

Activity Appraisal Document ODA

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I REQUESTED DECISION CONCERNS

Explanation of the policy data can be found in the [ODA Policy Data Guide](#).

For the **highlighted** subjects in table below the de [ODA Policy Data Guide](#) gives further explanation .

Red --> Parts which should not be published in the open data.

Application number	4000004268
Short name application	Cultiver l'Esprit d'Entreprise
Long name application	Cultiver l'Esprit d'Entreprise (CLE)
Description application	The project aims to improve male and female youth prospects in Burkina Faso through the promotion of entrepreneurial activities. The project will primarily provide better access to entrepreneurship opportunities through broad information, communication, and training on basic entrepreneurial skills. The project will then support aspiring entrepreneurs on ideation, business incubation of enterprises with high impact potential, and access to the financial schemes by partnering with financial institutions. The project targets male and female youth (18-35) with potential entrepreneurial capacity and ambition in the urban and peri-urban areas of Burkina Faso.
Budget holder	BAM/OUA
Number business partner	30076552
Implementing organisation(s)	Tanager International; La Fabrique; WAKATLAB; MEDIAPROD
<u>Legal relationship</u>	Contribution
<u>Commitment</u> in foreign currency (if applicable)	1.778.285 USD
Corporate rate	0,89
<u>Commitment</u> in euros	1.582.673,65
Funds centre	1701U03020024
Activity start date	15-11-2020
Activity end date	30-9-2023

Contract start date	15-11-2020		
Contract end date	30-9-2023		
Has an evaluation been planned?	Yes, not mandatory		
<u>Aid modality</u>	Other aid		
<u>Donor role</u>	Lead or active donor		
<u>Technical assistance</u>	10<TA<25 Between 10% and 25% of the activity budget		
<u>Beneficiary's country/region</u>	Burkina Faso (East, Centre-Nord, Sahel, Cascades regions)		
Countries within the region (if applicable)	n.a.		
Allocation country information	100% Burkina Faso		
Location within the country (be as specific as possible)	Province	Name location(s)	East, Centre-Nord, Sahel, Cascades regions
<u>CRS Code</u>	25030 business development		
<u>Policy marker weight is 'principal'</u> (no minimum or maximum amount)	PrivSect: Private Sector Development		
<u>Policy marker weight is 'significant'</u> (no minimum or maximum amount)	BrpOndw : Vocational Education WrkJng: Youth employment GlkhMV : Promotion of equality between men and women, and women empowerment		
<u>Special pledges made by the Minister or State Secretary / and/ or special marks regarding sensitive information</u>	N/A		

II. ACTIVITY APPRAISAL

2.1 Contribution made by the activity to BZ policy objectives (policy relevance)

2.1.1 Description policy relevance

Burkina Faso is a country with a young population and limited resources. The population of Burkina Faso is characterized by its extreme youth: 67% of the population is under 25 years old and 33.2% is 15-35 years old. Today, this demographic trend is increasing and constitutes a real challenge in terms of employment. While a large part of the population is of working age, only a small portion of it is actually productive.

In order to tackle challenges to male and female youth and women's entrepreneurship in Burkina Faso, an integrated and inclusive approach of awareness for entrepreneurial environment change, skills building, and enterprise economic strengthening is proposed by the consortium made of Tanager (lead), la Fabrique, Wakatlab and MEDIAPROD. The project's name is *Cultivons L'esprit d'Entreprise (CLE)*.

CLE's overall goals are to increase skills, jobs, and the economic perspective for male and female youth in Burkina Faso, increase female youth's market inclusion, and increase income.

The CLE project is aligned with the policy of the Dutch government in the Sahel region (Investing in Global Prospects 2018), on mobilizing the private sector for the SDGs. CLE will leverage favorable government policies and regulations, investments from international development such as the Netherlands Embassy in Ouagadougou, and engagement from private entities such as commercial banks to promote an entrepreneurial environment. In this environment, male and female youth will be increasingly aware of entrepreneurial opportunities, will access business development services, receive mentoring, and will integrate support networks to start and accelerate business ideas. Male and female youth – who via CLE will be aware of and inspired by entrepreneurship, have better, gender-equitable access to entrepreneurial opportunities, and the right tools to facilitate their entrepreneurial approach – will be able to generate high-impact business ideas that are matured and supported by relevant public and private expertise to develop high-impact businesses.

The policy is reflected in the 2019-2022 multi-year strategy for the Sahel region of Burkina Faso under HGIS 5, Sustainable trade and Invest, with the following expected results:

- Improved access to finance/ financial sector development;
- improved access to finance for young entrepreneurs;
- Support young entrepreneurs to formulate business plans and access to finance.

These results are in line with the policy marker PrivSct-Private Sector Development.

The project also fall under HGIS 7, Social progress , and will contribute to Youth Employment, Vocational Training, and gender equality. So it is in line with the policy markers WrkJng- Youth employment, BrpOndw : Vocational Education, GlkhMV : Promotion of equality between men and women, and women empowerment.

Thus, The policy markers fit with the Burkina national policy on Gender, as well as the National Programme for economic and social development, the so called PNDES, covering the period from 2015-2020 [at its axis 3\) implementation of policies to boost sectors that are conducive to the economy and employment.](#)

2.1.2 Appraisal

Appraise the policy relevance of the project, using the appraisal table. If the maximum score is not achieved, explain why. If certain criteria do not apply, please indicate this.

