

Reporting Agency: UNDP
Country: Armenia

MONITORING ACTION AND STANDARD PROGRESS REPORT¹

No. and title: 00112632/00111069, Future Skills and Jobs for Armenia's Rural Youth
Reporting period: 1 February 2019- June 30 2019

I. PURPOSE

"Future Skills and Jobs for Armenian Rural Youth" project seeks to enhance opportunities of employability as well as promote self-employment and entrepreneurship amongst youth in the regions of Armenia. The project strives to reach out to the most vulnerable youth groups in rural areas of Armenia with an offer of ambitious economic opportunities and new employment frameworks. The project will cover four especially vulnerable regions of Armenia (Shirak, Lori, Tavush, Gegharkunik).

The project has the following objectives:

- Obj. 1) Support future-oriented youth employment and harness youth innovation potential
- Obj. 2) Develop young people's digital skills and create alternative employment opportunities
- Obj. 3) Promote resources for income-generation and improved wellbeing in the rural areas

The project results include not only positive dynamics in formal employment, but also increase in self-employment and freelance opportunities, preventing urban migration and internal brain drain inside the country.

Duration of the project is 2019-2021. Implementing partner is the Ministry of Territorial Administration and Development, strategic partnership has been established with Ministry of Labor and Social Affairs and Ministry of Education, Science, Culture and Sport.

The project has established academic partnerships with several innovation partners, including Skolkovo School of Management and Higher School of Economics.

II. RESOURCES AND FINANCIAL PERFORMANCE

- *Matrix showing project's total, annual and delivered resources and percentage by donor funds.*

	Total Project Budget	Current Year (2019)			All Years Delivery as of SPR date (USD)	All Years Delivery rate as of SPR date (%)
		Annual Budget	Delivery as of SPR date (USD)	Delivery rate as of SPR date (%)		
RTF	\$800000	294,020 (for 2019)	44420.06 77476	5.55 26.4	44420.06	5.55
Total		294,020	44420.06	5.55	44420.06	5.55

- *Indicate amount of leveraged resources, even if as a parallel funding.*

III. RESULTS, PROGRESS, INNOVATIVE AND TRANSFORMATIVE ASPECTS

- **Programme results: (1) Indicate the project's progress vis-à-vis UNDAF/CPD outcomes, outputs, baselines, and targets, as well as (2) UNDP Strategic Plan (SP) and (3) Sustainable Development Goals (SDG).**

¹ The report shall be **evidence-based**, short, and informative. Add up information through the monitoring cycles, thus the final report will contain information for all the years. Use the results language i.e., change vis-à-vis the baseline and target informing also about a 'so what' aspect. Financial performance to be indicated based on CDR amount (i.e., actual not committed). A second table on commitments-based delivery is optional. **UNDP Armenia timeline of monitoring action: Q1 planning - 20 January; Q1 reporting - 15 April; Q2 - 15 July; Q3 - 15 October; Q4 provisional - 15 November; Q4 final - 20 January.** Do not delete guidelines from the report. **Distribution and filing:** Atlas/Attachments; UNDP Armenia e-Archive/Project folder; Project Board (Annual SPR; quarterly SPRs are sent to Project Board upon agreement); project files. Report file names are to be kept consistent.

Contributing Outcome (UNDAF/CPD, RPD or GPD): By 2020, Armenia's competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities.

The project is reaching out to the most vulnerable youth groups in rural areas of Armenia with an offer of ambitious economic opportunities. During the reporting period, the project has examined the needs and aspirations of young people living in rural areas, conducting focus group meetings and face-to-face interviews. Project implementation is designed so to reveal real aspirations of target audience and to form evidence base for designing user-centric interventions. Researchers reached out to rural youth to conduct interviews, ensuring that the voices of marginalised groups is also heard and documented in the analytical phase.

- **Project results: (1) Present the narrative of the project's progress vis-à-vis the planned deliverables of the Results and Resources Framework of Prodoc, disaggregated by years. Present additional results with a separate subtitle. (2) Update RRF of Prodoc (see in annex a sample of UNDP standard RRF).**

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: OUTCOME 1. By 2020, Armenia's competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator 1.1: Number and quality of policies to ensure decent work and an improved business environment in line with sustainable development principles.

