

United Nations Development Programme

Country: Fiji

Project Title: Strengthening youth participation in the transition to Democracy

UNDAF Outcome:

UNDAF 2008-2012, Outcome 2: Good governance and human rights: National and regional governance systems exercise the principles of inclusive good governance, respecting and upholding human rights; and resilient Pacific island communities participate in decision making at all levels.

Expected CP Outcomes:

UNDP MCO COUNTRY PROGRAMME 2008-2012

Outcome 2.1: Good Governance and Human Rights

Pacific island countries demonstrate and uphold the Forum Principles of Good Leadership and Accountability protect Human Rights and make available mechanisms to claim them.

UNDP FIJI COUNTRY PROGRAMME 2008-2012

Outcome 2.1: Fiji demonstrates and upholds the Forum Principles of Good Leadership and Accountability; and Fiji is aware and protects human rights and makes available mechanisms to claim them.





Expected CPAP Output:

Output 2.: Improved capacity of national government and non-governmental institutions and systems to enable the efficient and effective performance of oversight, accountability, including improved capacity for equitable representation and participatory governance through civic and human rights education.

Implementing partner: Ministry of Youth and Sports

Responsible Parties: Ministry of Education, Office of the Prime Minister, National Youth Council Fiji (NYCF)

Estimated annualized budget:	140,000	Programme Period:	August 2012- December 2014
Total resources required	440,000	CPAP Programme Component:	<u>Governance</u>
Total allocated resources:	440,000	Project Title:	Strengthening Youth Participation and Leadership in Fiji
Regular TRAC	140,000	Atlas Award ID:	00069471
DGTF	300,000	Start date:	August 2012
Unfunded budget:	0	End Date	December 2014
In-kind Contributions	0	PAC Meeting Date	<u>6-Sept-2012</u>

	Name and Title:	Signature	Date:
Agreed by (Implementing Partner) (Ministry of Youth and Sports):	Mr. Josefa Sania, Permanent Secretary		24.9.12
Agreed by the CPAP Coordinating Agency (Ministry of Strategic and National Planning):	Mr. Krishna Prasad, Acting Permanent Secretary		26.9.12
Agreed by UNDP:	Mr. Knut Ostby, Resident Representative	 	29/9/2012

Narrative

Context

The participation of young people in formal and informal decision making processes in Fiji is mostly viewed from the lenses of youths lacking capacity thus enhancing capacity and providing training seems to be the modus operandi of all youth centred projects. In almost all cases, such thinking is based on the notion that young people are not ready for leadership and decision-making therefore intervention of government agencies and civil society organizations is required. Rarely there are attempts to seek the input of young people and the reasons though numerous have one common cultural denominator. Young people given Fiji's cultural context are generally required to defer to their elders' opinion thus rarely voicing out their opinion in public. Another major reason for the lack of youth participation is the absence of a unified voice(s) on youth issues which to an extent dilutes the bargaining power of young people to seek change and shape government policies which are in their interests. Overall there is a tendency of young people to simply accept as beneficiaries, the outcomes of the programmes developed by the government agencies and/or other organizations without providing their input/viewpoints..

As a demographic, young people (i.e., those in the 18 – 35 age bracket) constitute roughly one third of Fiji's population. With the lowering of the voting age from 21 to 18, young people have been given a unique chance to shape Fiji's political future post 2014 elections and to ensure that their views and aspirations are considered by their elected leaders and government. Young people based on the sheer strength of numbers are well placed to effect change, an opportunity that has been hitherto missing in Fiji's post-independence political history. With this view, it is imperative that any obstacles in the effective participation of young people be identified and remedial actions taken so that young people can engage fully in the process leading to the formulation of the new constitution and the 2014 general election.

In December, 2007, the President of Fiji launched a National Council for Building a Better Fiji (NCBBF). The NCBBF was tasked with designing the People's Charter for Change, Peace and Progress¹. One of the eleven pillars of the Charter is focused on ensuring sustainable democracy and "good and just governance". In July 2009, the Prime Minister announced the **Strategic Framework for Change (SCF)**, which outlines the process that the Government plans to follow in the transition to elections and a democratically elected Government. The SCF which is also referred to as the "Roadmap" envisages that work on a new Constitution and electoral system will commence by September 2012 and will be completed by September 2013. Elections are scheduled for September 2014. The SCF/Roadmap identifies that the new constitution will derive its impetus from the recommendations of the People's Charter. The third pillar of this Charter calls for "Ensuring Effective, Enlightened and Accountable Leadership" and proposes up scaling of training initiatives targeting public leaders and young people. In February 2012, the Government announced the creation of a new ministry solely dedicated to the issues concerning youth hence the setting up of the Ministry of Youth and Sports.

