYF. Concept papers that do not follow the guidelines shared in this document will not be reviewed and processed.*

**The concept papers should be sent to:**

Uganda Country Manager  
YouthMap Program  
Email: youthmap@iyfnet.org
Annex 1: Guidelines for YouthMap Innovation Fund Concept Papers

1. Organizational Information

| **Complete Entity Name (and acronym, if applicable)** |  |
| **City/Country** |  |
| **Type of Legal Entity** |  |
| **Date of Constitution** |  |
| **Name of Legal Representative** |  |
| **Name and Title of the Person Responsible for this Concept Paper** |  |
| **Address** |  |
| **Email Address** |  |
| **Website** |  |
| **Phone and Fax** |  |
| **Mission** |  |
| **Organizational Structure** |  |
| **Total 2010 Expenditures (In US dollars)** |  |
| **Total 2011 Expenditures (In US dollars)** |  |
| **Total 2012 Budget (In US dollars)** |  |

2. Organizational Experience (1 page)

Please provide a summary of your organization’s capabilities, expertise, and achievements relevant to the goals and objectives of this program. In addition, please describe what your organization has learned from these programs, and how it will adapt lessons and experiences to enrich the proposed project. What impact has your organization had on the well-being of youth?

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1 Please provide an article of incorporation as a separate attachment.
2 Please provide the by-laws and list of current board members as a separate attachment.
3 The preliminary proposal should contain an organizational chart of the organization/institution emphasizing the positions that will need to be filled as it relates to this project. Additionally, the preliminary proposal should include the total number of people that work for the organization, indicating how many are management, administrative, programmatic or technical staff, or support personnel.

YouthMap Uganda Internship Program — Call for Concept Papers
3. Description of the Problem (1/2 page)

(From the point of view of the needs of USAID, its implementing partners and other development stakeholders who may have an interest in expanding their engagement with youth, as well as the youth themselves who are being targeted by this program).

- Must demonstrate a clear understanding of the local context and youth unemployment problem that will be addressed by this project, referring to the needs of the target youth, as well as potential internship and job opportunities for target youth in Kampala and select focus districts in the eastern, western and/or northern regions (to be determined by YouthMap Uganda in consultation with USAID/Uganda).

This includes:

- Clearly presenting the problem(s) using objective information and data, citing the respective sources as appropriate.
- Indicating how the project: 1) satisfies the present and future needs for training and job placement or professional development of the target population; and 2) offers the skills and capacities that are lacking but that are very much required by employers.
- Noting potential internship and job opportunities, barriers and constraints.

4. Project Description (5 pages)

This section should contain a detailed description of the proposed activities and strategies for ensuring quality of training, placement and professional development support services. The activities should be technically sound and coherently illustrated with realistic timeline, well-defined, targeted services, and clear measures of success.

The description should include:

- Describe the goal of the project, and project duration (estimated timeframe: October 2012 – August 2014) presenting a Gantt chart.
- Detailed process and strategies to recruit target youth (who are graduates of higher institutions of learning, ages 23-30, as noted above) while ensuring gender equity.
- Describe the program’s services:
  - Proposed training content (covering both technical and life skills, pedagogical strategy, and the content to be delivered in two to three weeks).
  - Relevance of the training, including information about the demands of USAID, IPs and other development stakeholders with regards to proposed intervention.
  - For career counseling and placement support, describe the specific services that will be offered.
  - Briefly describe the physical environment to be used for this project (e.g., classrooms, workshops) and the training staff.
  - Innovation: Describe creative ways that the program offers to use Information and Communications Technology (ICT) to provide program services and establish an alumni database.
  - Partnering arrangements: If the project will be implemented in association with other organizations that provide training and job placement services, career counseling, include an annex that specifies the name and legal status of these entities; type of services offered; and website, if available. Organizations invited to submit a full proposal will need to submit documentation for any proposed partnerships such as letters of intent, a memorandum of understanding (MOU) or related documents that demonstrates the willingness of any proposed partners to cooperate.

YouthMap Uganda Internship Program — Call for Concept Papers
• **Partnerships:**
  - Describe proposed strategies to solicit required cost-share of 15-25 percent toward intern stipends from various internship providers, as well as proposed plans to raise broader leverage contributions.
  - Include an initial list of four or five Advisory Committee members who are youth themselves, as well as representatives from donor, civil society, private sector and government entities.

