

United Nations Development Programme

Country: Jordan

Project Document

Project Title

Supporting the Formulation, Finalization, and Implementation of the Youth Strategy and Promoting Real Youth Engagement and Participation.

UNDAF Outcome(s):

Jordan has policies and the mechanism for effective and inclusive participation of young men and women in social, cultural, economic and political life.

Expected CP Outcome(s):

(Those linked to the project and extracted from the CP)

Output #2: Jordan has institutionalized necessary policies and mechanisms for effective and inclusive participation of young people in social, cultural, economic, and political life.

Output 1: Enhanced management and accountability mechanisms established at the Youth and Sports Fund in regards to the implementation of the Youth Strategy.

Expected Output(s):

(Those that will result from the project)

Output 2: Improved quality and effectiveness of initiatives targeting youth engagement, participation, and economic well-being.

Output 3: Youth trained on governance and participation, and empowered, and engaged in effective and sustainable development; Youth Centres with increased impact and responsiveness to local developmental needs.

Implementing Agencies:

Youth and Sports Fund

Responsible Parties:

Ministry of Planning and International Cooperation, The Higher Council of Youth.

Brief Description

As the Higher Council for Youth and the Youth and Sports Fund finalize the second phase of the Youth Strategy for 2015-2019 and its Implementation Plan, there is a need for the creation of an Advisory and Management Unit (AMU) comprised of technical experts with the mandate to coordinate and assist in managing the implementation. The strategic importance of this Unit is that it would be the "enabler of the enabler", without which there is a risk that the Strategy and Implementation Plan would not reach their objectives. The AMU would be headed by the Director General of the Youth and Sports Fund, and comprised of a Coordinator/ Manager and a team of two Officers. It will also be staffed (on an ad-hoc basis) by technical experts who are independent from both the Fund and the Higher Council for Youth. It will be responsible for coordinating and assisting in managing the implementing of the second phase of the Youth Strategy over five years (2015 - 2019), coordinating the work among various implementation partners, establishing the Fund and the Council as the main coordinating entities for youth projects, supporting the resource mobilization effort for the projects identified in the Strategy, and for the monitoring and evaluation of the implementation. It will also be responsible for a major and innovative pilot to directly engage and build the capacity of youth on governance, rights and responsibilities, participation, and sustainable business planning through the revitalization of 10 model Youth Centers. Taken together, these results will work towards the achievement of the 'Jordan Vision 2025'; Jordan's official blueprint for national development up to the year 2025. Specifically, it will contribute to chapter 1.1.3. Which focuses on the development of youth civil society organisations.

Programme Period:	2015 - 2020
Key Result Area (Strategic Plan) effective democratic governance.	Inclusive and
Atlas Award ID:	_____
Start date:	July 1 2015
End Date	June 30 2020
PAC Meeting Date	_____

Total resources required	\$1,500,000
Total allocated resources:	_____
• Regular	\$100,000
• Other:	
o Youth & Sports Fund	\$ 1,000,000
o Donor	_____
Unfunded budget:	\$400,000
In-kind Contributions	_____

Agreed by (Government)

Agreed by (Executing Entity):

Agreed by (UNDP):



Abdelrahman Al Armonji

Zena Ali Ahmad, Country Director

I. SITUATION ANALYSIS

Young men and women have a leading role in making positive change happen, and in building new realities for themselves and their communities. All over the world, youth are driving social change and innovation, claiming respect for their fundamental human rights and freedoms, and seeking new opportunities to learn and work together for a better future.

Because youth make up a significant proportion of the population in most Middle Eastern countries, governments at all levels must be particularly attuned to the needs and interests of young people to insure that they are included as subjects of equal right and opportunity. The opposite will lead to backward development both in the short, medium and long term.

Youth is a significant sector in Jordan, and those under 30 years old constitute up to 70% of the population, according to the Youth Strategy. In a country with the geo-political context that Jordan has, this represents tremendous challenges.

The most obvious challenge is being able to create real employment opportunities that provide this segment with the possibility to lead a decent life. But there are also significant other factors that, if missing, will compound the frustration of not being able to find decent employment and can lead to serious challenges.

- Jordanian youth need to be educated, just like anywhere else in the world, about the value and importance of being responsible citizens, and of being actively engaged in the development of their communities, cities, regions, and country. This entails continued capacity building efforts in Good Governance and rights and responsibilities. Such efforts already exist, but there is a continued need to provide them to new generations and larger geographical areas. There is also a need to better coordinate these efforts, as replication often happens resulting in the same trainings repeated in the same areas and to the same target groups. This is in tune with the declared government strategy and royal decrees by HM King Abdullah II.
- The free time that many youth have on their hands is an area of particular concern: in the absence of full-time employment or healthier pursuits, this free time can easily get filled up as is beginning to happen with less desirable activities such as drugs or extremist ideologies that offer the pretence of "meaning" and hope. Significant effort needs to continue to go towards engaging youth in healthy volunteering and other community development activities, as a way to fill the void while at the same time building a healthy sense of participation and responsible citizenship. However, these need to be rethought and presented in more innovative formats that engage the youth by offering them clear benefits, and also by allowing them to meaningfully participate in the design and management of these programs. Many current programs suffer from these two issues: first, they adopt the traditional approach of "teaching youth" as opposed to engaging them in a participatory learning approach where they are allowed to learn from each other as well as learn by doing; and second, they fail to make a meaningful link in the minds of the recipients between what they are learning and the benefits they will enjoy as a result, whether immediately or in the medium and long terms.
- The turbulence that the region has been experiencing in the past few years poses yet another challenge. The increased tendency for fragmentation and partisanship in the region and the influx of large numbers of people to Jordan present issues of social cohesion that, if not properly managed, threaten to create tensions in the cohesion of the Jordanian society. Here the focus should be on strengthening the feeling of a national identity that resonates in its language with modern youth. It should promote unity and commonalities, as well as values that celebrate and recognize the richness of diversity and a pluralistic society.

Having such a bulging youth segment makes it imperative that youth occupy a prominent place in all national development strategies, in order that their rights are guaranteed and their needs addressed. This must be considered whilst also keeping in mind that youth possess tremendous energy and capabilities for innovation, which can contribute in the development of many sectors if harnessed effectively.

It is essential that the traditional approach of engaging with youth as "receptors" be transformed to an approach that engages young people as equal partners in decision-making, including in shaping and executing development programs. Their ability for creative thinking and their energy and desire for change must be effectively tapped in a real manner, not just given lip-service as happens in many cases where the mentality is "we know more what is better for you." Youth present a real and powerful potential partner in the efforts to combat the issues that face youth themselves, as well as the larger Jordanian society.