Given that the views of young people are often side-lined, there is a need to ensure that systems and processes across all levels of society are strengthened to ensure that young people find their "voice" and participate effectively. A critical aspect of participation is also the ability of young people to make their own decisions which are then supported by the establishment at large. In the broader Pacific region, the marginalization of young people is clearly outlined in the draft of 2013-2017 Pacific Sub-region UNDAF which states the "UN will focus its interventions on the specific concerns of women and young people in the Pacific as they are seen as the most marginalized and disadvantaged groups in most communities."² The Fiji Country Assessment also recognizes that due to marginalization "special attention needs to be paid to the participation of youth and young activists" in "effective civic participation and social dialogue."³ Furthermore, given Fiji's cultural context, young people are marginalized and largely voiceless "as a consequence of low societal status." Reflecting this fact, village or community meetings are often highly structured and young people are not allowed to speak unless asked to do so.⁴ Young people have been unable to gain access to decision making both at the local and national levels.

Project Strategies

¹ Fiji People's Charter for Change, Peace and Progress, August 2008

² United Nations. 2012. *Multi-Country United Nations Development assistance Framework (UNDAF) for the Pacific Sub-Region 2013-17 (Draft)*. UN Draft Internal Document. Suva.

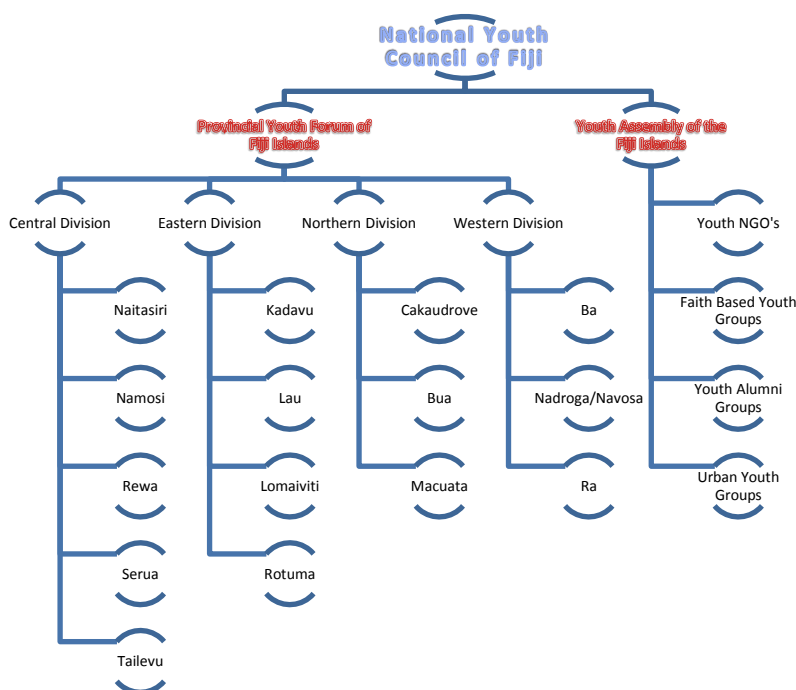
³ United Nations. 2011. *Fiji Country Assessment*. UN Internal Document. Suva.

⁴ Jayaweera, S., and Morioka, K. 2008. *Giving South Pacific Youth a Voice*. Sydney. World Bank.

Globally, DGTTF funding has mainly been used to support initiatives that are catalytic and innovative whilst supporting empowerment and equal participation. Since its establishment in 2001, DGTTF has been instrumental in supporting initiatives where funding has been difficult to source and as concluded in a recent evaluation, DGTTF helps provide “seed funding” to address issues with the intention that the funding will be used effectively and help draw in resources from other partners.

The primary objective of the youth project is to effectively utilize DGTTF funding to develop the capacity of, and empower, young women and men to be **active citizens** participate freely in the democratic process. The project aims to facilitate the access of young people to political decision making structures and processes as Fiji returns to democratic rule. One of the main outputs of the project is that views/opinions of young women and men are considered by decision makers and that young people are empowered and capacitated to be active citizens. The main strategies of the project as are stated below.

1. **Institutional strengthening of youth led organizations** in the country under the umbrella of the National Youth Council of Fiji (NYCF). The NYCF, which has been revived after a lapse of two decades is the proposed apex organization for all youth groups in Fiji. Currently the NYCF has an interim structure and the first strategy proposed by the project is to assist the NYCF better organize itself to a collective voice of all youth organizations in Fiji. The support proposed by the project calls for targeted assistance towards the institutional strengthening of the NYCF and its affiliates, with the aim that a better structure would ensure young people to find an outlet to voice their opinions freely and participate effectively in decision making.



The initiation phase of the project will be critical as it will provide resources for the NYCF and its affiliates to come together and establish a constitution and strategic plan that will address the fundamental problems of why youth based organization have not been able to sustain themselves fully in the past. Once the initiation phase activities has been completed, small grant funding will be provided to NYCF and selected affiliates to address the core issues identified under a common strategic plan as well as assist in the democratization of young people in Fiji.

