Country: Angola
Concept Note

Project Title: Building back better post COVID-19. Enhancing skill development and job creation for the youth in Angola

Expected UNDAF/CP Outcome(s): UNSDCF 2020-2022, outcome 1 “Economic and social transformation” and outcome 2 “Adolescents, youth, women’s empowerment”

Expected CPD Output(s):
UNDP CPD 2020-2022 for Angola, outcome 1 “Advance poverty eradication in all its forms and dimensions”
UNICEF CPD 2020-2022 for Angola: “By 2022, increased proportions of children and adolescents (6-18 years), particularly girls living in deprived areas, have enhanced and equitable uptake of quality social services (primary, secondary and alternative education, adolescent health, violence prevention, child-friendly justice processes and adolescent participation)”

Initiation Plan Start/End Dates: January 2021 – June 2022

Implementing Partner: UNDP and UNICEF
The COVID-19 pandemic constitutes an unprecedented crisis with adverse socioeconomic impacts in Angola. The negative shock on jobs and education has exacerbated multidimensional poverty and inequalities within a context of prolonged economic recession. Rising unemployment, informal work and school closure have hit the young Angolan population – eight out of ten Angolans will be aged under 35 years by 2021. This has led to tension in densely-populated urban and peri-urban areas, which has resulted in social unrests.

Within this context, the project aims to enhance skill development to foster employment opportunities for Angolan youth in the peri-urban areas of the municipality of Cazenga, Luanda, through the promotion of quality Technical and Vocational Education and Training (TVET), youth employment and entrepreneurship, and youth engagement.

**Programme Period:** 2021–2022

**Total resources required:** USD495,000

**Total allocated resources:** USD495,000

- **Regular**
- **Other:**
  - Donor: Norway USD495,000
  - Donor
  - Government

**Unfunded budget:**

**In-kind Contributions**

**Gender Marker:** 3

**Brief Description**

Agreed by the Government of the Kingdom of Norway:

[Signature]

Agreed by the United Nations Development Programme (UNDP):

[Signature]
I. **Situation Analysis**

Angola has one of the fastest demographic growth rates in the world.\(^1\) By 2021, 78% of Angolans will be aged under 35 years and one out of five people will be in the 15-24 year age group.\(^2\) However, the untapped demographic dividend remains constrained by the challenges of ensuring access to quality education and sufficient employment generation for the youth.

The socio-economic impact of the COVID-19 pandemic on jobs and education has exacerbated the prolonged five-year contraction of the Angolan economy along with persistent social deprivations. Prior to the pandemic, 54.0% of the population lived in multidimensional poverty according to the Angola’s Multidimensional Poverty Index (MPI-A) that considers health, education, quality of life and employment.\(^3\) In 65 of Angola’s 164 municipalities more than 90 percent of the local population lived in multidimensional poverty.\(^4\) Moreover, about 77.4% of children under 18 years of age are multidimensionally poor.\(^5\)

Economic recession and school closure resulted in rising unemployment, informality and inactivity among the youth and adolescent. In the third quarter of 2020 unemployment rate rose to 34.0% compared with 32.7% in the previous quarter. Youth unemployment rate (15-24 years) bounced to 56.4% compared to 50.8% in the prior period.

The inactivity rate of the population aged 15 years or above in urban areas is double than in rural areas, 12.2% and 5.7% respectively, with youth inactivity rate at 15.4%.\(^6\) Prior to COVID-19, Luanda had already a very high youth unemployment (81.6%) \(^6\) corresponding to about 900,000 young people \(^6\) along with 34.6% of the youth not in education, employment or training (NEET).\(^7\)

Widespread informality among youth and women remains a challenge. In the third quarter of 2020, informal employment in Angola rose to 79.6% of total employment – nearly 8 million people – with higher informality rate among women (89.5%) than men (69.6%).\(^8\) In the non-agricultural sector, youth informality in the third quarter of 2020 reached 74.6% compared to 58.4% at national level; non-agricultural informality is also particulary higher among women (78.0%) compared to men (42.5%).\(^9\)

Within this context, social unrests have risen in the capital Luanda where thousands of young unemployed and informal workers live. The impacts on education and employment have also been hampered by a rising gender-based violence during the pandemic. About 1,600 cases were reported between January and June 2020, an increase of 77% compared to the same period last year.\(^10\)