The youth themselves recognize the many efforts and projects aimed at youth development, whether in promoting volunteerism and community development, training on responsible citizenship, or building life or entrepreneurial skills; however, they also stated in meetings that were held with them as part of the scoping activities leading to this project

document, that most of these efforts are replicated, are short lived with no real follow through, and do not engage the youth themselves in their design and implementation on a real strategic level. There is also a repeated concern among both youth and the various implementing agencies interviewed during the scoping activities about the lack of a coordinating entity or mechanism that helps avoid replication and helps maximize impact.

Recognizing the strategic importance and the promise of youth, and under the direction of HM King Abdullah II, the Higher Council for Youth was created in 2001 as a successor to the Ministry of Youth and Sports, and was shortly followed by the creation of the Youth and Sports Fund as its financial arm. The Council, and the Fund as its financial arm, were envisioned as flexible entities that have the mandate to plan and execute programs targeting youth development in Jordan. Both entities, in close collaboration with UNDP and other partners, developed the first phase of the Youth Strategy and its Implementation Plan, which was implemented between 2005 and 2009. An "Implementation Office" was created at the Fund with support and representation from UNDP and other partners, which proved very effective in coordinating the implementation of the first phase of the Youth Strategy. After an evaluation effort of the first phase was conducted, the Council and Fund are currently in the process of finalizing the second phase of the Youth Strategy, which is slotted for implementation between 2015 and 2019. The Strategy was developed with input from many concerned ministries and other entities implementing youth programs, and is comprised of nine pillars each with a number of identified projects to be implemented over the 5 years.

However, realizing the full potential of the ambitious strategy and getting the projects organized, funded, and implemented is a challenge in itself that requires a dedicated effort from a capable team. The Youth and Sports Fund is interested in replicating the successful experience of the Implementation Office with increased technical support and participation from UNDP, in order for this office, the Advisory and Management Unit (AMU), to act as the main owner of the coordination and implementation effort.

Moreover, and since the Council and the Fund cannot and should not be expected to implement alone all the identified projects in the Implementation Plan, there is a need for a dynamic entity that would take on a much-needed coordination role. The AMU, in addition to assisting in managing the projects directly implemented by the Council and the Fund, would therefore also encourage and coordinate the implementation of other projects by the many governmental, civil, and international agencies dealing with youth programs. The success of the second phase of the Youth Strategy, and the expected benefits to the youth sector as a result of the projects it identified, is therefore dependent on the availability of a unit comprised of experts, that not only performs the management and coordination tasks mentioned, but also acts to streamline the functional overlaps between the Council and the Fund, and eventually helps clarify roles and responsibilities while imparting technical expertise to the Council and Fund staff. These are the key underlying considerations that lead to the creation of an AMU to support the Fund in implementing the Strategy.

On another note, it is worth mentioning the situation and untapped potential of the Youth Centers and Youth Clubs that belong to and are managed by the Council. These Centers exist in all thirteen governorates, each of which has a Youth Directorate reporting to the Council, and responsible for the network of Centers as well as for the sports venues and youth camps. The Council provides some overall direction to the directorates as to the type of programs to implement, for example for national events, but the majority of the work plan for each directorate and its Centers is developed locally. The Council in addition provides help and training on how to attract youth and how to change the stereotypical view that people have to the Youth Centers.

Most of the Centers are in rural areas, and make for a powerful, if currently underutilized, infrastructure network. They provide conventional training in skills such as English, sewing and embroidery, and IT, as well as some life skills. However, they are often perceived as ineffective by the local communities, or as simply "housing a billiard table", according to some interviews with youth. They fail, according to the Council, "to attract enough youth despite their good cadres and the training they have been given by the Council." In addition, there are several Centers across the country with excellent infrastructure, which were provided as a gift to the Council by HM the King; however these model Centers are non-functional due to a hiring freeze.

There is a consensus among the youth as well as various agencies implementing youth programs on the value of this infrastructure, and a desire to make the Youth Centers more effective in local community development. The Youth Centers therefore can and should play a key role in the implementation of projects identified by the Youth Strategy; they should be perceived not as an end in themselves but as a conduit to the implementation of various programs by various implementing agencies. The approach should be fresh and non-conventional, allowing for a change in perception about their role in the communities they exist in. As discussed in more detail below, they also offer a great vehicle for youth to directly practice good governance, election processes and accountability, and transparency, as well as how to manage and plan for running a small business or a unit within a larger organization.

II. STRATEGY

The Management Unit

In the context described above, the creation of a Youth Strategy Advisory and Management Unit to support the Youth and Sports Fund in coordinating and implementing the Youth Strategy becomes a strategic intervention, an “enabler of the enabler”. Youth and effective programs directed to their development and engagement are unanimously recognized as having strategic importance, and the Council and Fund are the entities officially tasked with handling them. The AMU would play the lead role in ensuring this mandate is realized.

The objectives and responsibilities of the AMU would be:

- Establishing the Fund as the main coordination entity for youth initiatives in Jordan.
- Developing a live mapping tool that keeps track of all youth initiatives. This could build on previously developed online platforms.
- Improving collaboration among implementation agencies and increasing the impact of initiatives.
- Building the capacity of the Fund and Council’s own staff over the lifetime of the Unit, and facilitating the streamlining of the relationship between them.
- Identifying and continuously updating priority projects and pushing for their implementation.
- Mobilizing resources for the Fund to execute its own youth projects.
- Supporting the management of the projects directly implemented by the Fund.
- Developing metrics, and monitoring and evaluating the progress of the overall strategy implementation as well as of individual key projects.
- Managing a major and innovative pilot project in 10 Youth Centers aimed at directly engaging youth in the management and operations of these Centers and at creating model sustainability and operational plans that can be rolled out nationally. This is described more below.

The Unit would be housed at the Youth and Sports Fund, and would report to the Director General of the Fund. Its members are independent from both the Council and the Fund to give them more autonomy and flexibility in their work; they would however be closely shadowed over the five years by Council and Staff members with a view towards ultimately clarifying the roles of the Council and the Fund which currently overlap in some functions, and also to building the capacity of existing staff to take on such roles in the future.

One of the main functions of the Unit would also be to perform ongoing monitoring and evaluation in parallel, as opposed to at the end of the project lifetime, in order to evaluate the overall implementation of the strategy as well as of individual projects, and adjust accordingly while the project is still live.

The proposed organogram of the Unit is shown in an illustration in section V- Management Arrangements below. It is comprised of a Unit Manager/ Coordinator who also has resource mobilization as a key task. It also includes 2 officers each of who has an area of focus (Coordination and managing the Youth Centres component discussed below, and Monitoring and Evaluation). These officers will also both have general project management support responsibilities, where they would support the implementation of projects from the Implementation Plan that the Fund itself is undertaking.