2. **Use the inputs of young people in developing training and capacity enhancement programmes** that address common issues and benefit both young people and the nation. The project in collaboration with relevant stakeholder will jointly develop and deliver training programmes to youths and youth led organization. This strategy from the outset will seek the inputs of youths into the development of training programmes and will deliver training in joint partnership with the Ministry of Youth and Sport (MOYS), the NYCF and its affiliates. These training programmes will be designed to address issues pertaining to increased awareness of democratic governance processes and skills such as policy research, dialogue, messaging, advocacy, etc. Further, these programmes will help young people engage politically while respecting human rights principles and government processes.

3. Develop a **small grants facility to support initiatives by young people for young to become engaged in the democratic process.** The small grants facility will also build capacity through learning-by-doing. The key themes and priorities of the grant programme will be decided by

members of the NYCF as part of their Strategic Plan development but example themes could be: advocacy on youth issues to make them part of the pre-election discourse; activities to encourage young people to register and vote in the elections; actions to encourage young people to communicate with local candidates; research to develop position papers on issues that youth are passionate about; and, even support that encourages young people to stand as candidates.

4. The project will endeavour to **remove barriers and facilitate access** for young people to engage with policy makers and participate in the decision making processes. This strategy entails having dialogue on the transition to parliamentary democracy, new constitution and electoral system. It will encourage young people to mobilize and advocate for their inclusion in national and local level decision making whilst recognizing the equal rights of men and women, including those that are further marginalized such as the disabled or those that are based in rural areas. The expected result from these project interventions will be the emergence of young people in the national stage, and their ability to pursue youth centric issues for consideration and inclusion in development policy decisions.
5. The Project through the **oversight of the Project Board will establish key milestones** which in turn will guide the implementation of the project. One of the key milestones is the support provided in the initiation phase towards the full establishment of the NYCF structure. The Project Board will need to be fully briefed upon the completion of the initiation phase on the accomplishment of the initiation phase objectives and linkage to the annual workplans for 2013 and 2014.

The project will primarily target young people from all spheres of life including those with special needs and based in rural areas. Many young people, particularly those in the 18 – 21 age bracket, did not have the opportunity to vote in the last general election held in 2006. However with the lowering of the voting age (from 21 to 18) and given that young people aged 18-34 make up almost half (48 percent) of the electorate, young people in Fiji are uniquely poised to shape the outcome of the 2014 elections.

While young people may not have a specific national organization to represent their collective interests, many have been participating in youth groups and organizations within their own social circles. On this point, it is important to note that the capacity development will not start from zero. Young people as part of broader civil society organizations in Fiji have been involved in advocacy, networking and research on a number of issues such gender equality, HIVAIDs, Mental health and environmental protection. The project will utilize these networks as well as UNDP's strong relationship with government based on its cooperation and track record on peace building dialogues and civic education in order to facilitate interaction and building trust between young people and the government. It will advocate for a safe and enabling environment for young people to participate and express their views without any sanction or censor. .

The primary outputs of the project are as follows:

Harness and Develop the Capacity of Youth Led Organizations to participate in the democratic process.

- Together with MOYS and in partnership with the other Government Ministries and the Pacific Youth Council (PYC), the project will actively consult with the members of the NYCF (as the umbrella Youth Organization) to assess its capacity needs and develop a strategic plan that will at the minimum, attempt to address the why previous efforts in establishing an umbrella youth led organization in Fiji did not work out. Training modules targeting executive members of the NYCF and its affiliates and focusing on strategic planning, organizational structure and resource planning will be developed.
- These training programmes will also take into account the views of other experienced young people who are currently engaged in public/private sector and have shown a passion for youth related issues. Special focus will be given to researchers and community leaders who are members of NYCF possibly enabling peer-to-peer education. The skills and experiences of the individuals in the training group will be assessed and put to best use.
- Previous attempts to have a functional youth umbrella organization in Fiji have faltered primarily because of lack of resources. Thus there is a need for limited organizational support as a stop gap measure to enable the NYCF to operate effectively in their transition to full independence.

- Roughly two thirds of the project budget has been set aside to provide small financial grants to the NYCF and its affiliates, however any funding provided will be assessed against strict criteria which will be based on the goals and objectives of the NYCF Strategic Plan as well as show a link to enhancing youth participation in the democratic process.
- Embracing racial diversity and the uniqueness of Fiji's various ethnic populations will be a major theme of the project thus support to NYCF and its affiliates will focus on the formation of strong bond, mutual respect and collective determination towards serving all young people. These young people will come from the diversity of NYCF's membership across ethnic and religious lines, as well as marginalized groups such as the disabled, females and the trans-gender. .

