



**United Nations Development Programme  
Country: Jordan  
Project Document**

**Project Title** Youth Participation in Local Governance in Jordan

**UNDAF Outcome(s):** Good governance mechanisms and practices established towards political participation and democracy

**Expected CP Outcome(s):** Strengthened national capacities to protect, promote, monitor and report on human rights

**Expected Output(s):** Increased awareness among young people about local governance and political participation at local level

**Executing Entity:** The Higher Council for Youth and Sports

**Responsible Parties:** UNV, Princess Sumaya University for Technology

**Brief Description**

This is a UNDP project of support implemented by the Higher Council for Youth and Sports in partnership with the UNV. The objective of this project is to increase youth political participation and civic engagement in local governance through three strategic phases that will address lack of inclusive youth access to participation using an online portal and game on local governance. Strategic partnerships will be created with government entities, development partners and local NGOs to expand project outreach. UNV will bring to the project a sense of engagement and civic activism among young people. Similarly, UNDP's ongoing partnerships and initiatives on youth skills building, strengthening political participation, youth employment and others will result in a holistic approach towards young people's empowerment as agents of change.

Programme Period 2008-2012 Key Result Area: Democratic Governance Atlas Award ID: Start date: 1 May 2012 End Date 31 December 2013 PAC Meeting Date: Management Arrangements: NIM	Estimated annualized budget: \$150,000 Total resources required : \$150,000 Total allocated resources: <ul style="list-style-type: none"> <li>• DGTTF: \$150,000</li> </ul>
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Agreed by MOPIC: \_\_\_\_\_

Agreed by HCY: \_\_\_\_\_

Agreed by UNDP: \_\_\_\_\_

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## List of Abbreviations and Acronyms

CBO	Community Based Organization
CSO	Civil Society Organization
DGTTF	Democratic Governance Thematic Trust Fund
DOS	National Department of Statistics
ESCWA	Economic and Social Commission of Western Asia
HACT	Harmonized Approach to Cash Transfer
HCY	The Higher Council for Youth and Sports
ICT	Information and Communication Technology
IP	Implementing Partner
INT@J	Information and Communications Technology Association of Jordan
MOICT	Ministry of Information and Communication Technology
MOPD	Ministry of Political Development
MOPIC	Ministry of Planning and International Cooperation
NGO	Non-Government Organization
NIM	National Implementation
PPR	Project Progress Report
PSUT	Princess Sumaya University for Technology
RSS	Royal Scientific Society
SBAA	Standard Basic Assistance Agreement
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Programme
UNV	UN Volunteers (Programme)

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## 1. SITUATION ANALYSIS

Governments in the Arab World are paying increased attention to youth issues and are investing in young people. In addition, the spread of Information and Communication Technologies (ICT) is allowing youth to come together in “virtual” communities and engage in their communities and current affairs in non-traditional ways.

### 1.1. Youth participation and engagement in Jordan

In Jordan, 67.8% of the population are under the age of 30 and young people, ages 15-29<sup>1</sup>, constitute 29.51% of the population<sup>2</sup>. The 2011 UN Country Analysis for Jordan indicates that most youth skills building and outreach programmes are still ad-hoc, small scale and mostly target young people strictly as beneficiaries. When it comes to women participation, the Analysis highlights that “The skill building of women and youth needs special attention to enable their effective political participation” and that “At the grassroots level, within the CSOs, women are much less visible, especially in leadership and management roles”. Annual reports of the National Center for Human Rights<sup>3</sup> highlight: a) inadequate involvement of citizens, particularly women and youth, in governance at national and local levels; and b) lack of focus on building the capacities of young people for civic engagement and responsible citizenship to prepare them for effective future participation in the political process.

Accordingly, there are three interrelated issues that hinder the fulfilment of the potential for youth engagement in their communities: 1) the lack of sufficient civic education on why and how to participate; 2) the lack of skills, and sometimes interest, of young people to have their voices heard, and 3) the lack of opportunities to participate or sometimes inclusive access of young people to these opportunities.