Moreover, lack of education opportunities is a major constraint, especially in regard to girls access which remains a minority in relation to boys. This gap deepens in secondary education where girls represent only 37% of enrolled students in this educational level, compared to 42.6% of boys. Girls’ limited access to education is associated with the social expectation that they become wives, mothers and housewives from an early age. In Angola, before girls turn 19 years old, 35% are pregnant and 30% are married. Additionally, one in three married girls between the ages of 15 and 19 has been the victim of intimate partner violence (physical or sexual). These structural and social constraints is reflected in the fact that there are 65% more girls aged 15-18 out of school than boys of the same age range. The 2014 census and 2015-2016 demographic and health survey (IIMS) consistently point out to that girls are at disadvantage when compared to boys. Triggered by social and cultural and gender norms, girls’ vulnerabilities manifest through a vicious cycle.

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\(^2\) Source: idem.


\(^8\) Quarterly data are not disaggregated by province, gender and age.


combining risk of sexual violence, early pregnancy and child marriage, with reduced access to education, participation and empowerment.

The Angolan Government has implemented prompt measures to respond to the impacts of the COVID-19 pandemic, including the Employability Promotion Action Plan (PAPE) – which aims to directly benefit 83,000 young people between 2019 and 2021 – and the Program for the Reconversion of Informal Economy (PREI) that attempts to promote the transition to informal to formal economy.

The United Nations Country Team (UNCT) has approved the COVID-19 UN Socio-Economic Response Plan (SERP) for Angola based on the five pillars of the UN Framework for the Immediate Socio-Economic Response to COVID-19: i) health first; ii) protecting people; iii) economic response and recovery; iv) macroeconomic response and multilateral collaboration; and v) social cohesion and community resilience. Under the economic response and recovery pillar, the SERP identifies key actions to enhance skill development and job creation for the youth in Angola, which is aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020-2022 for Angola. It is noteworthy that UNDP and UNICEF have a Common Chapter to the Strategic Plans on working together to support the implementation of the 2030 Agenda for Sustainable Development.

The youth employment challenge in Angola urges for policy action aligned with the Sustainable Development Goals (SDGs) 1 (no poverty), 4 (quality education), 5 (gender equality) and 8 (decent work and economic growth). To respond to this challenge, this joint project by UNDP and UNICEF aims at enhancing skill development to foster employment opportunities for the Angolan youth in urban areas, through the promotion of quality Technical and Vocational Education and Training (TVET), youth employment and entrepreneurship, and engagement – with the goal of tackling multidimensional poverty.

It is noteworthy that the TVET system in Angola is constituted by two complementary but separated sub-systems: i) technical education, under the Ministry of Education (MED); and ii) vocational training, under the Ministry of Labor, Public Administration and Social Security (MAPTSS). A recently published UNDP-ILO study on skill development in Angola has revealed that a significant skill mismatch exists between the TVET system and labor market needs, including poor quality of TVET and skill taught, limited partnerships between TVET institutions and the private sector and challenges to promote youth entrepreneurship.\[11\]

Based on the situation analysis, the project focuses on young and adolescent people aged between 14 and 24 years who live in peri-urban area of Cazenga, Luanda.

Considering the urgency to address the youth employment challenge and social unrests in urban and peri-urban areas, this project will intervene in the municipality of Cazenga, which includes some of the poorest and most densely populated neighborhoods of Angola, with large informality, gender inequalities and poor social services.\[12\] Cazenga is also the headquarter of the first National Institute of Employment and Vocational Training (INEFOP)’s training center in Angolan history which received support from UNDP in the past as well as one of the largest informal market in the country, Asa Branca.