Engaging youth and using their inputs to produce effective capacity development initiatives

- Together with the MOYS, and the NYCF, training manuals for empowering young people will be developed. Other government representatives from relevant sectors will be provided opportunities to present on issues relating to governance and processes for democratic transition and training will be conducted in collaboration with other stakeholders.
- Selection criteria for the young people attending training will be designed in consultation amongst partners and will ensure that youth representatives from diverse and marginalized groups are included. The project will maintain a roster of young people trained through this project and will actively employ social media to ensure that friendship and bonding evolves beyond the lifespan of the project.
- Delivery of the initial capacity building training will be done in 3 different locations for the Central and Eastern Divisions, the Western Division and the Northern Division.
- Outstanding young people from the 3 locations from the initial training will then undergo a second training in Suva where they will learn more advanced skills. These young people will form the core group that will engage with the central government. The selection will be done by the young people themselves with criteria ensuring diversity and adequate representation.
- Ongoing mentoring and guidance will be provided to the core group through support (financial and technical) in the implementation of initiatives to carry out research, undertake advocacy, and draft policy recommendations etc.
- To ensure relevancy and maximum impact from UNDP support, a review workshop will be implemented to adjust and/or confirm priorities for the second half of the project.

Open Access for Young People to High Level Decision Makers

- UNDP and the MOYS will lead arrangements with the Prime Minister's Office, Ministry of Finance, Strategic Planning, National Development & Statistics, Electoral Office, and other relevant Government Departments to open up, maintain and strengthen a safe space for young people to engage with decision makers and ensure that channels remain open and mutually receptive.
- UNDP, MOYS and NYCF will hold workshop exclusively with government officials to help them open up to interaction with young people. Conversely, government officials will need to be sensitized and trained on how to address possible concerns that the young people have in assessing the performance of Government agencies.
- MOYS will hold an inclusive inception meeting for the main stakeholders to gain buy-in and support. This will be an opportunity to ensure that all parties understand the aims and methods of the project.
- At the divisional level, MOYS and NYCF will organize a dialogue between the all the first training group from that division and the division commissioner and other key divisional government stakeholders.
- Dialogue between the government decision makers and core young people will be held at least five times during the project at regular intervals. There will be a different theme for each dialogue decided by young people themselves.

Provide Support to Enable the Opinions of Young People to be reflected in Debate and Decision Making

- UNDP and MOYS will provide necessary support to young people to carry out research, advocacy, actions and messaging etc. to convey their message to government and the public depending on need. This support will include but not limited to mentoring, specialized training, and financial resources to participate in important national level discussions that build on the Roadmap to Democracy.

- Young people will be assisted in producing public advocacy materials that will be draw on their collaboration with other youth and propagate youth centric messages. These will be directed both at the wider public (e.g. encouraging young women to vote and be politically active) and the government (e.g. policy recommendation papers).

Manage the Project Effectively

- The Project will reside primarily with the Ministry of Youth and Sports who will recruit a Project Manager to oversee the day to day implementation of activities.
- The MOYS will also convene the Project Board to ensure that the views of the UNDP (as the Senior Supplier) and the Project Beneficiaries are taken into account when approving workplans and other critical decision relating to the smooth implementation of the project.
- A Project Reference Group convened by the MOYS and the NYCF will be established to provide guidance to the project manager in the implementation of project activities.
- A monitoring and evaluation (M&E) system as well as a final evaluation mechanism will be set up to ensure that project activities are properly monitored and outputs accomplished.
- Annual reporting to DGTTF will be done in a timely manner
- Dissemination of the project will be done through participation in forums nationally and internationally

Project Placement within UNDP

This project is currently envisaged to operate as a stand-alone project within UNDP however this may change given future development towards the consolidation of UNDP's governance related projects in Fiji under a single and coherent programme framework. In the interim, periodic reviews under the auspices of the Project Board and the inclusion of other stakeholders in the planning stages will ensure complementarity and reduce duplication.

As one of the project's intentions is to enhance the capacity of young people in civic awareness, the project will benefit from the past experience(s) of UNDP in the area of civic awareness (**see Table below**). UNDP's work with relevant government agencies and NGOs/CSO will be useful in mobilizing young people and complimenting training programmes in the area of civic education and engagement.

The key achievements of NICE I were as follows:	The key achievements of the Fiji Inschools Project were as follows:
<ul style="list-style-type: none"> • A civic education curriculum which was validated and endorsed by partners for use in their civic education work. • Institutional partnerships with 8 local CSOs, who were responsible for delivering civic education for adult communities in all four major regions of Fiji • Over 1,700 community workshops with 68,500 adults trained • 152 Civic Education Facilitators (CEFs) trained and who were volunteers working for the implementing partner CSOs. • Production and distribution of a total of over 800,000 Civic Education flyers on democracy, human rights, good governance, fundamental principles of democracy, and constitution and constitutionalism in 4 different languages. • Support to Civic Education Facilitators in production of civic education radio messages in all major vernaculars in Fiji. • 450 local and community leaders trained to undertake issues-based advocacy for the common good of their community/stakeholder groups. 	<ul style="list-style-type: none"> • Five universal themes identified and infused into existing assessed or examinable subjects: <ul style="list-style-type: none"> ○ sustainable development; ○ equality and consensus building/ democracy; ○ responsibility and respect for one another/ human rights; ○ culture and beliefs; ○ peace and justice. • Teaching and learning resources have been developed, pretested, reviewed, trialed and evaluated for Classes 1 to 8 and for Forms 3 to 7. • 652 teachers trained representing approximately 7%percent of all teachers in Fiji. • 100% of teacher training institutions were exposed to the Civic Education Materials