### 1.2. ICT and Online activism

Between 2005-2009, internet penetration in Jordan has doubled<sup>4</sup> and is estimated to have hit 50.1% by end of 2011<sup>5</sup>. The number of internet users reached 3,163 million by the end of 2010 and 23% of households in urban areas have internet subscription while the percentage is 12% in rural areas<sup>6</sup>. The highest age group using the internet is 15-24 year; who constitute 46% of users, 45% of whom are females. Many more young people are accessing computer devices and internet at a minimal cost, if any, through cybercafes and academic institutions computer centers, and local community organizations.

In 1991, Princess Sumaya University for Technology (PSUT) was founded and it is currently the only private and non-profit university in Jordan. It is owned by the Royal Scientific Society (RSS), which is part of El-Hassan Science City located in Amman, Jordan. PSUT's main mission is to educate students and qualify them to pursue careers in the fields of information and communications technology (ICT), electronics, computer engineering, communication engineering, and business. Currently, the University

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<sup>1</sup> Youth in Jordan is defined as people between 15-29 years.

<sup>2</sup> National Department of Statistics population estimates as at end of 2011: [http://www.dos.gov.jo/dos\\_home\\_a/main/2004/2011/2-5.pdf](http://www.dos.gov.jo/dos_home_a/main/2004/2011/2-5.pdf)

<sup>3</sup> NCHR Annual Reports: <http://www.nchr.org.jo/english/Publications.aspx>

<sup>4</sup> Internet penetration rate, Telecommunication Regulatory Commission: [http://www.trc.gov.jo/index.php?option=com\\_content&task=view&id=2018&lang=english](http://www.trc.gov.jo/index.php?option=com_content&task=view&id=2018&lang=english)

<sup>5</sup> According to the ICT Association of Jordan (INT@J): <http://jordantimes.com/e-government-services-can-help-increase-internet-penetration>

<sup>6</sup> Diffusion and Usage of ICT in Households survey, 2010. MOICT and Department of Statistics (Arabic): [http://www.dos.gov.jo/dos\\_home\\_a/main/Analasis\\_Reports/it\\_tech/tech\\_2010.pdf](http://www.dos.gov.jo/dos_home_a/main/Analasis_Reports/it_tech/tech_2010.pdf)

chairs the Jordan Gaming Task Force, an open and independent coalition of a number of gaming companies in Jordan which operates under the umbrella of Information and Communications Technology Association of Jordan – Int@j.

According to the latest Diffusion and Usage of ICT in household survey<sup>7</sup>, 72% of internet users 5 years old and above use the internet for reading online newspapers and magazines, 86% for electronic games, 25% for training purposes, and 24% use it to seek information from government. The two main social media platforms used in Jordan are Facebook, social networking space, and Twitter, micro-blogging website. As of November 2011, there are over 1,8 million Facebook users in Jordan, 58% of whom are males and 42% females with 77% of these users between 15-29 years.<sup>8</sup> There are also 16,886 active Twitter users.

Through the use of new media, individuals are not relying on one-way civic education anymore; they are participating in producing content. For example, there are around 70 privately owned online newspapers in Jordan, many of which are run by a single person or two.<sup>9</sup> These newspapers are playing a vital role in delivering relevant information and news to citizens. Young people are also using social media to mobilize and contribute to the conversation. This allows for interactive information generation and dissemination among groups online, making the online world the ideal tool to reach and engage a young audience.

### 1.3. Institutional and Legal Framework

The National Agenda for Jordan, 2006-2015, lists the following as some its key objectives: a) enhance public participation in the decision making process, b) build trust between citizens and institutions and adopt principles of transparency, good governance and accountability, and c) strengthen principles of social justice and equal opportunity.

In 2011, the Higher Council for Youth, formulated the second phase of the National Youth Strategy (2011-2015). The new strategy document identifies ten themes for youth interventions among all government and non-government stakeholders including: civil rights and citizenship, community participation, good governance, sustainable development from a political, economic, social, security, cultural and technological perspectives and youth as agents of change. The Council has 116 youth centers around the country, 69 for males and 47 for females.

One of the 2008-2012 UNDAF outcomes indicates that the Country Team will ensure **Good governance mechanisms and practices established towards political participation and democracy**. Similarly, the upcoming UNDAF (2013-2017), has identified **effective and inclusive participation of young people in social, cultural, economic and political life** as key priority. UNDP Jordan has launched several initiatives that foster young people's empowerment and civic engagement. Its programme of support to the MOPD (2011-2013) for example aims at increasing public engagement, particularly that of women and youth, in political parties.