Baseline: Insufficient adequate policies Target: Policies improved

Indicator 1.2: Global Competitiveness Index improved Baseline: 85 (2014) Target: 80 (2020)

Indicator 1.3 Poverty rate decreased Baseline: 32 (2013) Target: 18 (2020)

Indicator 1.4: Unemployment and employment rates disaggregated by sex, age and regions, improved.

Baseline: unemployment rate: 16.2 unemployed-by sex- Male: 14.4 unemployed-by sex-Female: 18.1

unemployed-by urban/rural-Urban: 23.4 unemployed-by urban/ rural-Rural: 6 Youth (15-24)

unemployment rate-33.1 (2013) Target: unemployment Rate: 13 Unemployed- Female:

15 Unemployed- Male: 12 Unemployed-by urban/ rural-Urban: 19 Unemployed-by urban/ rural-Rural: 5 Youth- 30 (2020)

Indicator 1.5: Income level of rural population increased Baseline: Average monthly income per capita: AMD 41,514 (2013) Target: AMD 51,500 (2020)

Applicable Output(s) from the UNDP Strategic Plan: 1.1.2 Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs

The project contributes to SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; and SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

During the research phase of the project, labor rights and advocacy issues were explored through legal research and live interviews with NGOs, local community and trade unions operating in the target regions. The revealed questions will help formulate further project interventions to ensure attractive employment conditions are created in the regions.

One consultation meeting with freelancers was organized to identify how remote job promotion can be organized in the regions to ensure that marginalized groups and youth living in remote areas have access to demanded jobs not only from local, but global labor market.

During the first phase of project implementation analysis of current situation in the labor market was carried out in parallel with stakeholders mapping and building new partnerships. The implementing partner, as mentioned in the project document, is the Ministry of Territorial Administration and Development, however the Ministry of Education, Science, Culture and Sport has voluntarily suggested to join the project board and partner in relevant field. Also, the Ministry of Labor and Social Affairs has expressed interest towards the project and also joined the partners list from public sector. This gives shortcut opportunities to present research findings and policy level recommendations to target ministries.

The analysis was carried out through desk researches, focus group discussions and face-to-face interviews. Particular attention was paid to examination labor right and legal framework of market regulations, to ensure project can constructively contribute with policy recommendations in the field.

In addition, Dasar.am project which holds electronic database of school grades and assessments all across Armenia, has expressed interest in partnering with Kolba Lab within this project. Through data scraping method, additional material was made available for the research to find out talents in certain fields from early school age in the target marzes.

Academic partner for the project is Skolkovo School of Management, which will carry labor foresights in 4 targets regions of Armenia. In addition to this, Higher School of Economics will be the partner who will conduct more broad and strategic regional development foresight for project target regions (this wasn't initially planned during the project design stage).

- Present in the below table a performance snapshot of the current year planned deliverables.

Activity/Output	Expected Annual Targets/Indicators	Amount (\$)	Current Year (2019)					
			Planned				Actual	
			Q1	Q2	Q3	Q4	Status	Comments
1. Future-oriented opportunities created to achieve the outcome.	Number of research products developed	\$		1 research on employment situation in 4 regions; 1 research on trade unions and labor rights in 4 regions; \$			Completed	
	•	\$	X \$	X 5370.49\$				
2. Digital Skills for youth	• Number of focus group meetings and citizen-centric workshops	\$		1 focus group conducted to identify key directions for remote jobs promotion	X \$	X \$	Completed	This will be finally completed in Q4
3. Regional Resource and Development Centers set up		\$	X \$	4 RRDCs support the project in mobilizing research informants \$	X \$	X \$		

IV. GENDER MAINSTREAMING, CROSSCUTTING RESULTS, TARGETING

- Indicate the project's gender marker (GEN0-3) and **gender-responsive and gender-transformative results** vis-à-vis the prodoc framework (N.B. UNDP Country Programme Documents requests that all projects be designed and implemented at GEN2-3 level).