No.	Criteria 2.1 Policy relevance	Indicators (score 0, 1, 2)	Score	EXPLANATION/ REFERENCES
2.1.1	The proposed intervention ties in with the operational objectives in the Explanatory Memo-		<input type="text" value="2"/>	HGIS 5 Sustainable trade and investment

	randum and the related policy memorandum (policy theory and in-tervention logic).	The proposed intervention ties in with both the main objective and the secondary objectives .		
2.1.2	The proposed intervention ties in with the ODA priorities	<input type="checkbox"/> The proposed intervention ties in with more than one of the result areas of the BH&OS priorities.	2	HGIS 7: Social Progress: More young people have access to relevant vocational training
2.1.3	The proposed intervention ties in with the annual plan and the result chain of the MIB/MASP	<input type="checkbox"/> The intervention is specifically mentioned in the result chain of the MIB/MASP.	2	HGIS 5 Sustainable trade and investment; More young people have access to relevant vocational training; Improved access to finance/ financial sector development; improved access to finance for young entrepreneurs; Support young entrepreneurs to formulate business plans and access to finance
2.1.4	The relevance of the proposed intervention to the crosscutting themes of women's rights and gender equality / climate / PSD / coherence and strengthening of civil society organisations	<input type="checkbox"/> The proposed intervention is relevant to more than one of the crosscutting themes.	2	- women's rights and gender equality - PSD - strengthening of civil society organisations

Total score (maximum 8 out of 8 points)	8	
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2.2 Problem analysis and lessons learned

2.2.1 Description

In the Burkina Faso context, there are a number of problems that women and youth face that must be addressed to achieve improved entrepreneurship. Male and female youth must deal with limited employment, especially in the formal sector, and low education rates. They also face limited access to productive resources such as land, finance, and credit. Lack of agency and entrepreneurial spirit, particularly in cases where communities have not taught women and female youth that they can achieve success, also prevents entrepreneurship. Women and male and female youth face these and other problems across regions; however, the severity of these problems differs from region to region.

Disparities in employment are even greater when looking at them with a gender lens. Unemployment affects women more than men. According to Burkina's National Gender Strategy, the unemployment rate in 2014 was estimated at 9.3% for women and 4% for men. In addition, self-employment often remains the only alternative for women seeking work, particularly in the informal economy (SNG Burkina Faso, 2020). Women accounted for only 9% of business owners in Burkina Faso (The national gender policy 2012) and women's standard of living in Burkina Faso remains low. Although the proportion of businesses owned by women remains low (20% - Chamber of Commerce and Industry of Burkina Faso, 2016) the rate of bankruptcy is also low, with 84% survival rate for businesses owned by women (SNG Burkina Faso, 2020).

Most women resort to necessity entrepreneurship because of professional and financial difficulties of either the spouse or the women themselves. There are significant social pressures for women to "save" the family or to help the husband to meet household expenses. The 25-34 age group is presented as the most entrepreneurial (GEM Burkina 2016).

There are a number of additional social, political, and economic factors that further complicate employment and entrepreneurship issues for male and female youth. These include, but are not limited to:

- Access to finance and limited investment in agricultural SMEs;
- Financial Literacy;
- Gender- and age-related gaps in education, leadership, and advocacy;
- Combined impacts of climate change, migration, and conflict;
- Wide geographical inequalities between urban and rural agricultural areas;
- Limited diversity of sectors and entrepreneurial preferences.

To overcome these challenges and increase entrepreneurial activities on livelihoods opportunities for male and female youth in East, Centre-Nord, Sahel, Cascades regions of Burkina Faso, CLE will implement a set of activities around the following three (3) main components:

Component 1: Wide-Reach Communication Campaigns. Following market studies and the design of the communication campaign, messages in local languages targeting about 1.2 million people including 500,000 youths living in the targeted regions about entrepreneurship opportunities will attract aspiring youth to participate in the project. This will be immediately followed by group discussions in which 2,000 aspiring entrepreneurs will participate and invited to apply for training to acquire or improve their knowledge in entrepreneurship and develop basic skills.

Component 2: Basic Entrepreneurial Skills Training and Seed Funding. Using learning from the baseline and gender analysis, CLE will develop communication tools and review the 21 training modules and select 1,500 youths to attend the training sessions. Trainings will be followed by ideation sessions to generate, develop, and evaluate ideas for launching innovative businesses.

Component 3: Incubation Program. After ideation, the 25 most impactful ideas will be selected for incubation to become formal enterprises.

These activities will contribute to achieve the overall objective of the project and solve the problems of unemployment, inequalities and lack of entrepreneurship mindset.

2.2.2 Appraisal

Appraise the [contextual analysis](#) of the project proposal using the appraisal table. If the maximum score is not achieved, explain why and how this is dealt with. If certain criteria do not apply, please indicate this.

No.	Criteria 2.2 Contextual analysis	Indicators (score 0,1,2)	Score	EXPLANATION/ REFERENCES
2.2.1	The proposal is based on a careful and thorough contextual analysis, from which a logical problem definition and objective are generated.	<input type="checkbox"/> <p>The proposal is based on a careful and thorough analysis and results in a logical problem definition and objective.</p>	2	Male and female youth need services that bridge the knowledge gap, from teaching youth how to be employees, to showing them how to be entrepreneurs. To close this knowledge gap, the CLE project aims to provide youth with combination of interventions focused on expanding the notion of possible income generating activities from petty trade and day labor to business enterprises
2.2.2	Based on the problem formulated, the pro-	<input type="checkbox"/>	2	The regions of East, Centre-

	positional explains in a logical manner why the intervention is aimed at the specified geographical location.	The proposal gives a realistic explanation of why the intervention is aimed at the specified geographical location and substantiates this with examples.		Nord, Sahel have been targeted and the choice have been explained clearly. These regions are faced to many youth and female challenges. The Cascades region was chosen due to the potentialities that constitute good opportunities
2.2.3	The proposal justifies the choice of target group .	<input type="checkbox"/> The proposal clearly justifies the choice of target group.	2	The targeted group is young girls and boy from 18-35 years old. Among them 50% of girls. This targeted group does face unemployment and to lack of good quality education
2.2.4	The proposal sets out which relevant actors were involved in formulating the proposal and what influence they had on the content of the proposal.	<input type="checkbox"/> The proposal sets out the involvement of actors, both in formulating the proposal and in the proposed intervention (including its management).	2	The proposal has been elaborated in a participative way, involving all consortium members: Tanager, La Fabrique, WakatLab and MEDIAPROD. Governance issues, reporting and management also intend to be participatory. In addition there are key implementing partners at regional level that also took part of the pro-