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<sup>7</sup> Ibid

<sup>8</sup> Arab Social Media Report, Issue 3, November 2011. Dubai School of Government: <http://www.dsg.fohmics.net/Portals/Pdfs/report.pdf>

<sup>9</sup> National Profile of the Information Society in Jordan, 2011. ESCWA: <http://isper.escwa.un.org/Portals/0/National%20Profiles/2011/English/Jordan-11-E.pdf>

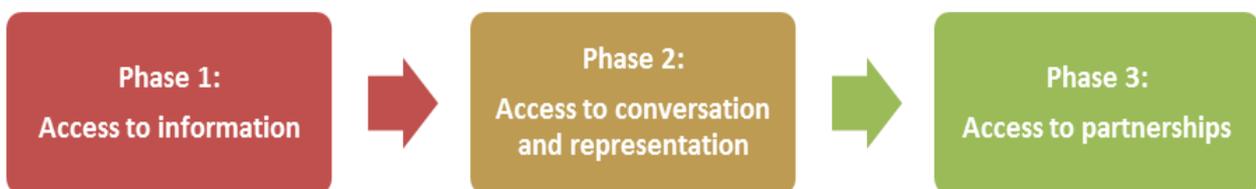
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## 2. STRATEGY

The project aims at providing young people with inclusive access to participation at the local level. It consists of two new media applications; a digital game on local governance and a web-portal. The target audience are young people ages 15-30. The development of the game and youth portal will be led by PSUT. A technical committee of all relevant national partners, including MOICT as a key partner, will be formed to oversee the process. Partnerships will be created with academic institutions, government institutions and local NGOs to ensure coordination and optimal results. The implementation of these activities will be youth-driven and young people will be engaged as partners. Innovative tools will be utilized to create awareness around the portal and game to ensure interest and buy-in. The output of this project is: **Increased awareness among young people about local governance and political participation at local level.**

### 2.1. Project phases

The project will contribute to inclusive levels of youth participation in three phases as follows:



**Phase 1:** as a first phase, the portal will provide a one-way access to information on **why** and **how** to participate. Content strategies will be developed by young people to reflect their needs and interest. This could include: legal framework, government structures, mapping of opportunities to be engaged, skills building and employment opportunities categorized by region, etc. The game would simulate the actual structure and “rules” of local councils and will provide young people with the information and analytical skills to be engaged in local governance. At this stage, the game will be piloted at selected academic institutions. A mobile version and offline versions (such as on CD) will also be explored to expand targeted audience. A mapping study of existing youth initiatives will be developed to a) provide content for the portal, b) identify partnerships.

**Phase 2:** this is the phase where the portal will evolve into a two-way communication channel. The game will also go public on the web-portal. A white paper will first be developed on reasons for young people’s apathy towards meaningful participation and engagement in local governance and identify gaps and opportunities. The paper will also provide input for further development of the game and portal. The portal will provide a voice and active engagement for young people including through blogs, surveys, social media platforms, etc. It will also offer a blog for the game and spaces for young people to provide feedback, ideas and share experiences. A risk management plan will be developed before launching this phase to address any potential online conflict.

**Phase 3:** at this phase, opportunities for meaningful participation will be provided for young people engaged in the game and portal. This will be achieved through the creation of incentives, such as competitions and rewards, based on interest and active participation. These incentives would link online participation to offline participation and would include: internship opportunities at offices of local council

members, volunteerism in youth local councils, participation in debate clubs, skills building opportunities with project partners, etc.

## **2.2. Dissemination and outreach: an inclusive approach**

The local governance game will be piloted in partnership with selected academic institutions then integrated into the portal. In order to avoid exclusion of young people with no access to personal computers and internet, partnerships will be created with academic institutions, and government and non-government institutions. Social media campaigns, online surveys and offline activities, such as innovation camps, will be utilized to ensure young people are part of all project phases and are contributing to the development and “maintenance” of the portal and game. It is anticipated that the innovative approach throughout the project and engaging young people as partners will, in itself, generate interest and address young people’s apathy towards engaging in their communities in general and local governance and policy making in particular by making it “relevant”.