A number of young people who benefitted from the NICE project will be of voting age at the 2014 elections. The project will aim to include some of them in the training of other youths particularly on issue of civic awareness and responsibility.

The project will also work closely with, and draw lessons from the on-going Strengthening Capacities for Peace and Development Project (CPAD) directly implemented by UNDP. CPAD is a regional project and is designed to build a community of peace practitioners in the Pacific. The project, now in its third year, seeks to foster and strengthen both regional and national peace building interventions. CPAD has had tremendous success opening up sustained conversations about peace and development, supporting civil society organizations to engage more effectively in peace building and building a Pacific Community of Peace Practitioners. The CPAD project was particularly successful in opening the space for dialogue in Fiji, harnessing the experience and skills between the regional and country focus teams within UNDP. It is envisaged that outstanding young people from this DGTTF funded project will also participate in the CPAD events which include high level training, dialogue and meetings. UNDP is currently seeking funding to develop a regional youth stream within CPAD and subject to funding availability; activities will complement those that will be carried out under this project. Involvement in CPAD initiative by outstanding young people identified in the DGTTF funded project will harness skills and will allow them to gain access to national leaders from across the region in government and civil society. They would work alongside these leaders on an equal footing and have the opportunity to develop and implement peace building initiatives that goes beyond Fiji.

External Partnerships

The project will involve partnerships not only with UNDP projects but also external organizations. External project partners will include the NYCF and PYC, as well as affiliates of the former. The NYCF was revived in late 2011 as a non-governmental organization with the endorsement of the government. This developed from the Public Service Commission Excellence Review that recommended the Department of Youth and Sports support and facilitate the re-establishment of the NYCF as an independent body to implement programmes for young people, while the Department concentrates on policy development. Previously the original NYCF became defunct in the 90s due to government restructuring and internal mismanagement.

The initial capacity and strategic support provided by the Project will contribute to NYCF becoming a more effective peak body for youth issues. Even though it has only recently been revived it is widely regarded to be the most representative youth organization in the country and one of the few that has support from the government. It also enjoys support from a wide range of youth groups based on ethnicity, religion, geographical location, and particular interests. Its members include individuals that have already developed skills in advocacy, research and activism and its reestablishment was welcomed by young people from across the country. NYCF can draw upon active young people from a range of other organizations involved in promoting gender equality, conservation, disability issues, and human rights that have programmes or streams for young people. It is expected that the NYCF will also cooperate with youth organizations that are affiliated with it.

PYC was established in 1996 as a regional voluntary, non-governmental organization for, and made of, National Youth Councils in the Pacific region and is based in Fiji and registered in New Caledonia. PYC has an Executive Board consisting of eight members that work on a voluntary basis. It empowers young people to become active citizens and is the Pacific regional platform for the interests, needs and development of young people. PYC has been active in leading trainings and other capacity building activities for national youth councils across the region since its establishment and has the respect of national youth councils from around the region and was instrumental in re-establishing the NYCF.

The Ministry of Youth and Sports, the Ministry of Education, the Ministry of Finance, the Ministry of Strategic Planning, National Development and Statistics; the Elections Office, and, the Office of the Prime Minister will be key government counterparts as the offices dealing with youth and political processes such as constitutional and electoral reform leading up to the 2014 elections.

Risks

Ensuring all parties have a sound understanding of the aims and planned actions for the project will be critical to minimizing potential risks. While the Government has ensured that equal access and participation will be provided to all stakeholders in the dialogue leading to formulation of the new constitution and the elections in 2014, some commentators have been raising their concerns with regard to the process being stacked in favour of the current government. Whilst this proposal sets out to take advantage of relaxation of the decrees prohibiting public meetings and political dialogue, UNDP must also be aware of the risks. The probability and impacts of the below risks are spelled out in the attached Risk Log.