				posal process.
2.2.5	A stakeholder analysis (incl. women and youth) has been carried out and the results incorporated in the proposal.	<input type="checkbox"/> <p>The proposal sets out who has a stake in the programme/project and details their relative interests.</p>	2	The stakes in the programme were planned according to the expertise of each stakeholder and the needs of the programme effectiveness
2.2.6	The proposal describes how the results of evaluations and/or studies feed into formulation of the proposal.	<input type="checkbox"/> <p>The proposal clearly sets out how results from evaluations and/or studies contributed to formulation of the proposal.</p>	2	The evaluation of ACDI VOca, Tanager former affiliated NGO, on women entrepreneurship has contributed to the formulation of the project
Total score (maximum 12 out of 12 points)			12	

2.3 Objectives (outcomes), results (outputs), activities and resources, based on the SMART principle

2.3.1 Description

The theory of change of the CLE Project lies on an integrated and inclusive approach. CLE will leverage favorable government policies and regulations, investments from international development such as the Dutch Embassy in Ouagadougou, and engagement from private entities such as commercial banks to promote an entrepreneurial environment. In this environment, male and female youth will be increasingly aware of entrepreneurial opportunities, will access business development services, receive mentoring, and will integrate support networks to start and accelerate business ideas. Male and female youth – who via CLE will be aware of and inspired by entrepreneurship, have better, gender-equitable access to entrepreneurial opportunities, and the right tools to facilitate their entrepreneurial approach – will be able to generate high-impact business ideas that are matured and supported by relevant public and private expertise to develop high-impact businesses. As a result, partners in these businesses (close to value) will be able to emerge and grow sustainably in the targeted areas and will foster a new way of doing business that can be driven by a responsible and ambitious private sector.

Project Objectives

Overall Objective: Increase entrepreneurial activities on livelihoods opportunities for male and female youth in Burkina Faso

- Specific Objective 1: Ensure access of male and female youths to entrepreneurship opportunities through a broad information, training, and communication campaign;
- Specific objective 2: Incubate enterprises with high impact potential.

Project Results

Results under Specific Objective 1:

- Result 1: male and female youths are reached through communication campaign and training on the possibilities and opportunities for entrepreneurship;
- Result 2: Aspiring male and female youths have formalized business ideas.

Results under Specific objective 2:

- Result 3: 25 enterprises received technical support for sustainability of their businesses and are successful;
- Result 4: 100 Partner enterprises received technical support for sustainability of their businesses.

Project activities per component

Component 1: Wide-Reach Communication Campaigns

- Conduct market studies specific to identified themes in Nord, Est, Sahel and Cascades
- Design an inclusive communication strategy that promotes positive entrepreneurial behaviours for male and female youth and takes differences between 4 regions
- Develop key messages for each region and support for media campaign
- Run awareness campaign in the 4 regions
- Organize small group discussion
- Communicate on the project activities

Component 2: Basic Entrepreneurial Skills Training and Seed Funding

- Develop training modules and tools related to regional themes
- Select youth and female to be trained
- Train selected youth and female candidates
- Facilitate the ideation and maturation of business ideas
- Select individual business ideas for seed funding

- Raise additional funds for seed funding
- Disburse seed funds
- Monitor and coach funded entrepreneurs
- Establish support groups for young entrepreneurs
- *how the sustainability (in the sense of lasting impact) of the intervention is assured.*

Component 3: Incubation Program

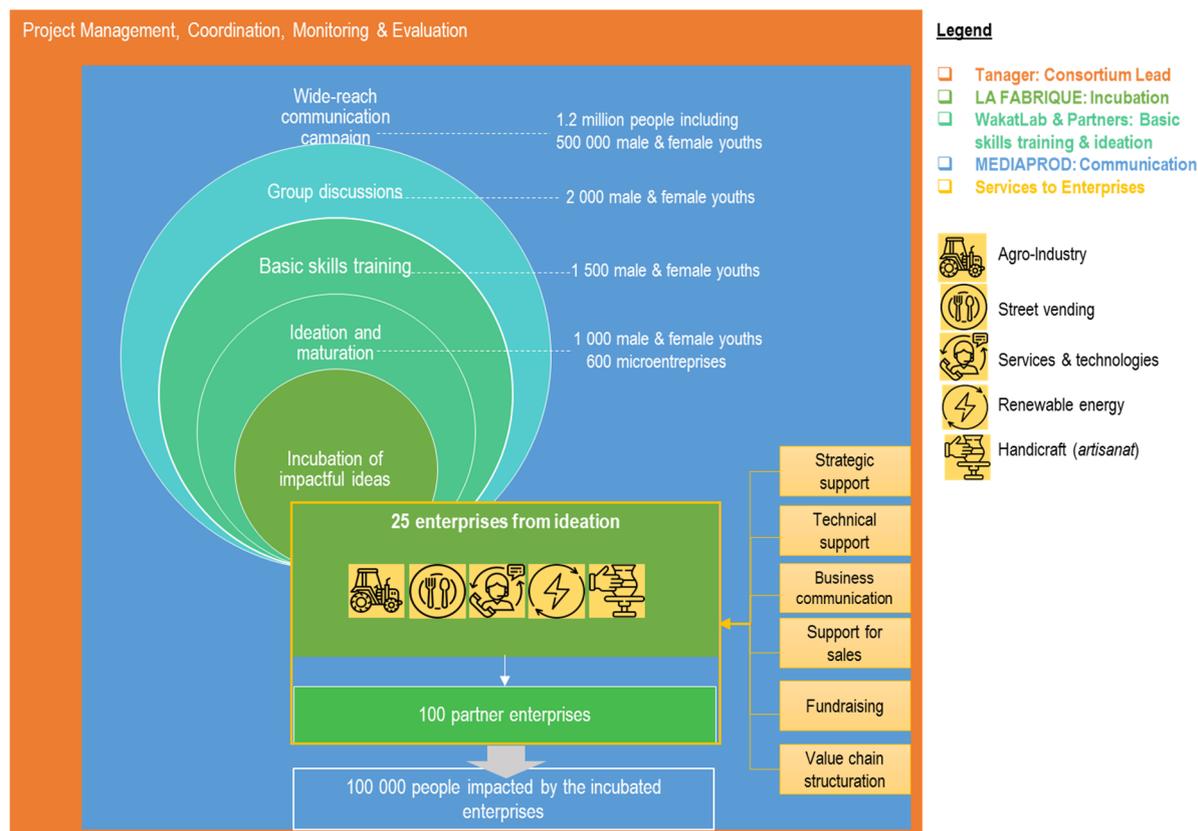
- Selection of business ideas for incubation in relation with the project themes (to be linked to financial institutions and/or government funds)
- Identification of partners enterprises
- Technical and strategic support to selected entrepreneurs
- Creation of support and talking groups for female youth entrepreneurs
- Design and support crowdfunding activities