## **2.3. Sustainability and National Ownership**

The project will be implemented by The Higher Council for Youth and Sports (HCY). As part of phasing out, it is envisaged that the Council will host the portal and continue the partnerships built with government and non-government organizations during implementation. A voluntary committee of young people will be formed under the umbrella of the HCY to follow up on project implementation, provide input in development of activities and sustain the partnerships built throughout the project. A participatory/representative selection process and sustainability of this committee will be developed during project implementation.

## **2.4. Partnerships to channel participation**

Partnerships in this project will benefit young people in two ways; they will help expand project outreach and provide these programmes of partners with a platform to reach out to young people. This will include partnerships with government institutions involved in local governance, ICT, youth initiatives, women and young people with disabilities. Academic institutions, such as universities, and non-government organizations will also be approached as key partners that provide young people with access to computers and internet. In addition, the private sector, namely the ICT and digital game industry, represented in the National Games Task Force, will be approached to maximize impact. Linkages to other youth programmes at UNDP and programmes by sister UN agencies, development partners, civil society organizations and community based organizations will also be created.

## **2.5 UN Volunteers**

UNV is unique in combining the UN with youth and volunteers. Volunteers bring a solidarity-driven approach to many issues and UNV includes rights-based and people-centred approaches such as participation, voice, engagement and dedication at the center of its programme interventions in Jordan. Partnership with UNV will include volunteerism plans to ensure young people are partners in the project, including a young volunteers game testing committee and recruitment of national young volunteers to be part of project implementation. UNV’s outreach and partnerships in Jordan will also be leveraged to provide young people with real opportunities to participate and expand the project outreach, including new partnership between UNV and the Jordanian Association for Boy Scouts and Girl Guides.

### 3. RESULTS AND RESOURCES FRAMEWORK

**Intended Outcome as stated in the Country Programme Results and Resource Framework:** Strengthened national capacities to protect, promote, monitor and report on human rights

**Project title and ID (ATLAS Award ID):** Youth Participation in Local Governance in Jordan

INTENDED OUTPUTS	OUTPUT TARGETS FOR (2012-2013)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1</b>  <b>Increased awareness among young people about local governance and political participation at local level</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- low level of knowledge among young people about governance processes at local level</li> <li>- Young people are not represented in local governance structures (an NGO-supported youth local council exists in Irbid municipality)</li> <li>- No national online youth database or resources available (only individual initiatives by NGOs)</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Methodology adopted to development game content</li> <li>- No. of young people familiarized with local governance processes</li> <li>- Online outreach data</li> <li>- No. of platforms established to channel youth participation</li> </ul>	<p><b>2012 Targets</b></p> <ul style="list-style-type: none"> <li>- Local Governance computer game designed based on a participatory approach</li> </ul> <p><b>2013 Targets</b></p> <ul style="list-style-type: none"> <li>- Minimum of 1000 young men and 1000 young women improved their knowledge on local governance through playing the game</li> <li>- Online portal launched</li> <li>- Online portal utilized by at least 1000 young men and 1000 young women in 3 municipalities</li> <li>- Platforms to channel youth participation at local level established in at least 2 municipalities</li> </ul>	<p><b>1 Develop a Game on Local Governance:</b></p> <ul style="list-style-type: none"> <li>▪ Consultation meetings with national and development partners to agree roles and responsibilities</li> <li>▪ Identify pilot municipalities and universities</li> <li>▪ Develop learning materials on local governance and political participation on local level</li> <li>▪ Transform learning materials into a story board for computer game (ensure practicality of information)</li> <li>▪ Establish offline platforms to channel young people's online participation</li> <li>▪ Design computer game (develop a plan and cost for a mobile version)</li> <li>▪ Pilot testing of the computer game (select a Youth Game Testing Committee)</li> <li>▪ Develop a dissemination campaign for the game</li> <li>▪ Disseminate the game and accompanying learning module through various youth networks</li> </ul> <p><b>2 Develop an interactive online Youth Portal</b></p> <ul style="list-style-type: none"> <li>▪ Identify priority areas for access to information (by youth and through a mapping study)</li> <li>▪ Consultation meetings with national and development partners to agree roles and responsibilities</li> <li>▪ Develop a white paper on youth interest in information and reasons for apathy</li> <li>▪ Develop portal content and messages</li> <li>▪ Conduct activities for young people to participate in content development: innovation camps, social media campaigns, focus groups, desk review of publications</li> <li>▪ Identify young UNVs and scouts to maintain portal</li> <li>▪ Design and implement a plan to measure online outreach</li> <li>▪ Develop a campaign to launch and promote portal among young people</li> </ul> <p><b>3 Conduct project evaluation and agree exit strategy</b></p> <ul style="list-style-type: none"> <li>▪ Recruit local consultant</li> <li>▪ Hold stakeholder discussions to develop exist strategy</li> </ul>	<p>HCY</p> <p>UNDP</p> <p>UNV</p>	<p>Total: 150,000 USD</p> <p>Local consultants (for white paper, online content, game content)</p> <p>consultancy firms</p> <p>Facilitators</p> <p>UNDP regional advisors</p> <p>national UNVs</p>