• **M&E Framework:**
  Building on the M&E framework presented above:
  - Highlight the skills the youth will have acquired at the end of the program and plans to measure skills acquisitions.
  - Include plans to monitor internship / job openings, as well as progress of interns in coordination with employers.
  - Include plans for tracking job placement or self-employment rates of those who complete the internship program.

• **Added Value:**
  Explain how the organization differentiates itself from others offering similar services in the country or region and how it will add value to this project.

5. **Project Management (1/2 page)**
5.1 **Staff who work on the project**
   Describe the proposed management structure of the project: how the project will fit within the structure of the organization and a staffing plan for this project, including a description of the roles and responsibilities for each team member that will be assigned to this project. Be specific about whether project staff will work on a part-time or full-time basis, and the type of contract (differentiating between existing personnel and those that need to be hired). Please note that the program is required to hire at least one or two internship / job placement officers.

5.2 **Partnership arrangements**
   If relevant, describe any partnership arrangements/collaboration the project is proposing (and with whom) in order to deliver program services. Explain what will be the role(s) of each collaborating organization and the contributions they will each make at every stage of the project’s life cycle. What mechanisms will be used to ensure coordination among various partners and monitor the quality of services offered to the youth?

6. **Sustainability (1/2 page)**
   This is an important criterion for the YouthMap team when assessing the concept papers. Therefore, describe how the organizations and any proposed partners will continue project activities (either somewhat or completely) after the end of the funding period.

7. **Budget (1 page)**
   The financial plan should specify the budget of the project, in U.S. dollars. It should be presented in the following general format and please include detailed explanations:
<table>
<thead>
<tr>
<th>Category</th>
<th>Requested Funds from YouthMap</th>
<th>Proposed Leverage Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Personnel/Staff Costs</td>
<td></td>
<td></td>
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<tr>
<td>- Technical Assistance/Contractual Services</td>
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<tr>
<td>- Training Materials</td>
<td></td>
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<tr>
<td>- Facilities</td>
<td></td>
<td></td>
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<tr>
<td>- Equipment</td>
<td></td>
<td></td>
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<tr>
<td>- Office Expenses</td>
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<td></td>
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<tr>
<td>- Travel &amp; Per Diems</td>
<td></td>
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<tr>
<td>- Internship Stipends</td>
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<tr>
<td>- Other Direct or Material Support to Interns</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>Up to $450,000</strong></td>
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</tr>
</tbody>
</table>

Each budget line item should be disaggregated so that it is easy to see which items or supplies are included. Only direct costs related to the project should be included. As noted above, for internship stipends, the applicant must budget an estimated US$150,000 — i.e., $1,500 per intern for a six-month period. The selected organization must work with internship providers and have them contribute roughly 15-25 percent of the internship stipend as cost share (15 percent during the first year and 25 percent for the second year).

In addition to securing cost-share from employers, the organization must be committed to raising broader leverage contributions in support of the overall program. The recommended leverage for the overall program is about 35 percent of the total budget, exclusive of internship stipends (i.e., 35 percent of US$300,000). Therefore, the selected organization is anticipated to raise approximately $100,000 in a combination of cost-share and leverage contributions over the program period. Other potential source(s) of funding and the estimated time to secure those funds should be included, should this information be available at the time of presenting the concept paper.

Leverage is defined as cash or in-kind contributions of non-USAID funds that the recipient or other partners shall bring into the program in order to achieve the intended goals. These contributions are not cost share requirements, but are an obligation that the recipient will commit to raise leverage contributions to the best of its ability in support of program goals. Leverage resources committed to implementing approved activities may include cash, commodities, equipment and supplies and in-kind contributions of staff and volunteer time, and facilities. A standard YouthMap-wide system will be used in Uganda to quantify, track and report on these “leveraged” resources.

The items to be covered in the budget include:

- **Personnel:** Only staff involved in the implementation of the project should be included (must include at least one or two internship / job placement officers). Please identify the role that each proposed staff member will have in the implementation of the project.

- **Technical Services/Contractual Services:** Only include qualified services offered by people or entities that are required to reach the project’s objectives. These are the services that the organization cannot perform, due to time constraints or because the organization does not have

*YouthMap Uganda Internship Program — Call for Concept Papers*
the particular technical expertise. For example, agreements to hire training providers, event organizers, evaluation consultants and auditors.