Due to the focus areas of the project, major partners in the implementation will be: MAPTSS, MED, Ministry of Family, Social Action and Women Empowerment (MASFAMU), Ministry of Economy and Planning (MEP), Ministry of Youth and Sports, INEFOP, the National Institute of Small and Medium-sized Enterprises (INAPEM), the Provincial Government of Luanda, the Municipal Administration of Cazenga and the International Labour Organization (ILO). Relevant business associations, youth and workers’ associations, National Youth Council (CNJ), TVET institutions, Angolan Forum of Young Entrepreneurs (FAJE), and other civil society organizations will also be engaged.

\[11\] UNDP, ILO and Mandumbe Ya Ndemufayo University, 2020. O papel do desenvolvimento das competências profissionais na promoção do emprego em Angola. Available at: https://www.ao.undp.org/content/angola/pt/home/imprensa/EstudodecasodaprovinciadaHuila.html

II. PURPOSE AND EXPECTED OUTPUT

Based on the Sustainable Development Goals (SDGs) 4 (education) and 8 (employment), on the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020-2022, the COVID-19 UN Socio-Economic Response Plan (SERP) for Angola, the National Development Plan 2018-2022 and the National Youth Policy, the project aims to enhance job opportunities, entrepreneurship and civic engagement for the young people in Angola.

The project will target adolescent and young people aged 14-24 years and living in peri-urban areas of the municipality of Cazenga, Luanda, which is one of the poorest and most densely-populated municipalities, with a large informal sector and limited access to quality social services.

The expected outputs are:

1. Youth employment and entrepreneurship opportunities are boosted
   1.1 Skills and employability opportunities for adolescent and young people are enhanced
   1.2 Youth entrepreneurship challenge initiative to award seed capital to the most innovative and sustainable business ideas from the youth is promoted
   1.3 Business incubators and mentorship/coaching for young entrepreneurs are strengthened
   1.4 Youth and women have received technical assistance to constitute cooperatives, micro, small and medium-sized enterprises (MSMEs) and to access microcredit

2. Youth equity and engagement are fostered
   2.1 Partnership platforms to connect young people to participate as a productive and engaged members of civil society are promoted
   2.2 Communication for development focused on youth participation and employment is strengthened
   2.3 Resource mobilization plan is adopted

III. COMPARATIVE ADVANTAGE

UNDP and UNICEF will leverage the comparative advantage of the partners involved, strengthening capacities at sub-regional, national and local levels, and grounding efforts within long-term sector plans, national policies and global initiatives. Further, innovative approaches and strategies will be incorporated, drawing on good practices in the sub-region, region and globally. A gender-responsive approach is upheld in the design and implementation of all activities of the initiative.

In addition, an important strategy guiding the logic of this proposal is to leverage further interest and investment in improving learning environments at the national, provincial, and municipal level. Through this proposed project, UNDP and UNICEF will also create resources and document good practices in the areas of youth employment, entrepreneurship, youth participation, engagement of private sector, adolescent girls and women empowerment, etc. that can be evaluated, documented and scaled-up at the national level.

IV. MANAGEMENT ARRANGEMENTS

The Royal Norwegian Embassy in Luanda will be a member of the Project Board that will meet at the beginning of the project, in the mid-term of the implementation – to monitor and assess the results – and at end of the project.

Financial resources will be channeled through UNDP. UNDP in use of resource jointly with UNICEF will apply financial and procurement procedures available for management of programme and projects. The activities will be carried out jointly by UNDP and UNICEF. Specific responsibilities for implementation of the Initiation Plan from the side of the UNDP will be with a dedicated Project Manager.
A Steering Committee formed by UNDP, UNICEF, and Government responsible institutions will serve as the main structure for consultations.

A joint UNDP-UNICEF technical team will set up for the implementation and project management. The UNDP-UNICEF joint project team will be located in the same office in Luanda, possibly in the municipality where the project is implemented, to facilitate joint working. Recruitment of volunteers and persons with disabilities needs to be considered.

Major partners that will be engaged are: MAPTSS, MED, MASFAMU, MEP, Ministry of Youth and Sports, INEPO, INAPEM, the Provincial Government of Luanda, the Municipal Administration of Cazenga and ILO. TVET institutions, business associations, relevant youth and workers’ associations, the National Youth Council (CNJ), DW, Kixicrédio, Dom Bosco, ADPP and other civil society organizations will also be engaged.

This Initiation Plan is aimed to start the implementation but does not replace a full project document, which will be developed in maximum six months since the start of the implementation, in parallel with this process.

V. COMMUNICATION

External communications will include social media (e.g. blogs, online videos and links to websites) as well as print and broadcast media (e.g. articles, UN outlets, press releases, media interviews). All key project documents and communications will include the Royal Norwegian Embassy in Luanda watermark and name. Norwegian will be noted as funder in UNDP and UNICEF’s social media, print and broadcast media.