Youth Centers

One of the biggest assets of the Council and the Fund, as mentioned above, are the Youth Centres and Youth Clubs spread all over the Kingdom. They represent a good infrastructure and delivery network. However, these Centres are still falling short of their desired use and outcome. Despite efforts to make them more effective and impactful, most have not been successful in attracting the level of interest and participation that is hoped for. These previous efforts have focused on providing staff with training on how to market the Centers and attract youth, in order to overcome the perceptions that local communities have about them. However, in order for the Centers to overcome previous perceptions and reach their full potential, a rethinking of their mode of operation and a more comprehensive and engaging experience with youth is necessary. For example, the youth centres could be used to house courses geared towards teaching young people various profit-generating skills, such as computer programming or tailoring. These activities would in turn assist Jordan in achieving the targets outlined in sections 1.1.4, 1.1.5 and 1.2.4 of the Jordan Vision 2025 by helping the country reduce poverty and lower its unemployment rate.

A main responsibility of the AMU, as detailed in the framework and project plan below, would be to revitalize and strengthen the role of the Centers and facilitate a more effective and integral participation of youth in local

development, using the Centers as a conduit. At the launch of the project, the management of 10 pilot Centers by a team of local youth would form the core of a local elections operation, where youth would select the team who would manage the Centers and their programs, and would be held accountable by the constituency who elected them. A key deliverable from this component would be the creation of various sustainable and innovative operational plans for the Centers that would ensure both their relevance in youth development as well as their long-term sustainability. These operational plans that the youth would create based on their experience managing the pilot Centers would include successful practices of how to attract and cater for the developmental needs of local youth, but also how to conduct relevant revenue-generation and fund-raising activities that would allow the Centers to be self-sustaining. These model plans would then in the final two years of the project be replicated and scaled up in other Centers across the country.

While the work on revitalizing the role and increasing the relevance of the Centers is important, the real value of this project is in the innovation of its actual implementation. Youth would themselves be heavily engaged in the entire process, starting from electing the youth teams in each community that would manage the Centers as well as the monitoring of their performance, within the context of the overall oversight of the project by the Unit and the Council. Those selected youth teams would then themselves be responsible for defining the sort of programs that are offered, based on their own mappings of community needs and based on their own understanding of youth concerns in their communities. These teams would not only be accountable to the project management, but also to the youth that selected them in the first place. They would be responsible for mobilizing resources from the public and private sectors and developing partnerships with other NGOs and international agencies to implement those programs. They would also be responsible for lobbying and liaising with local officials to facilities and support the work. And moreover, they would be expected based on their experience over the years of the project, to develop the sustainable operational plans that the Council and the Fund would then roll out to other Centres.

It is in the way youth is involved that the innovation and real value lie. By allowing them to assume real responsibility, coupled with accountability, and to feel that they have been empowered and are trusted to make the right choices in the context of good governance and total transparency, and with the right training and guidance, they will in fact be much better prepared to continue playing active roles as responsible citizens and future leaders. This of course in addition to the benefit of getting the right developmental services to the community at large, and to replicating the lessons learned from this experience in other Centers. Involving the youth in such a direct way in the running of the Centers might require some thinking about implementation frameworks and legal issues of public private partnerships, but the effort is worthwhile and it is only through breaking traditional modes of operation that true innovation can be achieved.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: <i>Country Programme Output #2: Jordan has institutionalized necessary policies and mechanisms for effective and inclusive participation of young people in social, cultural, economic, and political life.</i></p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: # of national consultation processes engaging civil society; # of national institutions with functional accountability mechanisms; # of local governance mechanisms for citizen participation established; percent of young people and marginalized groups engaging in voluntary civic and political activities and initiatives.</p> <p>Applicable Key Result Area (from 2008-11 Strategic Plan): Inclusive and democratic governance improved to address short and long-term development challenges.</p> <p>Partnership Strategy</p>			
<p>Project title and ID (ATLAS Award ID):</p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>Output 1: Enhanced and accountability mechanisms established at the Youth and Sports Fund in regards to the implementation of the Youth Strategy</p> <p>Baseline: Reduced ability to manage and implement the Youth Strategy and Implementation Plan; unclear roles and responsibilities between the Council and the Fund</p> <p>Indicators: Organigramme developed clarifying roles and responsibilities between Council and Fund; Clear operating procedures in place for the management of the Fund;</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Unit established with shadow team. - Existing coordination gaps and overlap of responsibilities are mapped. - Needs assessment for capacity building of the Unit's staff is carried out and areas to focus on identified. - Six meetings held per year with major concerned organizations for reviewing prioritization of projects. <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Staff of the Unit capacitated and able to draft and 	<p>1 Advisory and Management Unit Established</p> <ul style="list-style-type: none"> ▪ Define and approve Unit structure including staff of the Fund, the Council and independent team of experts. ▪ Define responsibilities of the Unit and its operating procedures. ▪ Define Technical Consultants TORs ▪ Recruit the Unit's Technical Consultants. <p>2 Capacity building enabling environment created</p> <ul style="list-style-type: none"> ▪ Provide training through shadowing on project formulation, project management, M&E to the Fund and Council staff ▪ Define responsibilities for the Council and the Fund, and for specific key roles. 	<p>UNDP Youth and Sports Fund Higher Council for Youth Youth Centers</p>