Sustainability

Two consortium members are established businesses that are already working with and promoting youth entrepreneurship; they will continue to serve aspiring and incubated entrepreneurs one way or another after the project closing. Entrepreneurs will also benefit from those consortium members' networks, and will be able to access external resources when needed.

Implementation partners have been operating in the targeted regions over decades and are recognized as public utility association in facilitating regional development. These partners will gain new skills and expertise in youth entrepreneurship, operate as point of contact for youths looking for similar services offered by CLE and be oriented to available opportunities. Implementation partners will also leverage on their experience with CLE to develop similar activities and reach out to investors to better serve those who did not participated in CLE.

Knowledge-sharing groups created under CLE will include a local lead entrepreneur who to the extent possible will be an incubated entrepreneur. These groups could become service or income suppliers to the incubated enterprise, or could come together as a consortium to access new development opportunities in the region.



Logic of Intervention	Objectively Verifiable Indicators	Baseline	Endline Target
Overall Objective			
Increase entrepreneurial activities on livelihoods opportunities for male and female youth in Burkina Faso	<ul style="list-style-type: none"> - Proportion of young people and women living above the poverty line at the regional level - Number of Jobs created and /or maintained 	TBD 0	Baseline +5 1 000
Specific Objective 1			
Ensure access of male and female youths to entrepreneurship opportunities through a broad information, training, and communication campaign	<ul style="list-style-type: none"> - The number of male and female youth sensitized and/or trained on business creation opportunities is increased by 75% 	TBD	500 000
Result 1			
male and female youths are reached through communication campaign and training on the possibilities and opportunities for entrepreneurship	<ul style="list-style-type: none"> - Number of awareness campaigns conducted - Number of people reached through the campaigns - Number of male and female youths trained 	0 0 0	4 1.2 million 1 500
Result 2			
Aspiring male and female youths	<ul style="list-style-type: none"> - Number of formalized business ideas 	0	1 000

Logic of Intervention	Objectively Verifiable Indicators	Baseline	Endline Target
have formalized business ideas	- Number of aspiring entrepreneurs receiving seed fund	0	100
Specific Objective 2			
Incubate enterprises with high impact potential	- The number of enterprises incubated increases from 0 to 100	0	100
Result 3			
25 enterprises received technical support for sustainability of their businesses	- Number of enterprises incubated	0	25
Result 4			
Result 4: 100 Partner enterprises received technical support for sustainability of their businesses	- Number of partner enterprises accompanied/supported to improve their service provision	0	100

Add the framework 'objective-result-activities-resources' ([logical framework](#)) as an appendix to the BEMO.

2.3.2 Appraisal

Appraise the logical framework using the appraisal table. If the maximum score is not achieved, explain why and how this is dealt with. If certain criteria do not apply, please indicate this.

No.	Criteria 2.3 Outcomes, outputs, activities and resources based on the SMART principle	Explanation of score (1 point per indicator)	Score
2.3.1	The objectives at outcome level are clearly formulated, fall within the proposal's span of influence and are realistic. The outcomes follow logically from the problem formulated.	<input checked="" type="checkbox"/> The outcomes are specifically formulated. <input checked="" type="checkbox"/> The objectives follow logically from the problem formulated. <input checked="" type="checkbox"/> The objectives fall within the proposal's span of influence and are realistic (taking account of its duration and local circumstances). <input checked="" type="checkbox"/> The objectives are acceptable to the target group and other stakeholders. <input checked="" type="checkbox"/> The objectives formulated are realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s).	5

**EXPLANATION/
REFERENCES**

Additional appreciation
gender indicator 3:

The objectives include an explicit reference to women/ men, girls/ boys and gender equality. Please explain.

The Objective is specifically formulated. The project clearly aims to increase entrepreneurial activities on livelihoods opportunities for male and female youth in Burkina Faso by Ensuring access of male and female youths to entrepreneurship opportunities through a broad information, training, and communication campaign.

the activities will aim to target approximately 50% female youth and 50% male youth. Depending on region and the results of the gender analysis, activity targets may reach above 50% for female youth, while in some regions activities may reach below 50% for female youth.

For instance, overall the action will result in the creation of 25 businesses among them 15 female owners.