## 4. ANNUAL WORK PLANS

Year: 2012

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
<b>Output 1</b> <b>Increased awareness among young people about local governance and political participation on local level</b> <b>Baseline:</b> <ul style="list-style-type: none"> <li>- low level of knowledge among young people about governance processes at local level</li> <li>- Young people are not represented in local governance structures (an NGO-supported youth local council exists in Irbid municipality)</li> <li>- No national online youth database and resources available (only individual initiatives by NGOs)</li> </ul> <b>Indicators:</b> <ul style="list-style-type: none"> <li>- Methodology adopted to development game content</li> </ul> <b>2012 Targets:</b> <ul style="list-style-type: none"> <li>- Local Governance computer game designed based on participatory research with pilot municipalities and partnerships with young people</li> </ul>	<b>1. Develop a Game on Local Governance</b> <ul style="list-style-type: none"> <li>▪ Consultation meetings with national and development partners to agree roles and responsibilities</li> <li>▪ Identify pilot municipalities and universities</li> <li>▪ Develop learning materials on local governance and political participation on local level</li> <li>▪ Transform learning materials into a story board for computer game (ensure practicality of information)</li> <li>▪ Establish offline platforms to channel young people's online participation</li> <li>▪ Design computer game (develop a plan and cost for a mobile version)</li> </ul>			X	X	HCY	DGTTF	Local Consultant	10,000
						UNDP		Trainings, workshops, conferences	10,000
								Travel	2,000
								Contractual services – companies	30,000
								UNV	2,660
<b>TOTAL</b>									<b>54,660</b>

Year: 2013

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
<b>Output 1</b> <b>Increased awareness among young people about local governance and political participation on local level</b>  <b>Baseline:</b> <ul style="list-style-type: none"> <li>- low level of knowledge among young people about governance processes at local level</li> <li>- Young people are not represented in local governance structures (a youth local council exists in Irbid municipality)</li> <li>- No national online youth database and resources available (only individual initiatives by NGOs)</li> <li>- Indicators:</li> <li>- No. of young people familiarized with local governance processes\</li> <li>- Online outreach data</li> <li>- No. of platforms established to channel youth participation</li> </ul> <b>2013 Targets:</b> <ul style="list-style-type: none"> <li>- Minimum of 1000 young men and 1000 young women improved their knowledge on local governance through playing the game</li> <li>- Online portal launched</li> <li>- Online portal utilized by at least 1000 young men and 1000 young women in 3 municipalities</li> <li>- Platforms to channel youth participation at local level established in at least 2 municipalities</li> </ul>	<b>1. Develop an online Game on Local Governance</b> <ul style="list-style-type: none"> <li>▪ Pilot testing of the computer game (select a Youth Game Testing Committee)</li> <li>▪ Develop a dissemination campaign for the game</li> <li>▪ Disseminate the game and accompanying learning module through various youth networks</li> </ul>	X	X			HCY  UNDP  UNV	DGTF	Contractual services – companies  Trainings, workshops, conferences  Travel	30,000  10,000  2,000
	<b>2. Develop an interactive online Youth Portal</b> <ul style="list-style-type: none"> <li>▪ Consultation meetings with national and development partners to agree roles and responsibilities</li> <li>▪ Identify priority areas for access to information (by youth and through the mapping study)</li> <li>▪ Develop a white paper on youth interest in information and reasons for apathy</li> <li>▪ Develop portal content and messages</li> <li>▪ Conduct activities for young people to participate in content development: innovation camps, social media campaigns, focus groups, desk review of publications</li> <li>▪ Identify young UNVs and scouts to maintain portal</li> <li>▪ Design and implement a plan to measure online outreach</li> <li>▪ Develop a campaign to launch and promote portal among young people</li> </ul>	X	X	X	X	HCY  UNDP  UNV	DGTF	Trainings, workshops, conferences  IT equipment  Travel  International consultants  UNVs	10,000  5,000  3,000  10,000  17,340
	<b>3. Conduct project evaluation and agree exit strategy</b> <ul style="list-style-type: none"> <li>▪ Recruit local consultant</li> <li>▪ Hold stakeholder discussions to develop exit strategy</li> </ul>				X	HCY  UNDP	DGTF	Local consultants	8,000
<b>TOTAL</b>									<b>95,340</b>