<p>Capacity building through co-management and shadowing benefiting the teams of the Council and the Fund responsible for future interventions.</p> <p>Number of projects under the Youth Strategy implementation plan initiated, completed, and on going.</p>	<p>implement projects under the Fund, with the support of the AMU.</p> <ul style="list-style-type: none"> - Six meetings held per year with major concerned government and development organizations for reviewing prioritization of projects. - Regular field visits to Youth Centers - Fund projects initiated <p><u>Targets (year 3)</u></p> <ul style="list-style-type: none"> - Fund and Council staff independently managing on-going projects. - Six meetings held per year with major concerned government and development organizations for reviewing prioritization of projects. - Additional Fund-run projects initiated - Youth Centers strengthened in their role as centers for participation and development for Jordanian Youth <p><u>Targets (year 4)</u></p> <ul style="list-style-type: none"> - Fund and Council staff independently managing on-going projects. - Six meetings held per year with major concerned government and development organizations for reviewing prioritization of projects. - Additional Fund-run projects 	<p>3 Management and Coordination of the Youth Strategy Implementation Plan initiated and on-going</p> <ul style="list-style-type: none"> ▪ Define milestones per year ▪ Set implementation priorities, with a view towards building on and revitalizing existing infrastructure such as the Youth Centers ▪ Identify gaps in Implementation Plan and solutions to address ▪ Update implementation plan and priorities periodically <p>4 Monitoring and Evaluation mechanisms defined</p> <ul style="list-style-type: none"> ▪ Establish process for periodic reporting on key projects and overall implementation ▪ Identify metrics to report against by project and for the overall strategy implementation 						
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	<p>initiated</p> <ul style="list-style-type: none"> - Additional Youth Centers selected and their staff trained for rollout based on new operational plans. - Documentation of best practices completed. - Hand-over process defined. <p>Targets (year 5)</p> <ul style="list-style-type: none"> - Three meetings held in the first semester with major concerned government and development organizations for reviewing prioritization of projects. - Two workshops held in the second semester to identify major themes and key projects for 3rd phase. - Roles and responsibilities within Fund and Council in relation to future implementations defined; handover process completed. - New operational plans rolled out in additional Centers. 	
	<p>1 Establish effective and continuous coordination among major players</p> <ul style="list-style-type: none"> ▪ Hold coordination workshop(s) with major implementing partners and influence the distribution/ selection of projects to implement. ▪ Map and keep track of ongoing projects addressing youth that are executed by implementing entities/partners ▪ Hold periodic meetings among implementing agency representatives to 	<p>Output 2: Improved quality and effectiveness of initiatives targeting youth engagement, participation, and economic well-being.</p> <p>Baseline: No clear coordinating entity; no live mapping tool; replicated projects; reduced impact.</p> <p>Indicators: Council and Fund recognized and accepted as main coordination entity on youth projects; mapping mechanism and</p>

<p>live tool established; number of successfully implemented projects; improved coordination of projects and increased impact.</p>	<p>project selection process of other entities.</p> <ul style="list-style-type: none"> - Project proposals based on the needs of the Jordanian youth are prepared. 	<p>maintain an updated snapshot of youth initiatives and improve coordination/ collaboration</p> <p>2 Resources mobilized for key projects</p> <ul style="list-style-type: none"> ▪ Map and coordinate available resources ▪ Mobilize additional resources especially from the private sector <p>3- Key prioritized projects initiated and managed by the Unit</p> <ul style="list-style-type: none"> ▪ Hold periodic meetings to review priority projects. ▪ Initiate the priority projects to be directly implemented by the Fund. 	
<p>Output 3: Youth trained on good governance and participation, empowered, and engaged in effective and sustainable development; Youth Centres with increased impact and responsiveness to local developmental needs.</p> <p>Baselining: Youth feeling not involved substantively in decision making and development initiatives; limited opportunities for youth to practice and experience responsibility and accountability; Youth Centres underutilized and not impactful</p> <p><u>Indicators:</u></p> <p>Opportunities created for youth to practice accountability, decision making, and transparency; A minimum of 1000 youth experience an election process and</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Ten selected Pilot Centres ready - Ten awareness and training workshops held including training on elections and accountability. - 50 youth elected (5 per team) for the pilot Centres. - Two major trainings (8 days each) and capacity building delivered to elected youth. - Operations plan per Centre defined and implementation started. <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Development programs being implemented according to community needs - Youth Centres are a focal 	<p>1 10 Pilot Centres identified and pilot phase initiated (Y1)</p> <ul style="list-style-type: none"> ▪ Selection criteria defined including infrastructure, community size, active youth, and other pilot phase success factors (using a participatory approach and involving youth in the selection phase). ▪ 10 Youth Centers are identified across the Country to carry out the pilot phase. <p>2 Participating Youth selected (Y1)</p> <ul style="list-style-type: none"> ▪ High-level meetings to present project phases, activities, and objectives held. ▪ Plan and implement training workshops for youth on accountability, democratic procedures, elections, volunteering, and principles of civic engagement and responsible citizenship, sensitizing them towards their rights and responsibilities within the community. 	

<p>the related responsibility of delivery and accountability.</p> <p>Youth in target communities engaged in development activities at the Centers relevant to their needs;</p> <p>50 to 100 youth fully trained with hands-on experience to become future public sector and business leaders.</p> <p>10 pilot Youth Centers revitalized and performing with more impact to local community needs.</p> <p>Sustainable operating plan prototypes for the Centers developed for national rollout.</p> <p>Rollout of sustainable operational plans rolled out to other Centers nation-wide.</p>	<p>point of local community development activities</p> <ul style="list-style-type: none"> - Multiple private, public, development entities engaged. - Assessment of performance of Youth team held by public and management teams. - First draft of sustainable operational plans developed - (TBD) Potential second round of elections for new teams and a new round of training <p>Targets (year 3)</p> <ul style="list-style-type: none"> - Continued definition and implementation of local development efforts led by the youth teams. - Sustainable operation plans for Centers are finalized. <p>Targets (year 4)</p> <ul style="list-style-type: none"> - Pilot Centers are deploying new operational plans. - Continued development programs. - Identification of new Centers for expansion. (#TBD) - Peer-to-peer training to new batch of Centers on the sustainable operational plans developed by the pilot Centers. <p>Targets (year 5)</p> <ul style="list-style-type: none"> - Continued development 	<ul style="list-style-type: none"> - Conduct elections to select youth teams for each of the pilot Centers. <p>3- Youth teams are trained and start running the Centres, including defining their developmental objectives and sustainability plans (Y1, 2)</p> <ul style="list-style-type: none"> - Develop or compile training material on community mapping, engagement with local leaders, identifying development programs, and sustainability of small enterprises - Training workshops and other community outreach activities are conducted - Youth running the Centres and engaging with their communities and local decision makers/ leaders as well as various local and international NGOs for training programs, an the private sector for support. - Activity, operational, and sustainability plans for each Centre defined. <p>4- Knowledge transferred to other Youth Centres (Y4,5)</p> <ul style="list-style-type: none"> - Scaling plans defined and new Centers are selected. - Peer-to-peer training workshops held. New youth teams trained and new set of Centres operational.
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	activities in pilot Centers. - Rollout to new set of Centers.		
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IV. ANNUAL WORK PLAN

Year: 1 (2015)