These efforts will reach a wide range of audiences and contribute to increased awareness of the contribution of the Royal Norwegian Embassy in Luanda to the socio-economic crisis response in Angola. It will be ensured that the Royal Norwegian Embassy in Luanda receives recognition as a champion of education in emergencies.

VI. MONITORING

UNDP and UNICEF will be responsible for the daily monitoring. The UNDP will fulfil the monitoring and coordination functions and its regular monitoring procedures. The UNDP will oversee and review the initiation activities to ensure meeting of the objectives and goals set in the Initiation Plan.

The UNDP will conduct the overall financial administration of the project, including cost recovery with General Management Support (GMS) and Coordination Levy 1% (Implementation of General Assembly Resolution 72/279 on Repositioning of the UN Development System).

All stakeholders will be requested to participate in implementation and discussion of the outcomes. The joint UNDP-UNICEF team will regularly prepare monthly updates. UNDP will consolidate the reports regularly to the Royal Norwegian Embassy in Luanda on the progress of implementation of the project.

The Progress Report will be prepared at the end of the Initiation Plan, using the standard format available in the Executive Snapshot (Fig. 2).

Fig. 2. Example of an Executive Snapshot
The project progress report will include: i) title of project, description, implementing partner and dates; ii) output progress; iii) project risks; and iv) financial summary (approved budget, commitments, total expenses, etc.), Fig. 3.

Fig. 3. Example of a project progress report

<table>
<thead>
<tr>
<th>Risk</th>
<th>Risk rating* (High/Medium/Low)</th>
<th>Mitigation measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political</td>
<td>Low</td>
<td>The activities proposed are fully aligned with Government’s major programs on education, youth employment, entrepreneurship and engagement. The Ministry of Education (MED), Ministry of Labor, Public Administration and Social Security (MAPTSS), INEFOP, Provincial Government of Luanda and the Municipal Administration need to be engaged in the design process of the project document to ensure proper dialogue and establishment of accountability mechanism. Changes in the leadership of MED and MAPTSS should be considered, despite these may not affect the implementation because the project is aligned with mid-term programs and goals of the Angolan Government.</td>
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<tr>
<td>Managerial and operational</td>
<td>Low</td>
<td>UNDP and UNICEF will jointly implement the activities with Direct Implementation Modality (DIM). Civil society organizations engaged in the activities have already worked with UNDP and UNICEF. It is key to set a joint team UNDP-UNICEF located in the same office in Luanda to ensure proper dialogue and coordination of the activities, including adequate operational tasks. UNDP’s and UNICEF’s rules and procedures for the managerial and operational management should be respected.</td>
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</tbody>
</table>
| COVID-19 pandemic | High | The COVID-19 has been expanding but might not affect significantly the implementation of the project due to the continuity of vocational training centers under INEFOP registered during the current state of clamity in Angola, and informal activities are ongoing despite the limitations. On the other hand, the pandemic may cause the closure of the technical education institutes, which could limit or make impossible the interactions with students. However, training of
trainers and teachers, as well as other activities on technical education are feasible. Support measures to increase connectivity of the young and adolescent involved in the activities should be considered, including for the youth associations. A close monitoring of the implementation is needed to take any decision related to a possible closure of technical education institutes. Biosecurity and other health-related prevention measures must be respected.

### Socio-economic situation

| Medium |

Due to COVID-19 many companies, especially MSMEs, have been suffered the economic crisis and this may impact the readiness of companies to accept professional apprenticeship for the young people. There is a strong need to engage business associations to ensure a proper number of companies may accept apprentices. The recently approved Decree 300/20 on apprenticeship may favour the engagement.

A potential deterioration of the socio-economic situation may also impact on the engagement of youth associations that could claim financial support. It is important to dialogue with those associations to clarify the activities proposed and avoid generating expectations.

An assessment and training on the security for the staff of UNDP-UNICEF in the field is also needed to avoid any potential threat and risk.