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## 5. MANAGEMENT ARRANGEMENTS

All signatories to this project document are committed to Paris Declaration on aid effectiveness which promotes the five principles of: (a) Ownership; (b) Alignment; (c) Harmonization; (d) Results; and (e) Mutual Accountability. Therefore MOPD is committed to owning the outputs of this project.

Accordingly, the project will be nationally implemented (NIM) in accordance with the established UNDP procedures for the duration of two years. The Higher Council for Youth and Sports (HCY) will be the Executing Agency. The Ministry of Planning and International Cooperation (MOPIC) in its role as Government Coordinating Authority will be responsible for the supervision of the Executing Agency's performance, assessment of progress, technical quality and achievement of objectives. While the day to day responsibility for the project lies with the executing agency, the Government Coordinating Authority retains ultimate responsibility on behalf of the Government.

### 5.1. Responsible Parties

The HCY is the Implementing Partner and will be responsible for the production of outputs of the project and ensuring the best utilization of resources. The HCY will be accountable to the government coordinating authority (MOPIC) and to UNDP for the production of outputs, the achievement of project objectives and the use of programmes' resources. The HCY, together with United Nations Development Programme (UNDP) and UNV, will be responsible for the recruitment and contracting of the project personnel to be hired for this programme including the technical advisors/consultants through competitive recruitment processes.

United Nations Development Programme (UNDP): UNDP will assist the HCY to build partnerships, coordinate between the various parties involved, obtain knowledge from global sources and experiences, and raise funds. UNDP will also be the budget holder under the National Implementation (NIM) modality and will provide training to concerned individuals, if needed, on the execution modality. UNDP will also provide overall policy and technical advice to the programme. Furthermore, UNDP will provide training on all the management functions that are expected to be carried by the personnel of the HCY who are designated by the Minister to carry out the outputs of the project.

Ministry of Planning and International Cooperation (MOPIC): will oversee the overall performance of the implementing partner.

### 5.2. Daily Management of Project Finance, Procurement, and Recruitment, and Project Assurance

Finance: UNDP, under the NIM modality, will be the budget holder for allocations of this project and will be responsible for monitoring expenditure and ensure sound financial management of resources. This also includes taking all necessary financial arrangements and procedures and managing authorizations and financial transfers to ensure financial accountability. The UNDP will provide training for staff working on this project in relation to this implementation modality as needed.

Based on findings of the Harmonized Approach to Cash Transfer (HACT) assessment, conducted in 2008, allocations for the project will be transferred to the IP on quarterly basis based on Financial Authorizations and Certification of Expenditures (FACE) forms submitted by the IP and based on annual and quarterly work plans. In addition, transfers will be made after assessing the narrative and financial reports required by UNDP and approval. In order to facilitate the quarterly payments, the project shall have a designated bank accounts where payments shall be transferred and expenditure takes place accordingly.