The major risks around this project are as follows:

1. If the correct socialization of the project is not undertaken, the government and other stakeholders may misunderstand the aims of the project leading to the withdrawal of vital cooperation and support. To ensure that the aims of the project are clear to all stakeholders, there will be several steps taken as below:
 - Develop and implement an initiation phase of the project that will:
 - o Ensure political sensitization of messages with the use of technical neutral language.
 - o Hold a workshop and meeting with government officials and young people to explain the project and the importance of dialogue with young people.
 - o Hold an inception workshop with all stakeholders to ensure that all parties understand the project and to garner broad support for it.
 - o Keep all stakeholders and strategic alliances regularly informed of project developments and outcomes.
 - o Ensure overall transparency for the project through the website and communication updates.
 - o Keep Board members fully informed of issues so that these can be taken up with the most senior government officials.
2. Another risk is that key champions and supporters of UNDP's work within the government may be restricted in their ability to provide access to higher level key decision makers. UNDP already enjoys strong relationships with some permanent secretaries within key ministries, however, their willingness and ability to meet with young people for dialogue is yet to be sounded out. This risk will be reduced by the following actions:
 - o Consult with champions and supporters in advance and throughout the project.
 - o Utilize the influence of the UN Resident Coordinator and the InterAgency Task Force on Youth (currently chaired by ILO) to synergize other UN led initiatives targeting youth and to consult with high level government officials.
 - o In worst case scenario, use champions identified under the project to convey messages from young people to the high level decision makers.
3. The assembly of young people for political dialogue may be restricted if the government strictly interprets and implements the freedom of assembly of civil society organizations through the revised Public Order Act, which was brought in to force in January 2012. While some portions regarding conducting of meetings have been subsequently lifted in July 2012, meeting in public spaces is still prohibited. As such:
 - o If approval is required for assembly, then plan sufficiently in advance for possible delays in the process.
 - o Keep government informed of project and planned activities
 - o Include in the capacity building work the importance of working with the government and keeping messaging factual and non-inflammatory.
4. The MOYS is hosting a full scale project with UNDP for the first time. As such, familiarity of MOYS personnel with UNDP processes and procedures will need to be achieved within the

quickest possible time. While project management functions will be conducted by a locally recruited project manager, regular support from the MOYS and UNDP will be required to ensure that the project attains its goals and targets. This will be achieved through:

- a. Conducting capacity assessment of MOYS and NYCF in the initiation phase to identify and undertake actions to strengthen administrative, financial and reporting functions.
- b. UNDP to conduct regular training as and when required by MOYS and NYCF focussing on report writing and financial reporting.

II. RESULTS AND RESOURCES FRAMEWORK (RRF) (2012 -2014)

<p>UNDAF 2008-2012</p> <p>Outcome 2: Good Governance and Human Rights</p> <p>National and regional governance systems exercise the principles of inclusive good governance, respecting and upholding human rights; and resilient Pacific island communities participate in decision-making at all levels.</p>
<p>UNDP MCO COUNTRY PROGRAMME 2008-2012</p> <p>Outcome 2.1: Good Governance and Human Rights</p> <p>Fiji demonstrates and upholds the Forum Principles of Good Leadership and Accountability; and Fiji is aware and protects human rights and makes available mechanisms to claim them.</p> <p>Output 2.: Improved capacity of national government and non-governmental institutions and systems to enable the efficient and effective performance of oversight, accountability, including improved capacity for equitable representation and participatory governance through civic and human rights education.</p>
<p>Summary of Output Indicators (Overall)</p> <ul style="list-style-type: none"> •
<p>Project title: Enhancing Youth Participation and Leadership in Fiji</p>
<p>Project ID (ATLAS Award ID):</p>

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS (Disaggregated by Year)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (US\$)
Initiation Phase (IP)				
<p>Baseline:</p> <ul style="list-style-type: none"> - Separate/New Ministry⁵ created to address Youth related issues. - Fiji National Youth Council (NYCF) structure re-established in 2010 after lapse of 20 years - NYCF Constitution was established in 2011 	<p>Targets (under the Initiation Phase):</p> <p>At the end of the Initiation Phase (3 months), i.e., by October 2012, the following :</p> <ul style="list-style-type: none"> - NYCF Constitution Finalized and endorsed by Stakeholders - NYCF Strategic Plan drafted. - Registration of NYCF Completed. 	<p>IP Result 1.:National Youth Forum conducted and outcomes reflected in 2013</p> <p>Workplan</p> <p>Actions:</p> <ul style="list-style-type: none"> - Finalize programme and send invitation to youth delegates across Fiji. - Secure accommodation and other logistics, - Finalize list of speakers and presenters 	<p>Ministry of Youth and Sports (MOYS)</p> <p>Country Office Support may be Provided by UNDP as and when requested.</p>	<p>UNDP TRAC⁶: 35,000.00</p> <p>DGTTF⁷ Nil</p>

⁵The Ministry of Youth and Sports (previously under the Ministry of Education) was established in 1986

⁶ UNDP TRAC refers to UNDP core allocation for Fiji. In total this will be USD105K subject to approval from GOF and UNDP.

⁷DGTTF funds are those that were approved by the Democratic Governance Thematic Trust Fund. This is USD300K which has been secured.