2.3.2	Progress in achieving the outcomes can be determined objectively on the basis of measurable performance indicators.	<p>Relevant performance indicators have been formulated for each outcome.</p> <input checked="" type="checkbox"/> <p>A baseline measurement and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator.</p> <input checked="" type="checkbox"/> <p>The verification method (the means by which data is collected and the sources of that data) is realistic and feasible.</p> <input type="checkbox"/>	2	
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**EXPLANATION/
REFERENCES**

For each outcome are relevant, gender specific performance indicators formulated. Please explain. Indicators have been specifically formulated with a gender segregation. MY= Male Youth; FY =Female Youth. The project will target:

- 1.2 million individuals exposed to campaign (225,000 male youth [MY] 275,000 female youth [FY])
- 2000 participants for small group discussion (800 MY, 1200 FY)
- 1,500 individuals (680 MY, 820 FY) for communication and training on the project activities
- 1,000 individuals (450 MY, 550 FY) benefiting from Ideation
- 100 individuals (40 MY, 60FY) Selected for business ideas for seed funding:
- Selection of business ideas for incubation in relation with the project themes (to be linked to financial institutions and/or government funds
- 30 Implementation partners training on gender and social inclusion

<p>160 female youth entrepreneurs supported via talking groups;</p> <p>A baseline will be conducted during the inception phase to determine more precisely the progression from the initial situation.</p>			
2.3.3	<p>The outputs formulated are concrete and fall within the proposal's span of control. The outputs follow logically from the outcomes formulated.</p>	<p><input checked="" type="checkbox"/> The project proposal is divided into clear phases, each having concretely formulated outputs.</p> <p><input checked="" type="checkbox"/> The outputs are specific.</p> <p><input checked="" type="checkbox"/> There is a clear link between the outputs and the out-comes, i.e. the outputs can be expected to contribute to achievement of the outcomes.</p> <p><input checked="" type="checkbox"/> The outputs are acceptable to the target group and other</p> <p><input checked="" type="checkbox"/> The outputs formulated are realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s) .</p>	5
<p>EXPLANATION/ REFERENCES</p> <p>The outputs are formulated in line with the 3 phases and components of the project:</p> <ul style="list-style-type: none"> - Wide reach campaign 1.2 million individuals exposed to campaign (225,000 male youth [MY] 275,000 female youth [FY]) - Incubation and Ideation 1,500 individuals (680 MY, 820 FY) for communication and training on the project activities - 1,000 individuals (450 MY, 550 FY) benefiting from Ideation - Business creation: 100 individuals (40 MY, 60FY) Selected for business ideas for seed funding, Selection of business ideas for incubation in relation with the project themes (to be linked to financial institutions and/or government funds and then creation of 25 businesses. 			
2.3.4	<p>Progress in achieving the outputs can be determined objectively on the basis of measurable performance indicators.</p>	<p><input checked="" type="checkbox"/> Relevant performance indicators have been formulated for each output.</p>	3

		<input checked="" type="checkbox"/> A baseline and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator. <input checked="" type="checkbox"/> The verification method (the means by which data is collected and the sources of that data) is realistic and feasible.		
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**EXPLANATION/
REFERENCES**

Additional appreciation
gender indicator 1 and 2:

For each output are relevant, gender specific performance indicators formulated;

Baseline, targets and verification methods are put on to collect gender specific information. Please explain.

The output indicators are gender specific. Verification methods include:

- Baseline report
- Official statistics of the Ministry of the Economy and its agencies
- Campaign report
- Contract of dissemination by media partners
- Metrics from online channels (Facebook, YouTube, Website etc.)
- Training reports

2.3.5	There is a logical link between the proposed activities and the outputs formulated.	<input checked="" type="checkbox"/> The proposal sets out the nature of the activities and explains how the activities formulated will contribute to achieving the outputs.	1	
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**EXPLANATION/
REFERENCES**

Male and female youth face barriers that the traditional educational and economic services have been unable to address. They need services that bridge the knowledge gap,
Considering the main target group and the entrepreneurial environment in the targeted regions, CLE will raise public awareness on entrepreneurial opportunities, offer venues for discussion on market opportunities, invite participants to generate business ideas and provide initial support and training for idea maturation and piloting.

Radio and TV programs will contribute to the Activities of awareness raising,
talking groups will help to fight against the barriers and build self confidence
training sessions are planned to build the entrepreneurship of the youth
coaching and mentorship are the key activities planned to reach the goal of the incubation and idea-tion

2.3.6	There is a logical link between the activities and the project budget (efficiency).	<input checked="" type="checkbox"/> The budget is supported by figures on price and quantity (p x q). <input checked="" type="checkbox"/> The budget is broken down by output and/or outcome.	2
<p>EXPLANATION/ REFERENCES</p> <p>The budget is broken by component, by output and by outcome. Details are given on the price and quantity. It is also broken down by implementing partner and the specific activities related to each component:</p> <p>Component 1: Wide reach campaign; Component 2: Training; Component 3: Incubation</p>			
2.3.7	When the activity ends, its envisaged outputs will have a lasting effect for the ultimate target group.	<input checked="" type="checkbox"/> The proposal contains a clear vision (with objectives) as to how the activities will be continued when the intervention comes to an end. <input checked="" type="checkbox"/> To achieve these objectives, specific measures will be taken during implementation of the activities to ensure that the target group will help continue the activities. <input type="checkbox"/> The proposal contains suitable criteria against which progress in continuing the activities can be <input checked="" type="checkbox"/> The proposal includes a transition plan or exit strategy, identifying the various actors.	3
<p>EXPLANATION/ REFERENCES</p> <p>The project contains an exit strategy: Using the regional Platform, collaborating with regional Coun-</p>			