Procurement: The purchase of non-expendable equipment and services will be done by the IP. In case any procurement is needed through UNDP, an Implementation Support Service (ISS) fee will be charged to the project according to the nature of services offered as requested by the HCY.<sup>10</sup> These fees will be charged based on the latest update of the UNDP Universal Price List annexed.

Recruitment: UNDP and UNV will handle the recruitment of project young UNVs. Project personnel will hold a UNDP contract. All recruitments will be done in consultation and coordination with the IP. Terms of Reference for project personnel will be agreed on a later stage.

Project Assurance: The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The assigned UNDP Programme Officer holds the Project Assurance role for the UNDP Board member.

### **5.3. Daily Management of Project Outputs**

The day-to-day management, decision-making, planning, identifying advisory inputs for the various outputs of the project shall be done by the IP and project personnel in consultation with UNDP. A technical committee will be formed of the 3-4 relevant directorates at the Council to coordinate project implementation the Committee will report to the Project Board. Also, a focal point from HCY senior management shall be assigned to oversee project implementation. The focal point and Technical Committee members will be assigned by the Council once the project document is signed. Reporting to project progress to UNDP and HCY shall be coordinated by the Project personnel in close consultation with HCY and UNDP.

A staff member will be recruited to provide assistance to the HCY and UNDP to ensure effective management of project planning and implementation. The TOR for this staff member will be agreed on a later stage and annexed to the project document. The project staff will define, with the responsible parties an action plan for the outputs listed in this project.

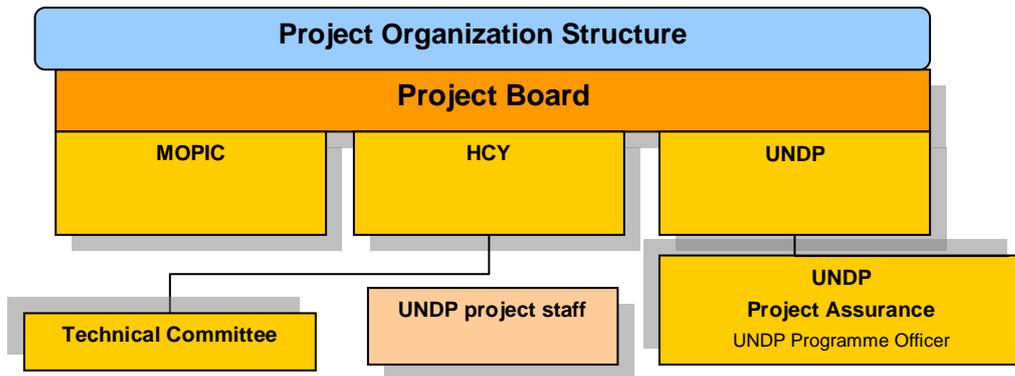
### **5.4. The Project Board**

A Project Board (PB) shall be established to oversee the implementation of the project. The PB will be chaired by the HCY, and will include a representative from the Ministry of Planning and International Cooperation (MOPIIC), and UNDP. The project staff member shall serve as the secretariat of the board. It may be decided at a later stage to include other partners to this project in the PB.

The PB is responsible for making management decisions concerning the project including approval of annual work plans, budgets and any revisions to the plans and budgets. The PB shall convene once a year during the running of a project, or as necessary when issues are raised by the parties. Project tolerances (i.e. constraints in terms of time and budget) will be agreed upon by the Board during the first meeting. Decisions are made on majority basis of members provided that such decisions do not violate the rules and regulations of UNDP. Technical committees may be established when necessary. The TORs of technical committees shall be approved by the PB and annexed to the project document. Based on the above, the project organizational structure will be as follows:

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<sup>10</sup> According to UNDP Rules and Regulations ISS are provided mostly by Country Offices (COs) in the implementation of Regular and Other Resource-funded programmers and projects (i.e. costs directly related to the delivery of programmers), and include: (1) Payments, disbursements and other financial transactions; (2) Recruitment of staff, project personnel, and consultants, (3) Procurement of services and equipment, and disposal/sale of equipment (3) Organization of training activities, conferences, and workshops, including fellowships (4) Travel authorizations, visa requests, ticketing, and travel arrangements (5) Shipment, custom clearance, vehicle registration, and accreditation



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## 6. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in UNDP's project and financial management system; Atlas, and regularly updated to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project staff to the Project Board using UNDP's standard report format.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the project staff and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

### Project evaluation

An external project evaluation shall be conducted during the last quarter of the project. TORs for the evaluation shall be agreed on a later stage and approved by the project board in line with UNDP's project evaluation guidelines.