Indicative Output(s) with gender marker: Local capacities strengthened to develop and implement innovative and diversified income-generating practices that are sustainable and employment and livelihood intensive targeting most vulnerable groups. GEN 2

During the first phase of project implementation analysis of current situation in the labor market in four regions was carried. Research findings include gender- segregated data on unemployment in the

four target regions of Armenia, so that further interventions will be designed based on the data collected in this stage.

Indicate also the project's crosscutting results (e.g., youth empowerment, risk-informed development schemes, integrated development schemes), as well as the project's contribution for Leaving No One Behind (LNOB) indicating particular target groups

As part of the project two baselines researches have been carried, aiming at mapping opportunities for target groups of the project, including rural youth, marginalized groups and unemployed. One of the researches has targeted at revealing labor rights violations and possible protection mechanisms. As such, labor rights are one of the least elaborated rights in Armenia and the project will look into possibilities of alternative ways (ex. civil society mechanisms, labor unions, associations) to cover the gap.

V. RISKS AND CHALLENGES

- *Present the project's issues, challenges and bottlenecks along with the suggested solutions.*
- *(1) Update the Project Risk Log in this report (2) and in Atlas (see a sample of UNDP standard risk log attached). N.B. Risks that are no further relevant shall not be deleted from the Log but a respective statement to be made in Risk treatment/management. SESP risks to be monitored in Risk Log.*

Risk Analysis

	Description	Date identified	Type	Impact and probability	Countermeasures / Management response
	<i>Limited local employment market to deploy new cadre of trained youth.</i>	<i>September 2018</i>	<i>Other - Economic</i>	<i>I = 3 medium P = 3 medium</i>	<i>UNDP will work with the local private sector companies to achieve initial consent on hosting internship and apprenticeship schemes, which will create potential opportunities for full employment.</i>
	<i>Reluctance of youth to engage in unusual (alternative) employment schemes, preferring the easy path of labour migration.</i>	<i>September 2018</i>	<i>Political</i>	<i>I = 3 medium P = 2 low</i>	<i>UNDP has envisaged an active awareness campaign throughout the project to mobilize young people around the initiative and to highlight the benefits of self-employment. Not to provoke unrealistic expectations, UNDP will not only build the capacity but will also provide practical internship and self-employment windows.</i>

<p><i>Armenia is a small economy and labor foresight may have the risk of too many uncertainties and “black swans”.</i></p>	<p><i>September 2018</i></p>	<p><i>Political</i></p>	<p><i>I = 2 low P = 2 low</i></p>	<p><i>In order to mitigate the risk, UNDP has planned a “layered” research, which starts with the situation analysis and goes deeper into full foresight exercise, but also incorporates the dreams and aspirations of young people through future making hackathons, to decrease the level of uncertainty.</i></p>
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VI. PRODOC CHANGES, HORIZON SCANNING

- *Present the analysis in your project’s field (horizon scanning) regarding new opportunities, emerged stakeholders/donors, etc and hence the necessary changes recommended to the project document.*
- *State changes to the project document (both proposed and approved by Project Board). For substantive revision, a documented LPAC endorsement is to be presented to the Project Board. [N.B. Necessary actions regarding revised prodoc will follow].*

No prodoc changes are required at this stage of project implementation.

New opportunities. The project results include not only positive dynamics in enhancing opportunities of employability of young people but also encouraging creative thinking and initiative taking among youth. Considering the role of digital media, Kolba Lab has partnered with “Arm Film Industry Development” Cultural Foundation in crowdsourcing ideas to produce a short film that will visualize future scenarios. The scenarios can describe various topics in the fields of technology, culture or economic development, thus triggering imagination among young people

VII. PARTNERSHIPS, COMMUNICATION, KNOWLEDGE MATERIALS

During the reporting period research on trade unions and legal framework of labor market and labor rights was carried out and finalised. In parallel with this, analysis of current labor market situation was conducted in four regions of Armenia. The working materials were shared with partner projects, the final version of materials will be finalised soon. To make the knowledge products accessible to a wide audience, user-friendly and understandable infographics will be designed and widely disseminated through online and offline communication channels in the next quarter.