- **Training Materials**: Only include the cost of the development or adaptation of manuals and training books, CD ROMs and other supplies that will be used by the trainees, instructors and facilitators.
- **Facilities**: Include the cost of a rental facility if required. If the organization has its own facilities, please identify a percentage that will be used to carry out the project activities. These costs must be realistic and reasonable.
- **Equipment**: Only include the cost related to information processing necessary for this project, as well as the use of any ICT equipment on the part of trainees, instructors or project administrators.
- **Office Expenses**: Only include costs that generally are associated with the administration of the project, and are not covered in other line items.

**Eligible Expenses:**
The expenses eligible to be covered by the project funds are the following:

- Development of products, methodologies and training materials that are innovative and cost efficient;
- Payment of instructors or training providers, development of materials and training of trainers workshops;
- Skills training to improve technical knowledge or to adopt new training technologies for work related to specific labor markets, and to obtain training staff and computer software that meet the training requirements;
- Job placement services;
- Internship stipends (*note cost-share requirements stated above*).

**THE BUDGET SHOULD NOT INCLUDE THE FOLLOWING LINE ITEMS**

**Unexpected Expenses**: This can be avoided if the budget is as detailed as possible, based upon local quotes and estimating that each year the costs will increase.

**Inflation**: This should not be included in the budget as a separate line item. It should be calculated within each field, making an approximation for each year according to the country’s economic history.

**THE PROGRAM WILL NOT FINANCE THE FOLLOWING LINE ITEMS**

*YouthMap* will not fund indirect costs or fixed fees for the operations of the organization (such as utilities, maintenance, leasing, etc.) — those expenses are an important contribution to the project’s success and should be covered as part of the counterpart funding.

The program will not fund or accept as local counterpart funding the acquisition of vehicles, land, buildings or any construction or physical improvements of any kind.

In the event that credit or financial support is required / proposed for self-employment initiatives, it should be completely (100 percent) funded by local counterparts and will be considered as a cash contribution.
8. Past Experience
Please use the table below to describe your prior experience (one table for each project as relevant) in implementing similar youth employment, career counseling, mentoring, and/or internship projects. Where possible, please provide specific information about the project dates and funding sources, target groups reached, locations, types of services provided and key outcomes.

**Past Experience**

**Project #1**
Cooperating Institution:
Project Objective:
Total Amount of the Project (in US dollars):
External Contribution Amount:
Period of Project Execution:
Most Important Outputs and Outcomes:

**Project #2**
Cooperating Institution:
Project Objective:
Total Amount of the Project (in US dollars):
External Contribution Amount:
Period of Execution:
Most Important Outputs and Outcomes:

*Add additional sections as necessary*
Annex 2: Selection Criteria

The concept papers will be evaluated taking into consideration the following criteria:

**Technical Approach**
- High quality, innovative and holistic program design / approaches to positive youth development and employability.
- Clearly articulated process of recruiting youth with gender balance, identification of internship and job openings, and strategies for internship / job placements.
- Sound plans to systematically monitor and track internship / job placements — working closely with employers; demonstrates high potential for creating synergy across sectors.
- Responsiveness to country needs, YouthMap Uganda assessment findings, and program concept articulated before in this RFA.
- Evidence of consultation with youth and promising strategies to support direct youth empowerment.
- Articulated sustainability plan to replicate or scale up the intervention in the future.

**Past Performance**
- Demonstrated strong track record for program delivery within the areas articulated in the RFA, such as skills training, career counseling, internship program management and job placement.

**Key Personnel**
- Appropriate and efficient management plan and well-qualified key personnel.

**Organizational Capacity, Cost Effectiveness and Compliance**
- Legally registered with at least two years of existence.
- Demonstrated knowledge and expertise to deliver required program services listed in the RFA.
- Demonstrated experience and ability to work with other organizations to obtain cost-share, as well as broader leverage contributions.
- Cost effectiveness of the program; ability to meet leverage requirements.
- Application complies with all application guidelines and shows willingness to provide adequate financial documentation and organizational records in order to meet IYF due diligence requirements and standards for organizational and financial capacity when selected.