*The risk rating is based on a reflection of the likelihood of the risk materializing and the consequence it will have if it does occur.*
VIII. WORK PLAN

Period\textsuperscript{13}: 2021-2022

\textsuperscript{13} For project duration see cover page
<table>
<thead>
<tr>
<th>EXPECTED OUTPUTS</th>
<th>PLANNED ACTIVITIES</th>
<th>TIMEFRAME</th>
<th>RESPONSIBLE PARTY</th>
<th>PLANNED BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1. Youth employment and entrepreneurship opportunities are boosted</td>
<td>Activity Result: skills and employability opportunities for adolescent and young people are enhanced</td>
<td>2021 Q1 Q2 Q3 Q4 2022 Q1 Q2</td>
<td>UNDP, UNICEF, INEFOP, business associations, enterprises, civil society organizations</td>
<td>The Royal Norwegian Embassy in Luanda</td>
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<td></td>
<td>- Activity actions:</td>
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<tr>
<td></td>
<td>a. Provide scholarships to 300 young and adolescent people living in Cazenga to access short duration skill development courses, including access for persons with disabilities</td>
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<td>b. Sensitization, counseling and skill development to promote gender equity and tackle traditional gender roles and sociocultural stereotypes on vocational and career guidance to young people, directors of education/training centers, entrepreneurs and civil society (e.g. enrolment of males and females in different skill development courses)</td>
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<td>c. Engage business associations and enterprises to promote and implement apprenticeship for 300 adolescent and young people (graduated from technical and vocational education and training – TVET – and accelerated education), including grant (“bolsa de estagio”, Presidential Decree 300/20), based on specific selection criteria. The apprenticeship lasts between 3 and 6 months</td>
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<td>d. Dialogue with business associations to develop a strategy to promote the transition from apprenticeship to employment</td>
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<td>e. Procurement of equipment, machinery and input to improve skill development institutions in Cazenga</td>
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</table>
### EXPECTED OUTPUTS

And baseline, indicators including annual targets

*will be defined in the project document*

Related CP outcome: UNSDCF 2020-2022, outcome 1 “Economic and social transformation”; outcome 2 “Adolescents, youth, women’s empowerment”

### PLANNED ACTIVITIES

List activity results and associated actions

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
<th>RESPONSIBLE PARTY</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>UNDP, UNICEF, civil society organizations based in Cazenga</td>
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</tbody>
</table>

#### Activity Result: Youth entrepreneurship challenge initiative to award seed capital to the most innovative and sustainable business ideas from the youth is promoted

- Activity actions:
  a. Consult public institutions and business associations to establish requirements for the contest – cooperatives can participate
  b. Dissemination of the opportunity
  c. Assessment of applications by appropriate and capable juries and pre-selection of business ideas
  d. Intensive training and support in the development of business plans
  e. Evaluation and selection of the most innovative, viable businesses with the greatest impact on SDGs and in terms of replicability
  f. Training and certification process for the projects selected
  g. Awarding of winning projects with seed capital to 10 youth entrepreneurial initiatives
  h. Monitoring the performance of young entrepreneurs who benefit from the initiative

### TIMEFRAME

<table>
<thead>
<tr>
<th>2021</th>
<th>2022</th>
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<tbody>
<tr>
<td>Q1</td>
<td>Q2</td>
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</table>

### RESPONSIBLE PARTY

- UNDP, UNICEF, civil society organizations based in Cazenga
- The Royal Norwegian Embassy in Luanda

### PLANNED BUDGET

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Budget Description</th>
<th>Amount USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Royal Norwegian Embassy in Luanda</td>
<td>Seed capital, advisory services, meetings, procurement of equipment and material, communication, project personnel</td>
<td>$5,000</td>
</tr>
</tbody>
</table>
### Expected Outputs

**And baseline, indicators including annual targets**

### Planned Activities

List activity results and associated actions

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Responsible Party</th>
<th>Planned Budget</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Funding Source</td>
<td>Budget Description</td>
</tr>
<tr>
<td>2021</td>
<td>UNDP, MEP, MAPTSS, INAPEM</td>
<td>The Royal Norwegian Embassy in Luanda</td>
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<tr>
<td>2022</td>
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</tbody>
</table>

### 1.3. Activity Result: Business incubators and mentorship/coaching for young entrepreneurs are strengthened

- Activity actions:
  a. Map and engage existing public and private business incubators with young entrepreneurs
  b. Organization of roundtables, workshops and hackathon
  c. Provide training of trainers in mentorship and coaching
  d. Establishment of protocol and methodology to scale up mentorship/coaching
  e. Procurement of equipment and material