<p>cil and Municipalities, and also the implementing partners will continue following up the targeted group and their activities.</p> <p>However, it is not sure that a reporting will remain to keep measuring the activities</p>		
2.3.8	<p>At the end of the activity, the envisaged outputs will have a lasting effect on the local partners.</p>	<p><input checked="" type="checkbox"/> The proposal contains a clear vision (with objectives) as to how the quality of the activities and/or financial independence of the local partner will be</p> <p><input checked="" type="checkbox"/> To achieve these objectives, specific measures will be taken during implementation of the activity.</p> <p><input checked="" type="checkbox"/> The proposal devotes attention to the capacity of the local partner to generate income from various sources.</p> <p><input checked="" type="checkbox"/> The proposal sets out suitable criteria against which progress in regard to institutional sustainability can be measured.</p>
<p>EXPLANATION/ REFERENCES</p> <p>Sustainability of the Project is granted through the involvement of national and regional state actors, mainly the funds, to facilitate access to finance. In addition, local partners and implementing partner will continue capacity building and the sensitization activities. The videos , radio and TV magazines can be used by other medias, and can be re-broadcasted by the media partners</p>		
<p>Total score (maximum score 27 points)</p>		<p>4</p> <p>2</p>

2.4 Cooperation, harmonisation and added value

Cooperation: The CLE project is part of the PSD program. As such it will collaborate with two other PSD Project carried out in Burkina Faso. The first one is the value chain development project (DRY MORE) which aims at supporting entrepreneurs in the Mango sector, but also in the Meat sector. The meat sector will be implemented in the Centre North region, where the CLE will also be operating. The 100 entrepreneurs in the Meat transformation sector (Kilichi) will benefit from the CLE approach and training sessions.

The second PSD project is aiming at enabling Business Environment through the facilitation of the access to financing, the advocacy for the tax payment for new entrepreneurs, the implementation of the apprenticeship agreements, etc. CLE will liaise with this project to benefit and participate to the advocacy.

In addition, the Job Booster Project, carried out by Woord en Daad, will set up regional platform on youth employment in the intervention regions. These platforms will be used by CLE to reach more authorities and targeted group, and will also serve as a good sustainability tool. Meetings will be held during the inception phase to share the ideas and the approaches and identifies the areas of collaboration more precisely.

Harmonization and complementarity: CLE will work with a number of stakeholders including Maison de l'Entreprise du Burkina Faso, Vocational training centers, Government national funds (FAIJ, FAPE, FAFPA, FBDES ...), Business Development services, Media (Radio, TV, social)> The CLE project also aligns with the PNDES, at its axis 3) implementation of policies to boost sectors that are conducive to the economy and employment> It aims to reduce poverty and create as many as 50,000 jobs per year. To achieve these objectives, the government has defined fourteen (14) priority sectors, each of which is the subject of a sectoral policy. Two sectoral policies cover the scope of the programme: 1) the sectoral policy "agro-sylvo-pastoral production" (PS-PASP), 2) the sectoral policy "industrial and artisanal transformation."

The agro-sylvo-pastoral production sectoral policy (PS-PASP) aims to develop a productive agro-sylvo-pastoral sector that ensures food security, is more market-oriented, and creates decent jobs based on sustainable modes of production and consumption.

The industrial and artisanal transformation (TIA) sectoral policy aims to develop a more competitive industrial transformation and craft sector, generating higher added value and decent jobs with the following specific objectives: (a) increasing the processing level of local raw materials; (b) increasing the impact of the exploitation of mineral substances for sustainable development; (c) improving access to quality energy services and promoting energy efficiency; (d) increasing craft sector productivity; (e) strengthening the sector institutional and legal framework.

Added Value: The CLE activities will lead to the creation of jobs but also the development of the Private Sector, which create income for the country. The female are the priority of this project and will thus this enhance gender equality.

2.5 Channel and aid modality (including alignment)

- *aid modality / channel*

The funding is a BZ contract with an international non-governmental organization (Tanager International) therefore civil society. However this program will be implemented in close collaboration with local Civil Society Organizations, local governance agencies and CBOs

- *financial and policy alignment is substantiated; see the MASP risk analysis;*

The project is in line with the MARS strategy and the nexus Skills and Jobs policy. The MARS strategy states as priorities for the period 2019-2023 in the Sahel and particularly for Burkina Faso under HGIS 5, Sustainable trade and Invest, with the following expected results:

- Improved access to finance/ financial sector development;
- improved access to finance for young entrepreneurs;
- Support young entrepreneurs to formulate business plans and access to finance

In Addition the project is in line with the HGIS 7 regarding Education, vocational training and employment for EKN annual plan to become more accessible to women and girls.

CLE project will collaborate with PSD other project to avoid doublures. As such, a link will be established the value chain development project (DRY MORE) which aims at supporting entrepreneurs in the Mango and meat sectors. With the Enabling Business environment project carried out by

Oxfam Intermon in partnership with the National council of Private Sector in Burkina Faso, CLE will collaborate to reach around the communication campaign and will use communication tools and mechanism such as the TV talks of the Private sector to reach more young people. The CLE beneficiaries will benefit from the activities related to the facilitation of the access to financing, the advocacy for the tax payment for new entrepreneurs, the implementation of the apprenticeship agreements, etc.

In addition, the Job Booster Project, carried out by Woord en Daad, will set up regional platform on youth employment in the intervention regions. These platforms will be used by CLE to reach more authorities and targeted group, and will also serve as a good sustainability tool

- whether there is any contribution or co-participation from the recipients (explain the level of participation).

The total project budget is USD 1.778.285. The planned fundings are:

- EKN BF contribution: \$1,778,285
- Tanager: \$0

However under the ongoing Tanager / SELEVER2 project funded by the Bill & Melinda Gates Foundation ending July 2026, there is a 1-million-dollar investment fund for small and medium enterprises in poultry and agriculture. Qualified incubated enterprises will have access to apply for money from this fund by the end of 2021 to grow their business for greater social impact.