The overall goal of **Kolba’s communication** during the second quarter, was to re-engage the community both digitally and in-person. Kolba’s new project is directed in the field of foresight/future modeling, so based on the topic of the project, the community engagement plan was to attract the audience by ‘feeding’ them with article and general information about future skills, emerging job market, trends on how to find a remote job, and what skills are required for specific professions, etc.

On June 24, Kolba organized the first community event, “Kolba Reload,” with the help of which we both gathered the community and restarted official in-person activities. With the new event series, the invited speakers from various professional fields talk about the skills which create unique and influential professionals that are not necessarily acquired through regular academic education. First event was dedicated to the job of a Protocol specialist. The next event is on track to take place by the end of July.

As Kolba is restarting its work with positioning specifically in foresight modeling, re-branding of the visibility and perception of Kolba is required to adjust to new target audiences with the

new plans and activities. Currently the works are in progress for re-branding, and the next step is to also re-launch the website, the TOR of which is being announced currently, to hire an agency for website updates.

As part of the working plan, which got included into communication plan, to support and justify project activities, Kolba organized a focus group with freelancers to get more ideas on remote-job opportunities, pros and cons, etc. The project team participated in the annual most active event of the IT sector, Barcamp, where also announced about the Freelancers and received a number of ideas and suggestions on how to attract regional youth in remote job opportunities.

Activities and links are provided in the table below:

Event Name	Dates	Link to images
Kolba Reload	June 24, 2019	Link to Facebook album
Kolba Re-branding started	June 18, 2019	Still in progress, will have results by August
Announcement of freelancers FG	June 21	Link to the post on FB
Activities and posts on Facebook	ongoing	Link to Kolba's page
Activities and posts on Twitter	ongoing	Link to Kolba's page

Each stage of project implementation supposes production of certain type of knowledge products. The phase completed within this quarter has produced knowledge material in the format of comprehensive situation analysis, carried through quantitative and qualitative surveys conducted through hired researchers and desk researches. Partnership established with Dasaran.am project gave opportunity to have extra analytical material based on data about school achievements (based on subjects taught at schools). Researches include interesting findings on the most recent data regarding the current situation of labor market, educational opportunities and youth choices in terms of career paths, needs assessment of regional labor market and institutional capacity of trade unions in the 4 targeted regions (Lori, Shirak, Tavush and Gegharkunik). The research will be finalized and published for the wide audience during the next quarter.

VIII. EVALUATIONS

- (1) Inform about planned and implemented project evaluations. (2) Attach the updated Management Response table if applicable.
No project evaluation is planned in the project document.

IX. DONOR REPORTS

- Present the schedule of donor reports and requests for installments with the completion status.
N/A
 - Midterm report to be presented by end July 2019
 - Annual report to be presented to Russia TF in January 2020

X. VALIDATION OF RESULTS (FIELD VISITS) AND QUALITY ASSURANCE

The project results are widely communicated with target users groups and partner community, to keep project management process agile and results-oriented.

XI. FUTURE ACTIONS, WORK PLAN

- Organise public outreach of research findings in four target regions (through events & production)
- Finalize contract with Skolkovo School of Management to host experts' team in Armenia.
- Identity skope for labour foresight pilot with Skolkovo and local facilitators, organize labor foresight in 4 regions
- Compile future skills maps for each region

- Organise four regional career fairs, including soft and hard skills building masterclasses
- Organise focus group discussions to identify remote job directions
- Organise outreach events to highlight self-employment opportunities
- Identify target spaces/platform for creation of remote work hubs in one/two region(s)

Results Framework²

² UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

OUTCOME 1. By 2020, Armenia’s competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator 1.1: Number and quality of policies to ensure decent work and an improved business environment in line with sustainable development principles.