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS (Disaggregated by Year)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (US\$)
<ul style="list-style-type: none"> - NYCF currently has a working group that is working towards establishing the Youth Council - Office Bearers will be elected in the National Youth Forum - NYCF totally reliant on MOYS on operational and funding support <p>Performance Indicator</p> <ul style="list-style-type: none"> - National Youth Forum is conducted. - NYCF Strategic Plan reviewed. - Establishment of District Youth Council commenced. <p>Output Indicators Youth representatives from a wide cross section of community</p> <p>Means of Verification</p> <ul style="list-style-type: none"> - Initiation Phase Report, Project Board Papers, Media Reports, MOYS 2013 Annual Corporate Plan, NYCF Annual Report 	<ul style="list-style-type: none"> - Project Board Meeting conducted. 	<ul style="list-style-type: none"> for the Forum. - Conduct forum and prepare finalize outcome report within 2 weeks after the end of Forum. 		
		<p><i>IP Result 2 Conduct Mapping Exercise of all youth related organizations and initiatives in Fiji</i></p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> Organize meetings with youth organizations and Govt. agencies' Document work programmes and identify linkages and/or duplication with other stakeholders. Identify key priority areas for Youth participation and leadership. 	MOYS	<p>UNDP TRAC: 10,000.00</p> <p>DGTTF: Nil</p>
		<p><i>IP Result 3: Finalize NYCF 5 year Strategic Plan</i></p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> - Recruit local consultant to assist with drafting Strategic Plan for NYCF - Conduct stakeholder meeting to discuss draft strategic plan. - Secure endorsement from stakeholders towards a vision, mission objectives and strategic plan for NYCF 	MOYS (with Country Office Support from UNDP)	<p>UNDP TRAC: 10,000.00</p> <p>DGTTF: Nil</p>
		<p><i>IP Result.4: Conduct Project Board Meeting to approve Initiation Phase Outcomes and Recommendations</i></p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> - Organize Project Board Meeting in October. - Submit agenda and papers at least 2 weeks prior to meeting. - Document meeting outcomes and 	MOYS	<p>UNDP TRAC: 5,000.00</p>

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS (Disaggregated by Year)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (US\$)
		obtain endorsement of 2013 Annual Work plan.		
Initiation Phase Sub-Total:				60,000.00
OUTPUT 1: INSTITUTIONAL CAPACITY OF YOUTH ORGANIZATIONS AT NATIONAL AND SUB-NATIONAL LEVEL ENHANCED TO SUPPORT EFFECTIVE PARTICIPATION OF YOUNG PEOPLE IN THE DEMOCRATIC PROCESS				
<p>Baseline:</p> <ul style="list-style-type: none"> - NYCF structure is work in progress and reliant on Government for funding. - District Youth Council (DYC) structures have not been implemented. - Overall capacity of NYCF at national and sub-national level is limited and does not effectively support youth organizations. <p>Performance Indicator</p> <ul style="list-style-type: none"> - NYCF implements and successfully achieves relevant targets stipulated under its Strategic Plan. - District Youth Councils established and compliments existing Provincial Structures. - Increase in number of youths registered with DYCs - Youth organizations engaging and participating in the democratic process leading up to 2014 elections. <p>Outcome Indicators</p>	<p>Targets: To improve the capacity of youth organizations and assist in their move towards autonomous status, the project will aim for the following:</p> <p>2013:</p> <ul style="list-style-type: none"> - Overall structure of NYCF and relevant targets/timelines towards eventual autonomy agreed with stakeholders. - Strategic Plan endorsed and annual targets established. - Criteria for grant funding to NYCF and its affiliates agreed with clear linkage to democratic participation. - Resource mobilization conducted (as an on-going process) and funding secured for youth related programmes <p>2014:</p> <ul style="list-style-type: none"> - Relevant targets under NYCF and affiliates Strategic Plan accomplished. - Registration of youths with NYCF and affiliates recorded . - Resource mobilization and 	<p>Activity Result 1.1: <u>Grant Funding to NYCF and DYC approved and disbursed</u></p> <p>Actions:</p> <ul style="list-style-type: none"> - MOA between MOYS and NYCF/affiliates developed and agreed. - Grant funding to NYCF and selected affiliates released based on deliverables and achievement of targets stipulated in the MOA. - Institutional Strengthening and capacity buildings for youth organizations conducted at the district level. - Regular monitoring conducted and support provided to ensure youth organizations engage with members in advancing democratic ideals. <p>Activity Result 1.2 – <u>MOYS and NYCF activities aligned to ensure complementarity and avoid duplication</u></p> <p>Actions:</p> <ul style="list-style-type: none"> - Timelines for meetings with MOYS and NYCF established. - Agreement on both parties on workplans and activities. - Regular monitoring and evaluation conducted. 	<p>MOYS (supported by NYCF and DYCs)</p>	<p>UNDP TRAC: 60,000</p> <p>DGTTF: USD100,000</p> <p>SUB TOTAL: USD160,000</p> <p>DGTTF: USD40,000</p>