### 1.4. Activity Result: Youth and women have received technical assistance to constitute cooperatives, micro-, small- and medium-sized enterprises (MSMEs) and to access microcredit

- Activity actions:
  a. Provide technical trainings to young people on start-ups and formalization of cooperatives and MSMEs
  b. Engage young entrepreneurs together with microcredit institutions through advocacy, seminars, and forums
  c. Provide grants to civil society organizations with proven experience and reputation that promote youth entrepreneurship

Subtotal output 1: 270,000
<table>
<thead>
<tr>
<th>EXPECTED OUTPUTS</th>
<th>PLANNED ACTIVITIES</th>
<th>TIMEFRAME</th>
<th>RESPONSIBLE PARTY</th>
<th>PLANNED BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 2. Youth equity and engagement are fostered</td>
<td><strong>2.1. Activity Result:</strong> Partnership platforms to connect young people to participate as a productive and engaged members of civil society are promoted</td>
<td>2021</td>
<td>UNDP, UNICEF, Ministry of Youth and Sports, youth associations</td>
<td>The Royal Norwegian Embassy in Luanda</td>
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<td></td>
<td>- Activity actions:</td>
<td>2022</td>
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<td></td>
<td>a. Implementation of the U-Report tool through SMS for peer support networks on youth employment and entrepreneurship, GBV and PSEA</td>
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<td>b. Youth engagement in regional virtual platforms for the promotion of employment and vocational training</td>
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<td>c. Promotion of the YouthConnekt initiative through dialogue with investors and successful entrepreneurs, including the Angolan youth diaspora</td>
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<td><strong>2.2. Activity Result:</strong> Communication for development focused on youth participation and employment is strengthened</td>
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<td></td>
<td>- Activity actions:</td>
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<tr>
<td></td>
<td>a. Establish a baseline on youth association, business incubators, enterprises and business association in Cazenga</td>
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<td></td>
<td>b. Communication strategies and dialogues reaching approximately 5,000 adolescent and young people to promote TVET opportunities and youth employment, considering gender-specific sociocultural barriers faced by adolescents and young women in accessing education and employment, as well as gender-based violence (GBV), sexual exploitation and abuse (PSEA) and child labor</td>
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<td><strong>Baseline:</strong> youth engagement is limited and fragmented; limited resource mobilization for youth employment and engagement</td>
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<td></td>
<td><strong>Indicators:</strong> extent to which partnership platform to connect young people are promoted; extent to which communication for development is adopted</td>
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<td></td>
<td><strong>Targets:</strong> increased engagement of partnership platforms; enhanced communication for development. Targets will be defined in the project document</td>
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<tr>
<td></td>
<td><strong>Related CP outcome:</strong> UNSDCF 2020-2022, outcome 1 “Economic and social transformation”; outcome 2 “Adolescents, youth, women’s empowerment”</td>
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<tr>
<td>Expected Outputs</td>
<td>Planned Activities</td>
<td>Timeframe</td>
<td>Responsible Party</td>
<td>Planned Budget</td>
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</tr>
<tr>
<td>And baseline, indicators including annual targets</td>
<td>List activity results and associated actions</td>
<td>2021</td>
<td>2022</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
<tr>
<td>2.3. Activity Result: resource mobilization plan is adopted</td>
<td>UNDP, UNICEF, joint UNDP-UNICEF project office</td>
<td>The Royal Norwegian Embassy in Luanda</td>
<td>Consultancy, communication, project personnel</td>
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<tr>
<td>- Activity actions:</td>
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<td>10,450</td>
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<tr>
<td>a. The joint team UNICEF-UNDP will work together to elaborate a resource mobilization plan to leverage funding to scale up the activities proposed in the Initiation Plan</td>
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<tr>
<td>Subtotal output 2</td>
<td></td>
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<td>180,450</td>
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<tr>
<td>General Management Support (GMS) 8%</td>
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<td>39,600</td>
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<tr>
<td>Coordination Levy 1% (Implementation of General Assembly Resolution 72/279 on Repositioning of the UN Development System)</td>
<td></td>
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<td>4,950</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td>495,000</td>
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