Baseline: Insufficient adequate policies *Target:* Policies improved

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Indicator 1.3 Poverty rate decreased *Baseline:* 32 (2013) *Target:*18 (2020)

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unemployed-by urban/rural-Urban: 23.4 unemployed-by urban/ rural-Rural: 6 Youth (15-24) unemployment rate-33.1 (2013) *Target:* unemployment Rate:13 Unemployed- Female: 15Unemployed- Male: 12 Unemployed-by urban/ rural-Urban: 19 Unemployed-by urban/ rural-Rural: 5 Youth- 30 (2020)

Indicator 1.5: Income level of rural population increased *Baseline:* Average monthly income per capita: AMD 41,514 (2013)*Target:* AMD 51,500 (2020)

Applicable Output(s) from the UNDP Strategic Plan: 1.1.2 Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services³ and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs

Project title and Atlas Project Number: Future Skills and Jobs for Armenia’s Rural Youth, 00112632/00111069

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁴	D A T A S O U R C E	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1 2019	Year 2	FINAL		
					Planned	Actual			
Output 1 <i>Future-oriented opportunities created achieve the outcome.</i>	1.1 Number of research products developed		0	2018	3	3		3	<i>Project reports, publications. Risks- lack of available data</i>
	1.2 Number of job foresight maps on future professions created		0	2018	1	0		1	<i>Project reports, website record, Risks- unpredictable factors that can influence job market (black swans)</i>
	1.3 Number of hackathons organized		0	2018	4	0		4	<i>Project reports, media coverage, hackathon products, Risks- low level of awareness of people to submit future oriented ideas</i>
Output 2 <i>Digital Skills for youth</i>	2.1 Number of development strategies compiled		0	2018	2	0	2	4	<i>Project reports, MOUs with LSGs, Risks- local authorities do not integrate strategies into their development plans</i>

³ Basic services include social services (e.g. health and nutrition, education, water and sanitation, social housing, vocational training), economic services (including finance), environmental and energy services (e.g. renewables, clean fuels and technology, use of natural resources), and other services (e.g. rule of law and justice). Please note that UNDP focuses primarily on policies and capacities that

	2.2 Number of trainings organized in the regions		0	2018			16	16	<i>Project reports, training participants logs and assessments, Risks- the market is not ready to apply the training skills</i>
	2.3 Number of people engaged in municipal and TOT workshops		0	2018			80	80	<i>Project reports, training participants logs, Risks- sustainability of knowledge locally because of urban migration and rapid change of municipal staff</i>
	2.4 Number of people engaged in the youth Career Trail Program		0	2018			40	40	<i>Project reports, recruitment records, Risks- lack of regional employers to host interns</i>
	2.5 Number of career fairs organized		0	2018			4	4	<i>Project reports, media records, participant logs, Risks- lack of interest among local employers to participate in the fair</i>
Output 3 <i>Regional Resource and Development Centers set up</i>	3.1 Number of co-design workshops organized		0	2018			4	4	<i>Project reports, Risks- reluctance of people to participate and share their insights</i>
	3.2 Number of grant contracts with start up projects signed		0	2018			30	30	<i>Project reports, monitoring visits, signed contracts, financial reports, Risks- low quality of grants implementation</i>
	3.3 Number of awareness events to highlight self-employment opportunities		0	2018	8	0	8	16	<i>Project reports, event logs, Risks- low level of computer and language literacy in the regions to engage into international freelance market</i>

improve the enabling environment for provision of basic services.

⁴ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

ANNUAL/MULTIYEAR WORK PLAN AND BUDGET FROM PRODOC ⁵⁶

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
Output 1: <i>Future-oriented opportunities created</i> <i>Gender marker: 2</i>	1.1 Activity Situation Analysis 1.1.1 Conduct desk research on employment situation in 4 regions 1.1.2 Conduct research on trade unions and labor rights in 4 regions 1.1.3 Compile overall situation analysis report for each region 1.1.4 Dissemination and public outreach of the situation analysis report	13,000		UNDP	RTF	71300 Local Consultants	11,000
					RTF	74200 Audio Visual&Print Prod Costs	2,000