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 Baseline: No AMU; No prioritized projects; No measurement and evaluation metrics. Targets: AMU setup with a structure that allows capacity building; implementation priority projects defined and initiated; Strategy and individual project evaluation metrics defined.	1. Unit structure defined and TORs written 2. Technical Consultants recruited and operational (shadowed by Fund and Council staff). 3. Partner consultation and prioritization workshops held 4. Monitoring and Evaluation metrics defined and assessment of the Unit / Strategy/ Work to date performed	x				Youth and Sports Fund	In kind	\$0	
		x				Youth and Sports Fund	In kind	\$0	
			x		x	Youth and Sports Fund	6 workshops at \$2000 each	\$12000	
		x	x	x	x	Youth and Sports Fund	1 Officer at \$2300/month	\$27600	
		x	x	x	x	Youth and Sports Fund	1 Officer at \$2300/month	\$27600	
			x	x	x	Youth and Sports Fund	6 Meetings at \$500 each	\$3000	
		x	x	x	x	Youth and Sports Fund	1 Manager at \$2600/month	\$31200	
Output 2 Baseline: Minimal or non-existing coordination on youth initiatives; replication of initiatives and diluted impact; no recognized coordinating/mapping entity for youth projects; no projects initiated and managed by the Fund.	1. Mapping tool created and updated periodically 2. Coordination meetings held periodically with key representatives of implementing partners, and mapping shared 3. Resources mobilized for implementation of priority projects								

<p>Targets: A clear and continuously updated mapping of youth initiatives exists; Council and Fund's role as coordinating entities is recognized; improved coordination in implementation and pooling of resources for increased impact; Key prioritized projects funded and initiated.</p>	<p>4. Key prioritized projects initiated and managed by the Fund/ Unit</p>		x	x	x	Youth and Sports Fund		Included above	0
<p>Output 3 Baseline: Youth Centres underutilized; Youth disengaged from local Centres and from local volunteering and participation; Youth with a sense of not being able to influence public life and their communities.</p> <p>Indicators: Targets: 300 youth (30 per selected Centre) trained on basic election, participation, accountability; and citizenship rights and responsibilities; 50 youth elected (5 per Centre) in an open, transparent manner; Selected youth provided with necessary training to effectively utilize and run the Centres.</p>	<p>1- Pilot Centres' selection criteria defined and 10 Centres selected</p> <p>2- Preparatory youth selection workshop material on "election and volunteering rights and responsibilities, accountability and sustainable citizenship practices" prepared.</p> <p>3- Training and awareness workshops in selected Centres held (resulting in 5 youth elected per Centre)</p> <p>4- Selected Centres refurbished</p> <p>5- Training curricula for 50 elected youth developed or compiled (on Needs Assessment, Program Development, Marketing, Resource Mobilization, Running a Small Enterprise, and Sustainability).</p> <p>6- Training for 50 selected youth held</p>	x		x	x	Youth and Sports Fund		Included above	0
		x				Youth and Sports Fund		Consultant Fees	\$10000
			x	x		Youth and Sports Fund		10 trainings each for 4 days at \$4500 per training	\$45000
				x	x	Youth and Sports Fund		\$5000 per Centre	\$50000
					x	Youth and Sports Fund	Youth & Sports Fund	Consultants Fees	\$30000
						Youth and Sports Fund	Youth & Sports Fund	2 trainings (8 days each) for 25 participants each, at \$40000 per training	\$80000
TOTAL									\$316,400

Year: 2 (2016)

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 Baseline: No Year 2 prioritized projects; Capacity building and transfer of technical expertise to Fund ongoing. Indicators: Targets: Continued accumulation of capacity building and transfer of technical expertise to Fund; implementation priority projects updated; Continued evaluation of overall Strategy and individual projects	1. Management of Implementation Plan and Unit ongoing	x	x	x	x	Youth and Sports Fund	1 Manager at \$2600/month	\$31200	
	2. Partner Consultation and Prioritization Workshops held periodically	x		x		Youth and Sports Fund	6 workshops at \$2000 each	\$12000	
	3. Periodic monitoring and evaluation of Strategy and individual projects ongoing.	x	x	x	x	Youth and Sports Fund	1 Officer at \$2300/month	\$27600	
Output 2 Baseline: Coordination mechanism of youth initiatives established; reduced replication of initiatives and improved impact; Council/Fund recognized as the coordinating/ mapping entity for youth projects; some projects initiated by the Fund and ongoing.	1. Mapping tool expanded and updated periodically	x	x	x	x	Youth and Sports Fund	1 Officer at \$2300/month	\$27600	
	2. Coordination meetings held periodically with key representatives of implementing partners, and mapping shared	x	x	x	x	Youth and Sports Fund	8 meetings at \$500 each	\$4000	
	3. Resources mobilized for implementation of additional priority projects	x	x	x	x	Youth and Sports Fund	Included in above	0	

<p>Indicators:</p> <p>Targets: Mapping and coordination mechanism of youth initiatives is more comprehensive and mature; Council and Fund's role as coordinating entities is solidified; Continued and improved coordination in implementation and pooling of resources for increased impact; additional key prioritized projects funded and initiated by the Fund.</p>	<p>4. Additional key prioritized projects initiated and managed by the Fund/ Unit</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Youth and Sports Fund</p>	<p>Included above</p>	<p>0</p>
<p>Output 3</p> <p>Baseline: Teams per Centre (5 youth per Centre) trained and ready to take over the Centre planning, delivery, and management; Selected Centres ready for operation.</p> <p>Indicators:</p> <p>Targets: Centres have become a focus of relevant local development activities; Youth Teams reporting to management as well as their constituents on progress</p>	<p>1. Youth effectively running the Centres and delivering needed developmental services</p> <ul style="list-style-type: none"> - Conduct needs assessment - Develop programs - Develop partnerships - Mobilize resources - Deliver services 	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Youth and Sports Fund</p>	<p>\$2300 per month per Centre</p>	<p>\$276000</p>
<p>Indicators:</p> <p>Targets: Centres have become a focus of relevant local development activities; Youth Teams reporting to management as well as their constituents on progress</p>	<p>2. Refresher and Business Plan trainings provided to Youth teams on how to develop a sustainability plan for each Centre; (or trainings to new elected teams).</p>			<p>x</p>		<p>x</p>	<p>Youth and Sports Fund</p>	<p>Two trainings for 25 participants each at \$20000 per training</p>	<p>\$40000</p>
	<p>3. Monitoring and Evaluation of progress</p>	<p>x</p>		<p>x</p>	<p>x</p>	<p>x</p>	<p>Youth and Sports Fund</p>	<p>Included above</p>	<p>0</p>
<p>TOTAL</p>	<p>Draft sustainable operational plans developed</p>		<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>Youth and Sports Fund</p>	<p>Included above</p>	<p>0</p>
									<p>\$418,400</p>

Year: 3 (2017)