V. IMPLEMENTATION

5.1 Budget

Budget					
	2020	2021	2022	2023	Total
	unit*cost	unit*cost	unit*cost	unit*cost	
Total Project Management & MEL	\$ 23.389	\$ 86.266	\$ 85.651	\$ 68.023	\$ 263.329
Total Inception Phase	\$ 71.830	\$ -	\$ -	\$ -	\$ 71.830
Total Communication & Awareness	\$ 54.380	\$ 262.722	\$ 31.707	\$ 64.285	\$ 413.095
Total Large-scale Entrepreneurship training	\$ 60.320	\$ 319.334	\$ 98.652	\$ 7.574	\$ 485.879
Total Incubation	\$ 1.050	\$ 119.625	\$ 173.256	\$ 18.270	\$ 312.201
Total IDC	\$ 31.645	\$ 118.192	\$ 58.390	\$ 23.723	\$ 231.950
Total	\$ 242.614	\$ 906.140	\$ 447.657	\$ 181.874	\$ 1.778.285

5.1.1 Breakdown of costs

State the overall cost of the activity and overheads. Indicate the various cost centres (activities and outputs) in the rows and cost types (e.g. personnel, equipment, etc.) in the columns.

		<u>2020 in</u>	<u>2021 in</u>	<u>2022 in</u>	<u>2023 in</u>	<u>Total in</u>
		\$	\$	\$	\$	\$
Activity	Budget Items	unit* cost	unit* cost	unit* cost	unit* cost	
Project Management & Reporting	Team leader	3.600	10.395	10.915	9.377	34.287
Project Management & Reporting	Gender expert	1.710	5.985	6.284	4.949	18.928
Project Management & Reporting	MEL Expert	225	945	992	781	2.944
Project Management & Reporting	Grants & acquisitions	338	1.418	1.488	1.172	4.415

<i>Project Management & Reporting</i>	<i>Finance manager</i>	720	2.772	2.911	2.205	8.608
<i>Project Management & Reporting</i>	<i>Driver</i>	54	227	238	188	706
<i>Project Management & Reporting</i>	<i>Social inclusion director</i>	1.026	4.309	4.525	3.563	13.423
<i>Project Management & Reporting</i>	<i>Compliance director</i>	1.553	6.521	6.847	5.392	20.311
<i>Project Management & Reporting</i>	<i>Finance & Accounting</i>	1.800	6.300	6.615	5.209	19.924
<i>Project Management & Reporting</i>	<i>Fringe</i>	7.324	25.821	27.112	21.812	82.068
<i>Project Management & Reporting</i>	<i>Local travel:</i>	590	2.412	2.465	1.889	7.356
<i>Project Management & Reporting</i>	<i>Accommodation & Per diem</i>	600	2.453	1.880	1.921	6.854
<i>Project Management & Reporting</i>	<i>Audit</i>	0	5.187	5.301	5.417	15.905
<i>Project Management & Reporting</i>	<i>Local office direct costs</i>	900	3.679	3.760	2.882	11.221
<i>Workplanning session</i>		2.950	3.015	3.081	0	9.046
<i>Gender training</i>		0	3.618	0	0	3.618
<i>Mid-year meetings</i>		0	1.211	1.238	1.265	3.714
<i>Endline evaluation</i>		0	0	0	0	0
Total Project Management & MEL		23.389	86.266	85.651	68.023	263.329
<i>Baseline survey</i>		40.000	0	0	0	40.000
<i>Gender analysis</i>		29.480	0	0	0	29.480
<i>Identification of existing training modules and tools</i>		2.350	0	0	0	2.350
Total Inception Phase		71.830	0	0	0	71.830
<i>1. Promouvoir l'esprit d'entreprise chez les jeunes et les femmes dans les zones</i>						
<i>1.1. Campagne de masse</i>						203.538
<i>1.2. Les causeries-débats</i>						128.893
<i>2. Promouvoir le projet, ses activités et ses résultats</i>						80.663
Total Communication & Awareness		54.380	262.722	31.707	64.285	413.095
Total Large-scale Entrepreneurship training		60.320	319.334	98.652	7.574	485.879
<i>1. Faire émerger les idées</i>						
<i>2. Sélectionner 25 entrepreneurs à accompagner</i>						76.811
<i>3. Appuyer stratégiquement 25 entreprises en 3 ans</i>						176.049
<i>4. Suivi-évaluation et pilotage de projet</i>						4.341
<i>5. Subventions aux entreprises incubées</i>						55.000
<i>5.1. Fonds de démarrage aux entrepreneurs incubés</i>	<i>Fonds de démarrage</i>	0	0	55.000	0	55.000
Total Incubation		1.050	119.625	173.256	18.270	312.201
<i>Tanager indirect</i>	<i>Indirect costs</i>	31.645	118.192	58.390	23.723	231.950
Total		242.614	906.140	447.657	181.874	1.778.285

5.3 Monitoring

5.3.1 Narrative and financial reports

Use [the performance assessment decision tree](#). Give a short explanation with the result of the decision tree.

Based on the decision tree Outcome 9 financial and narrative report should be sufficient, but because Tanager is a new businesspartner there will be an additional requirement to provide annual audit reports on activity level.

5.3.2 Audit opinion

Use the [audit certificate decision tree](#) to determine which type of audit opinion is required for the activity. Give a short explanation with the result of the decision tree.

Although the businesspartner capacity is sufficient to ask for an audited opinion on account when activity is identifiable (see tree), it will be required to provide an audit opinion at activity level, annually.