⁵ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁶ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.2 Activity Mapping of region-specific jobs 1.2.1 Design region-specific methodology for skill foresight through partneship with Skolkovo and ILO 1.2.2 Conduct focus groups meetings to collect data 1.2.3 Compile future skills maps for each region 1.2.4 Publish region specific "Atlas" of future professions	47,000		UNDP	RTF	72100 Contractual services-Companies	34,000
					RTF	74200 Audio Visual&Print Prod Costs	13,000
	1.3 Activity Mapping of future opportunities 1.3.1 Organize citizen-centric future-planning hackathons for each region 1.3.2 Publish and disseminate maps of future opportunities for each region	6,000		UNDP	RTF	75700 Contractual services-Companies	4,000
					RTF	74200 Audio Visual&Print Prod Costs	2,000
	Sub-Total for Output 1	66,000					
Output 2: Digital Skills for youth <i>Gender marker: 2</i>	2.1 Activity Regional Road Maps 2.1.1 Carry crowdsourced	9,741	6,000	UNDP	RTF	71300 Local Consultants	6,000

validation of research results 2.1.2 Organize focus group meetings to design road maps for each region 2.1.3 Compile a development strategy for each region			RTF	75700 Training and workshops, conferences	9,741
2.2 Activity Skills syllabus designed and delivered for each region 2.2.1 Design customised business skills training syllabus for each region 2.2.2 Organize 2 rounds of trainings in each region 2.2.3 Make training materials available online through video classes		59,000	RTF	71300 Local Consultants	11,000
				75700 Training and workshops, conferences	48,000
2.3 Activity Building local pool of trainers 2.3.1 Organize rolling TOT courses for local NGOs and activists 2.3.2 Conduct rolling awareness raising courses for local municipal officials		16,000	RTF	75700 Training and workshops, conferences	16,000
2.4 Activity Internship and apprenticeship schemes for the regions 2.4.1 Launch a "Youth Career Trail" program in each region		30,000	RTF	71300 Local Consultants	20,000

	<p>2.4.2 Organize awareness and outreach meetings in local universities</p> <p>2.4.3 Organize awareness meetings with local employer companies</p> <p>2.4.4 Organize annual presentation of results</p>				RTF	75700 Training and workshops, conferences	10,000
	<p>2.5 Activity Annual regional Career Fairs</p> <p>2.5.1 Organize annual Career Fairs in each region</p>		16,000		RTF	75700 Training and workshops, conferences	16,000
	Sub-Total for Output 2	9,741	127,000				
Output 3: Regional Resource and Development Centers set up <i>Gender marker: 2</i>	<p>3.1 Activity Resource and Development centers in key urban areas</p> <p>3.1.1 Organize human-centered design workshops in each urban area to design resource and development center concept and infrastructure</p> <p>3.1.2 Hire Center leader and key support team in each spot</p>	24,000	56,000	UNDP	RTF	71300 Local Consultants	72,000
					RTF	75700 Training and workshops, conferences	8,000
	<p>3.2 Activity Start-ups and self-employment</p> <p>3.2.1 Carry regular idea challenges and organize co-design events to collect a pipeline of local innovations</p>	99,000	196,000		RTF	75700 Training and workshops, conferences	33,000

	3.2.2 Support incubation of ideas into social startups and SMEs 3.2.3 Support acceleration of more mature ventures				RTF	72600 Grants	262,000
	3.3 Activity Outsourced and remote employment opportunities 3.3.1 Organize regular outreach events to highlight remote work opportunities 3.3.2 Support local youth to access freelance job markets 3.3.3 Advertise and support in access to online learning/training opportunities	10,000	20,000		RTF	72100 Contractual services- Companies	30,000
	Sub-Total for Output 3	133,000	272,000				
Project management and implementation	Staff	44,000	44,000	UNDP	RTF	71400 Contractual Service Ind.	88,000
	DPC	4,000	4,000		RTF	64300 DPC	8,000
	Travel	5,000	5,000		RTF	71600 Travel	10,000
	Supplies	3,000	3,000		RTF	72500 Supplies	4,000
	Office rent	6,500	6,500		RTF	73100 Rental and maintenance-premises	4,000
	Communication	4,000	4,000		RTF	72400 Commun. and audiovisual eq.	4,000

					RTF	74500 Miscellaneous	2,000
					RTF	74200 Audiovisual and printing costs	4,000
	Subtotal Project Management	66,500	66,500				
General Management Support, 8%							59,259
TOTAL							800,000