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
<p>Output 1 Baseline: No Year 3 prioritized projects; Capacity building and transfer of technical expertise to Fund ongoing. Indicators: Targets: Continued accumulation of capacity building and transfer of technical expertise to Fund; implementation priority projects updated; Continued evaluation of overall Strategy and individual projects</p>	<p>1. Management of Implementation Plan and Unit ongoing 2. Partner Consultation and Prioritization Workshops held periodically 3. Periodic monitoring and evaluation of Strategy and individual projects ongoing.</p>	x	x	x	x	Youth and Sports Fund	1 Manager at \$2600/month	\$31200
		x				Youth and Sports Fund	6 workshops at \$2000 each	\$12000
		x				Youth and Sports Fund	1 Officer at \$2300/month	\$27600
<p>Output 2 Baseline: Coordination mechanism of youth initiatives established; reduced replication of initiatives and improved impact; Council/ Fund recognized as the coordinating/ mapping entity for youth projects; several projects initiated by the Fund and ongoing.</p>	<p>1. Mapping tool expanded and updated periodically 2. Coordination meetings held periodically with key representatives of implementing partners, and mapping shared 3. Resources mobilized for implementation of additional priority projects</p>	x	x			Youth and Sports Fund	1 Officer at \$2300/month	\$27600
		x	x			Youth and Sports Fund	8 meetings at \$500 each	\$4000
		x	x			Youth and Sports Fund	Included in above	0

<p>Indicators: Targets: Mapping and coordination mechanism of youth initiatives is more comprehensive and mature; Council and Fund's role as coordinating entities is solidified; Continued and improved coordination in implementation and pooling of resources for increased impact; additional key prioritized projects funded and initiated by the Fund.</p>	<p>4. Additional key prioritized projects initiated and managed by the Fund/ Unit</p>					<p>Youth and Sports Fund</p>		<p>Included above</p>	<p>0</p>
<p>Output 3 Baseline: All 10 Centres operational with programs effectively serving local developmental needs; Sustainability Plans for Centres do not exist yet. Indicators: Targets: Centres continue to be a focus of relevant local development activities; Youth Teams reporting to management as well as their constituents on progress; Sustainable operational plans developed.</p>	<p>1. Youth effectively running the Centres and delivering needed developmental services - Updated needs assessment - Develop programs - Develop partnerships - Mobilize resources - Deliver services</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Youth and Sports Fund</p>		<p>\$2300 per month per Centre</p>	<p>\$276000</p>
<p>Indicators: Targets: Centres continue to be a focus of relevant local development activities; Youth Teams reporting to management as well as their constituents on progress; Sustainable operational plans developed.</p>	<p>2. Sustainable operational plans finalized</p>				<p>x</p>	<p>Youth and Sports Fund</p>		<p>Included above</p>	<p>0</p>
<p>TOTAL</p>	<p>3. Monitoring and Evaluation of progress</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Youth and Sports Fund</p>		<p>Included above</p>	<p>0</p>
									<p>\$378,400</p>

Year: 4 (2018)

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
Output 1 Baseline: No Year 4 prioritized projects; Capacity building and transfer of technical expertise to Fund ongoing; No documentation of best practices and lessons learned for managing future strategies. Targets: Continued accumulation of capacity building and transfer of technical expertise to Fund; implementation priority projects for next phase updated; Best practices and lessons learned documented; Continued evaluation of overall Strategy and individual projects	1. Management of Implementation Plan and Unit ongoing. 2. Partner Consultation and Prioritization Workshops held 3. Periodic monitoring and evaluation of Strategy and individual projects ongoing.	x	x	x	x	Youth and Sports Fund	1 Manager at \$2600/month	\$31200
	Best practices documented and hand over process defined		x		x	Youth and Sports Fund	Included above in	\$27600
Output 2 Baseline: Well established coordination and mapping mechanism of youth initiatives established; significantly reduced replication of youth initiatives and improved impact; Council/ Fund recognized as the coordinating/ mapping entity for youth projects; several projects initiated by the Fund	1. Mapping tool updated periodically and fully integrated into Fund 2. Coordination meetings held periodically with key representatives of implementing partners, and mapping shared 3. Resources mobilized for implementation of additional priority projects	x	x		x	Youth and Sports Fund	1 Officer at \$2300/month	\$4000
		x				Youth and Sports Fund	8 meetings at \$500 each	0

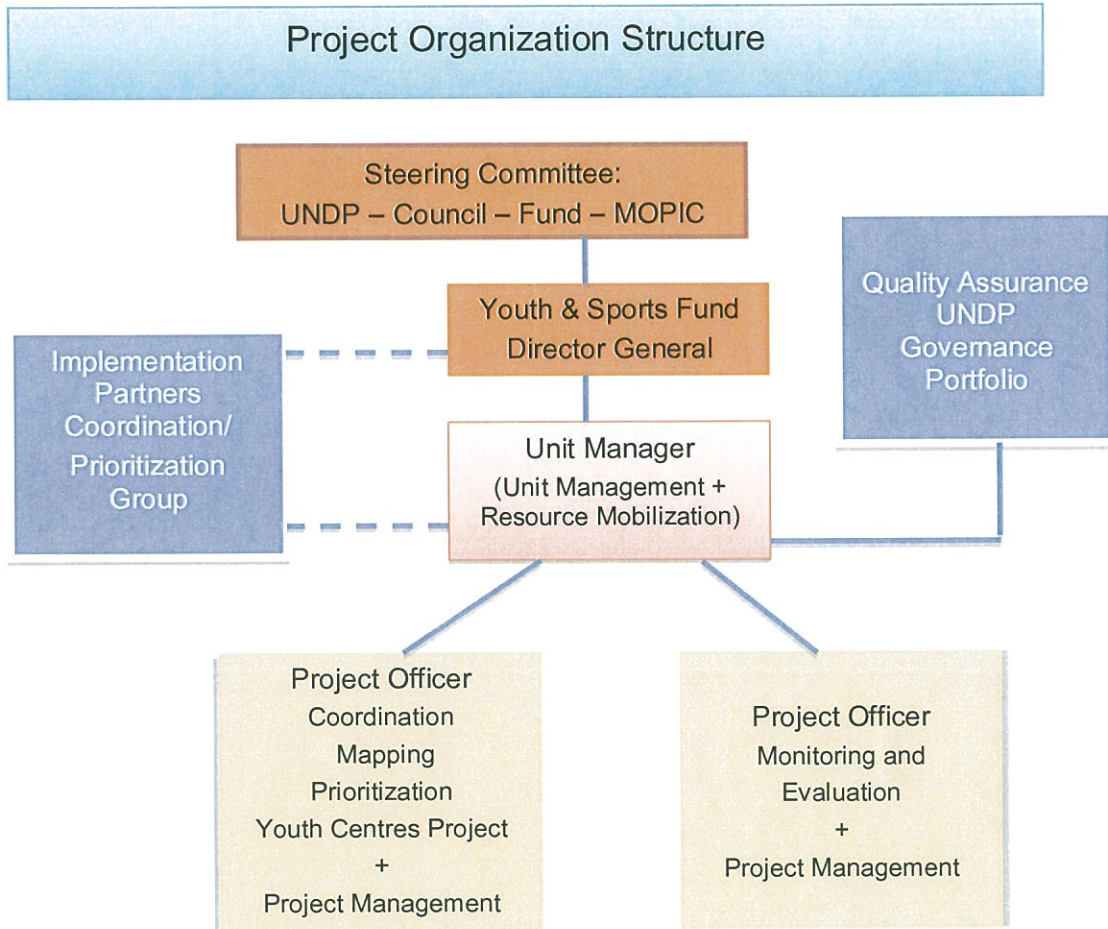
and ongoing. Targets: Mapping and coordination mechanism of youth initiatives is fully absorbed by the Fund with clear mechanisms and mandates to keep it active; Council and Fund's role as coordinating entities is well recognized and cemented, with a clear mandate.	4. Additional key prioritized projects initiated and managed by the Fund/ Unit							0	Included above	0
Output 3 Baseline: All 10 pilot Centres ready to operate based on new sustainability plans; other Centres non-effective with no operational plans. Indicators: Targets: Pilot Centres have successfully deployed new sustainable operational plans; other Centres nationally are identified and their staff and/or youth teams are trained on the new sustainable operational models.	1. Pilot Centres deploy new sustainable operational plans.	x	x	x	x	x	x		Based on requirements and plans identified in Year 3	\$42000
	2. Sustainable operational plans involving youth shared with other Centers across the country; peer-to-peer training to staff and youth teams of new Centers. Various rollout activities identified in Year 3.	x	X	x	x	x	x		Budget for recruitment, training, and operations pertaining to rollout to other Youth Centres	\$100000
	3. Monitoring and Evaluation of progress	x	x	x	x	x	x		Included above	0
TOTAL										\$244,400