5.3.3 IATI - International Aid transparency Initiative

Is the organisation capable of reporting in accordance with the IATI standard, as set out in the BZ publication guidelines entitled 'How to use the IATI standard'?

<https://www.government.nl/documents/publications/2015/12/01/open-data-and-development-cooperation>)

1. If yes, include the following text:

The organisation will report on results in accordance with the IATI standard, as set out in the BZ publication guidelines.

If applicable: describe any information that must be included in the IATI publication/progress report in addition to the requirements in the publication guidelines, and how often this extra information is to be provided. E.g. a narrative text providing further clarification, certain results or standard indicators, photos or film footage.

2. If a contract is to be signed with one of the organisations listed below, include the following text:

AfDB	IMF	UN-Habitat
AsDB	IOM	UNHCR
EBRD	OCHA	UNICEF
FAO	OHCHR	UNODC
GAVI	UN Women	UNRWA
GFATM	UNAIDS	World Bank
IDB	UNCTAD	WFP
IDLO	UNDP	WHO
IFAD	UNEP	WTO
International Finance Corporation (IFC)	UNESCO	WTO-ITC
ILO	UNFPA	

The responsible policy departments will coordinate the policy dialogue with the aforementioned organisation to ensure that the IATI standard is implemented in accordance with the BZ/DGIS publication guidelines. These departments will also monitor progress, so the budget holder is not required to take any other action in this matter.

3. For all other organisations that do not satisfy the IATI requirements,

as set out in the BZ publication guidelines on the IATI standard, answer the questions in the table below and include these in the BEMO.

Tanager is affiliated to ACDI-VOCA and will use the agreement of this organization to publish their reports on IATI. Tanager will also engage in a process of being an IATI member to fulfil with the NL requirements

Questions	Explanatory notes
1. The contract partner will provide a narrative progress report on the activity using an IATI data set based on the BZ publication guidelines on the IATI standard.	No
2. Explain why reporting by the contract partner is not in accordance with the BZ publication guidelines on the IATI standard.	Explanatory notes: Tanager is not publishing in IATI, so they are far away from publishing according to BZ guidelines.
3. Within what timeframe will the contract partner be able to report in accordance with the BZ publication guidelines on the IATI standard?	Explanatory notes: The parent organisation ACDI VOCA of Tanager has been publishing IATI datasets, but last dataset has been found on data.world and is already 3 years old. Tanager indicated that they want to use their knowledge and hope that by the end of this program their pilot will be finished. Tanager should be able to publish annual report 2021 in IATI.
4. What additional arrangements have been made to ensure that the organisation will achieve IATI-compliant reporting within the given timeframe?	Explanatory notes: PO has exchanged few mails on this topic, and they will be regular reminded when receiving regular reports.

5.3.4 Annual plans and other reports

5.3.5 Monitoring calendar

Set out the reporting requirements in the table below, to ensure they are accurately incorporated in the decision/agreement.

Report type	Any specific requirements*	Period	Submission by
Annual plan	<i>Partner to provide a plan for the inception period, including semi-annual plan and budget till Oct 2021, baseline study and gender analysis</i>	<i>11/20-10/21</i>	<i>In proposal</i>
	<i>Partner to provide an annual detailed plan including an annual budget before the second instalment.</i>	<i>(INCEPTION: 11/20-04/21) 05/21-10/21 11/21-10/22 11/22-09/23</i>	<i>01/06/2021 01/10/2021 01/10/2022</i>
Narrative*	Annual narrative progress reports will be provided, stating the progress towards the	<i>11/20-10/21 11/21-10/22 11/22-09/23</i>	<i>01/02/2022 01/02/2023 01/01/2024</i>

	results, the lessons learnt, the difficulties and the suggested solutions. Tanager should be able to publish annual report 2021 in IATI.		
Narrative IATI*	<i>Tanager is not yet a publisher, but will start in the course of the project. Tanager will be able to publish in IATI from January 2022</i>	<i>IATI reports will be published every 3 months by Tanager, via ACDI/VOCA</i>	
Financial		<i>11/20-10/21 11/21-10/22 11/22-09/23</i>	01/02/2022 01/02/2023 01/01/2024
Final narrative**		<i>11/20-09/23</i>	01/02/2024
Final financial		<i>11/20-09/23</i>	01/02/2024
Audit		<i>11/20-10/21 11/21-10/22 11/22-09/23</i>	01/03/2022 01/03/2023 01/02/2024
Evaluation	<i>Mid term evaluation</i>	<i>11/20- 06/22</i>	31/08/2022
Policy research	<i>Gender analysis</i>	<i>To be carried out during the inception phase</i>	01/06/2021
Others to be included	<i>Baseline study and End-line evaluation</i>	<i>The baseline will be carried out during the inception phase and the finale evaluation will take place during the last quarter of the project</i>	01/06/2021 01/02/2024

* Narrative / narrative IATI: reports on the contributions by third parties (inputs), outputs, outcome, sustainability and the spending of the Dutch contribution in accordance with the latest approved budget. If a financial report (other than the A statement) is submitted separately, please insert a line.

In the case of IATI-compliant reporting, also refer to the additional reporting requirements specified under 5.3.3.

In this case, include the following text in the BEMO:

The organisation will report in accordance with the BZ publication guidelines on the IATI standard.

For more information about the narrative reports, please see 5.3.3.

** See also the results given in section 5.3.1; if any additional criteria are desirable, insert them here.

5.3.6 Evaluations

Use the [decision tree evaluations](#) to determine whether an evaluation is required for the activity. Explain in this paragraph.

Based on the decision tree evaluations an evaluation is not required, however the proposal of the CLE project includes a midterm and an endline evaluation in the last quarter of the project implementation to capture lessons (technical, organizational, governance) in Addition a wiki page will be developed by MEDIAPROD to gather, organize, and share information about youth and female entrepreneurship.