## 7. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

<b>OUTPUT1:</b> Increased awareness among young people about local governance and political participation at local level		
<b>Activity Result 1 (Atlas Activity ID)</b>	Activity 1: Develop a Game on Local Governance	Start Date: 1 May 2012 End Date: 31 Dec 2013
<b>Purpose</b>	Develop and launch an educational game on local governance structures	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Identify pilot municipalities and universities</li> <li>▪ Develop- learning materials on local governance and political participation on local level</li> <li>▪ Transform learning materials into a story board for computer game (ensure practicality of information)</li> <li>▪ Establish offline platforms to channel young people's online participation</li> <li>▪ Design computer game (develop a plan and cost for a mobile version)</li> <li>▪ Pilot testing of the computer game (select a Youth Game Testing Committee)</li> <li>▪ Develop a dissemination campaign for the game</li> <li>▪ Disseminate the game and accompanying learning module through various youth networks</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Game testing results	Game testing report	1 <sup>st</sup> Q 2013
Feedback from young people	Interviews, questionnaires	4 <sup>th</sup> Q 2013

<b>OUTPUT1:</b> Increased awareness among young people about local governance and political participation at local level		
<b>Activity Result 1 (Atlas Activity ID)</b>	Activity 2: Develop an interactive online youth portal	Start Date: 1 Jan 2013 End Date: 31 Dec 2013
<b>Purpose</b>	Develop and launch an online portal for youth to increase youth participation at local level	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Identify priority areas for access to information (by youth and through the mapping study)</li> <li>▪ Develop a white paper on youth interest in information and reasons for apathy</li> <li>▪ Develop portal content and messages</li> <li>▪ Conduct activities for young people to participate in content development: innovation camps, social media campaigns, focus groups, desk review of publications</li> <li>▪ Identify young UNVs and scouts to maintain portal</li> <li>▪ Design and implement a plan to measure online outreach</li> <li>▪ Develop a campaign to launch and promote portal among young people</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Portal testing results	portal testing report	1 <sup>st</sup> Q 2013
Feedback from young people	Interviews, questionnaires	4 <sup>th</sup> Q 2013

<b>OUTPUT1:</b> Increased awareness among young people about local governance and political participation at local level		
<b>Activity Result 1 (Atlas Activity ID)</b>	Activity3: Conduct project evaluation and agree exit strategy	Start Date: 1 Sep. 2013 End Date: 31 Dec 2013
<b>Purpose</b>	Conduct external project evaluation and design exist strategy to ensure sustainability of project outputs	
<b>Description</b>	<ul style="list-style-type: none"> <li>▪ Recruit local consultant</li> <li>▪ hold stakeholder discussions to develop exist strategy</li> </ul>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Feedback from young people	Evaluation report findings	4 <sup>th</sup> Q 2013

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## 8. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP in June 2008 which is incorporated by reference constitutes together a Project Document as referred to in the Standard Basic Assistance Agreement SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the (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.

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 executing agency'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 this agreement.

The executing agency 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## 9. ANNEXES

### ANNEX I: RISKS LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures/Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Exclusion for youth with no internet and/or computer access	28 Feb 2012	Strategic	Impact = 5 Probability = 3	Strategic partnerships will be created at the early stages of the project and maintained by the IP to ensure youth have access to internet and game including with academic institutions, local NGOs, government organizations. Other tools will be utilized as well, such a mobile version of the game, and Youth Centers and Knowledge Stations for internet and computer access.	HCY/UNDP	UNDP		
2	Online conflict caused by portal	28 Feb 2012	Political	Impact: 4 Probability: 2	A risk management plan will be developed at the beginning of the second phase of the project as indicated in the project strategy to ensure conflict-sensitive content and mitigation of any arising conflicts on the interactive sections of the portal.	HCY/ UNDP	UNDP		

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**ANNEX 2: UNIVERSAL PRICE LIST**