Year: 5 (2019)

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1 Baseline: No Year 5 prioritized projects; Unit still involved in supporting the management and coordination of the Strategy; No suggested outline for Phase 3 of the Youth Strategy.</p>	<p>1. Management of Implementation Plan and Unit on-going; handover process implemented. 2. Partner Consultation and Prioritization Workshops held 3. Periodic monitoring and evaluation of Strategy and individual projects on-going and final M&E report produced</p>	x	x	x	x	Youth and Sports Fund	1 Manager at \$2600/month	\$31200	
<p>Targets: Implementation priority projects for next phase updated; Final evaluation of overall Strategy and individual projects completed; Unit staff have fully transitioned out and Fund and Council staff are fully in charge of the continued implementation of on-going projects; Draft outline for themes and key projects for Phase 3 Youth Strategy identified.</p>	<p>Workshops for final results and recommendations and definition of key themes and projects for next phase.</p>	x	x	x	x	Youth and Sports Fund	3 workshops at \$2000 each 1 Officer at \$2300/month	\$6000 \$27600 \$4000	
<p>Output 2 Baseline: Live mapping tool is fully absorbed by the Fund and continuously being updated. Coordination mechanism and meetings well established; Council and Fund's role as the main coordination entities for youth initiatives fully recognized.</p>	<p>1. Mapping tool updated periodically and fully integrated into Fund 2. Coordination meetings held periodically with key representatives of implementing partners, and mapping shared 3. Resources mobilized for implementation of additional priority projects</p>	x	x	x	x	Youth and Sports Fund	In kind	0	
		x	x	x	x	Youth and Sports Fund	8 meetings at \$500 each	\$4000	
		x	x			Youth and Sports Fund	Included in above	0	

<p><i>Targets: Fund staff continuing tracking and updating of mapping tool via regular coordination meetings; All on-going projects managed by the Fund finalized or fully absorbed by Fund and Council staff.</i></p>	<p>4. All on-going projects finalized or handed over fully to Fund/ Council for completion</p>	x	x	x	x	x	Youth and Sports Fund	1 Officer at \$2300/month	\$27600
<p>Output 3 <i>Baseline: All 10 pilot Centres are operating based on new sustainability plans; other selected Centres have been trained on new operational plans.</i> <i>Targets: All Centers (pilot and those selected for expansion are operating effectively based on the new operational plans and delivering needs-based development and training in a self-sustaining manner.</i></p>	<p>1. New operational plans are deployed nationally in new selected Centers.</p>	x	x	x	x	Youth and Sports Fund	Youth and Sports Fund	based on roll-out plans revenue-generation activities and sponsorships of Centers identified in year 4	\$42000
	<p>2. On-going developmental programs and activities on-going in pilot Centers.</p>	x	x	x	x	Youth and Sports Fund	Youth and Sports Fund	Self-sustaining activities as identified in operational plans	0
	<p>3- Monitoring and support to Fund and Council staff for full absorption of Youth Center activities and further expansion.</p>	x	x	x	x	Youth and Sports Fund	Youth and Sports Fund	Included above	0
TOTAL									
									\$142,400

V. MANAGEMENT ARRANGEMENTS



Note: the Coordination/ Prioritization Group is composed of high-level representatives of all concerned Ministries, major local and international agencies engaged in youth development programs, and corporations engaged in youth efforts through their CSR or other budgets.

A. The Project Management Unit:

The Project Management Unit will be comprised of the following international and national staff:

- i. Project Manager/Coordinator
- ii. Project Officer for Coordination and Youth Centres
- iii. Project Officer for Monitoring and Evaluation

Project Manager/Coordinator: The project will be managed by a Project Manager. The Project Manager (PM), under the guidance and supervision of the Governance Portfolio Programme Associate, will be responsible for the overall implementation of the project. The UNDP Project Manager (hired at the SC-10 level) will be tasked with the day-to-day management of the project, quality control, resource mobilization, and ensuring that the project produces the expected results as set out in the Project Document RRF and subsequent annual work plans. In addition, he/she will be responsible for preparing narrative and financial reports to account for resources allocated and results achieved. The PM will also foster partnerships with key stakeholders, and will engage in mobilizing funds for activities.

Project Officer for Coordination and Youth Centres: A Project Officer will be recruited, and will be responsible for supporting the implementation of the project in close coordination with the Project Manager, the Monitoring and Evaluation Project Officer, and the consultants recruited in the framework of the project. This Project Officer will also oversee the implementation and management of the Youth Centres Project.

Project Officer for Monitoring and Evaluation: A Project Officer specifically dedicated to performing Monitoring and Evaluation on an on-going basis will also be recruited. He/She will be responsible for the overall implementation of the Youth Strategy and preparation of bi-annual reports on progress and issues of concern. The M&E Officer will also monitor the projects being implemented directly by the Fund, including all specific workshops and training activities conducted by the Fund and the Unit. In addition, this Officer will also be responsible for monitoring the major youth initiatives being undertaken by other agencies, NGOs and private or public sector entities, and will assist with project management as needed.

VI. MONITORING FRAMEWORK AND EVALUATION

The Steering Committee of the project meets bi-annually to review and discuss the progress report prepared by the Unit, and to assess risk factors and take action to mitigate them.

The Unit team includes an officer specifically dedicated to performing M&E on an ongoing basis. This will happen at 3 levels:

- 1- Monitoring of the overall implementation of the Strategy and preparation of bi-annual reports on progress and issues of concern. This report is used as the basis of discussion of the project Steering Committee.
- 2- Monitoring of the projects being implemented directly by the Fund, such as the pilot Youth Centres Project and other projects that the Fund launches. This also includes all specific workshops and training activities conducted by the Fund and the Unit.
- 3- Monitoring of the major youth initiatives being undertaken by other agencies, NGOs, and private or public sector entities.

The reports form 2 and 3 are ongoing and constantly being updated, and are confidential and for the attention of the Unit Manager and of the Fund Director General, and ultimately the Steering Committee. They also feed the bi-annual report that is shared with and discussed by the Steering Committee. It is also possible (based on the decision of the Steering Committee) to share the findings from the ongoing evaluations with the Coordination and Prioritization Group, comprised of representatives of concerned ministries and major entities implementing youth projects.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: End Date:
Purpose	<i>What is the purpose of the activity?</i>	
Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

Quality log will be activated in ATLAS and updated by the Project Manager. The Project Manager will be responsible for updating all the information.

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]¹.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

¹ Use bracketed text only when IP is an NGO/IGO

VIII. ANNEXES

Agreements. Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs² (where the NGO is designated as the "executing entity") should be attached.

Special Clauses. In case of government cost sharing through the project that is not within the CPAP, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph []above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [...%] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
 10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

² For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

OFFLINE RISK LOG

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)

Project Title: Supporting the Formulation, Finalization, and Implementation of the Youth Strategy and Promoting Real Youth Engagement and Participation	Award ID:
Date: 09.06.2015	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	The role of the Youth and Sports Fund as the main coordination and mapping entity on youth initiatives might be disputed by other agencies or not fully supported	04.06.2015	Organizational	<p>Success of the project depends on the willingness of the other entities to collaborate. A lack of cooperation between key stakeholders could delay main project deliverables extensively or even prevent them from being achieved</p> <p style="text-align: center;">P = 1 I = 5 Total = 6</p>	Key stakeholders will be made fully aware of the clear benefits of the project to their agencies, such as access to open and frequent knowledge sharing, support in mobilizing or consolidating resources, and increased visibility	Project Manager	Project Consultant	04.06.2015	No change
2	Youth Centres' staff may be unwilling to cooperate with project guidelines	04.06.2015	Organizational / Operational	<p>If Youth Centre staff do not cooperate with the project's guidelines, this could significantly impede the impact and success of the Centres, thereby preventing some key deliverables from being achieved</p> <p style="text-align: center;">P = 2 I = 3 Total = 5</p>	In order to mitigate this risk, the prototype centres that were a gift by His Majesty the King should be used first since they have yet to be staffed and could begin as part of this new experiment	Project Manager	Project Consultant	04.06.2015	No change

3	Attrition among youth volunteers of the Centres could exist	04.06.2015	Organizational	<p>Attrition among youth volunteers would make the Youth Centres less relevant and less impactful. This could prevent some key deliverables from being achieved and would diminish Youth interest and participation in the project</p> <p>P = 3</p> <p>I = 3</p> <p>Total = 6</p>	<p>Attrition among youth volunteers can be combated through various means, including:</p> <p>Providing them with a monetary stipend after a specified minimum period of time worked. The stipend may be financed by money fundraised by the volunteers themselves</p> <p>Maximizing the flexibility of work schedules and using a deliverable-based approach to provide volunteers the availability to be partially employed elsewhere</p> <p>Ensuring in the initial minimum selection criteria that youth are tied to their location for a few years, for example: by being students at a local high school or university</p> <p>Creating a mechanism that ensures that a new team of volunteers takes over the Centre every year after a knowledge transfer from the previous year's team, so as not to rely too extensively on any one team to stay for excessive periods of time</p>	Project Manager	Project consultant	04.06.2015	No change
4	Unpredictability of key project elements	04.06.2015	Operational	As opposed to a very strict series of activities and expected outcomes, some of the main activities of this project are about empowering outside entities to collaborate and share	No matter the outcomes, the process itself will provide significant learning and insights into the real ability of youth, as well as the possibility (or	Project Manager	Project Consultant	04.06.2015	No change

				information, and about empowering the youth to take ownership of the pilot Centres, define operational plans, and create relevant programs. Given the true objective and spirit of the project, a minimum level of acceptance of uncertainty in addition to flexibility and the expectation and ability to mould the project "on-the-go" are necessary. P = 5 I = 1 Total = 6	not) of making these Youth centres truly relevant and impactful				
5	Lack of Support by the Government	08.06.2015	Political	The project deliverables become irrelevant or not accepted by the due changes in government or the political situation. However, political commitment to the project could weaken due to political personnel changes, or due to a restructuring of the ministries P = 1 I = 4 Total = 5	Maintaining regular communication with MOPIC partners and making adjustments in project activities as required by the changing political context	Project Manager	Governance Portfolio	08.06.2015	No Change
6	Lack of funding for the various components of the project resources	08.06.2015	Financial	It would limit the scope of the project. However, funding required is relatively modest P = 3	Prioritizing the outputs and activities. UNDP has already decreased the number of requested staff for the project	Project Manager	Governance Portfolio	08.06.2015	No change

7	Delay recruiting personnel for project	in key for	08.06.2015	Operational	<p>I = 4 Total = 8</p> <p>This would hinder the delivery of planned outputs or activity results P = 2 I = 3 Total = 5</p>	<p>Preparing all necessary documentation (ex: TOR, ad, etc) in advance; tapping rosters; contacting cooperating agencies in advance to ensure availability</p>	Project Manager	Governance Portfolio	08.06.2015	No change
8	Certain decision making activities delayed	or	08/06/2015	Organizational / Operational	<p>This would undermine confidence in the project and could have cost implications P = 1 I = 4 Total = 5</p>	<p>Monitoring through regular project meetings and continuous consultations with stakeholders</p>	Project Manager	Governance Portfolio	08.06.2015	No change