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS (Disaggregated by Year)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (US\$)
<p>Organizations representing youth are sufficiently resourced and have sufficient capacity to promote youth related initiatives. This will be measured by:</p> <ul style="list-style-type: none"> # of youth organizations/DYCs established and # of youth affiliated to youth organizations covered under the NYCF umbrella. % of operational budget funded through resources secured independently by NYCF; % of targets met by NYCF from its first year workplan. # of full time and part-time/volunteers secured for youth related initiatives in Fiji. # of Youth Organizations mobilized and actively engaging with members to facilitate democratic dialogue. <p>Sources</p> <ul style="list-style-type: none"> NYCF Quarterly Reports, Project Progress and Activity Reports, MOYS reports, Media Articles 	<p>partnerships with other organizations that promote youth inclusion and participation established.</p> <ul style="list-style-type: none"> NYCF and its affiliates start implementing youth programmes/initiatives independently. 	<p>Activity Result 1.3: Resource mobilization and coordination with other youth initiatives funded through other stakeholders .</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> Set timelines for regular meeting with stakeholders Develop and implement a resource mobilization strategy for youth related initiatives NYCF and affiliates secure funding over and above project and MOYS allocated resources to compliment activities. 	<p>NYCF and DYC</p>	<p>DGTTF: Nil</p>
		<p>Activity Result 1.4: Communication Strategy Developed for Youth Initiatives</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> Develop Communications Plan Liaise with communication and media outlets for preferential access for youth initiatives. Develop websites, regular press releases, and utilize social networking tools to enhance participation of youth in related activities. 	<p>NYCF/DYC</p>	<p>DGTTF 20,000</p>
Output 2: Sub-Total				220,000
OUTPUT 2: STRENGTHENED CAPACITY OF YOUTH AND YOUTH LEADERS IN LEADERSHIP AND DECISION MAKING AT THE LOCAL AND NATIONAL LEVELS				
<p>Baseline: (will be updated)</p> <ul style="list-style-type: none"> Significant youth population (around 1/3 of Fiji's population). 	<p>Targets:</p> <p>Youth empowerment and leadership evolve over time and is an ongoing</p>	<p>Activity Result 2.1: Appropriate Leadership and Engagement Strategies developed and training delivered to target audiences.</p>	<p>1</p>	<p>DGTTF: 50,000</p>

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS (Disaggregated by Year)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (US\$)
<ul style="list-style-type: none"> - 2007 national census shows significant increase in population centred around Ba and Naitasiri Provinces, decline in other provinces⁸ - Youth leadership and participation highlighted as means to engage youth⁹ <p>Performance Indicators</p> <ul style="list-style-type: none"> - Capacities of youth and emerging youth enhanced at all levels so that they are better equipped to participate in formal decision making and demand accountability from their leaders, measured by: <ul style="list-style-type: none"> o Number of youth participating in district and national level leadership training. o Ratio of male and female trained o Access provided to youth with disabilities and those in rural areas. <p>Outcome Indicators</p> <ul style="list-style-type: none"> - Political Responsiveness: # of youth registered in DYCF/NYCF 	<p>process. Thus in recognition of these realities and given the project is time bound, the following targets have been set:</p> <p>2013:</p> <ul style="list-style-type: none"> - Through mapping of youth centric activities, training materials that address empowerment of youth and compliment other initiatives, is developed.. - 2 rounds of training of selected youth participants at divisional and national level is delivered with the involvement of MOYS and other Government officials. - TOT targeting executives of Youth Led organizations is delivered. - MOYS Annual Corporate Plan and NYCF strategic plan clearly reflects youth empowerment and training programmes as part of their short to medium term planning. <p>2014:</p> <ul style="list-style-type: none"> - Training programmes reviewed and amendments made as necessary. - Training programmes delivered to second lot of participants. - MOYS and NYCF workplans monitored. 	<p>Actions:</p> <ul style="list-style-type: none"> - Map out training activities targeting youth empowerment with relevant stakeholders. - Develop training programmes and deliver to target audience. - Analyse feedback from participants and conduct follow up activities through NYCF and affiliates. 		
		<p>Activity Result 2.2: Linkages with emerging youth identified and enhanced.</p> <p>Actions:</p> <ul style="list-style-type: none"> - Joint approach between MOYS and Ministry of Education for civic education targeting emerging youth both in and out of school system. - Printing of relevant civic education material developed under In schools project. - Utilisation of materials to educate emerging youth on social and civic issues. 	MOYS/MOE	DGTTF: 20,000.00
		<p>Activity Result 2.3: Enabling environment fostered for youth to have increased access to Policy and Decision Makers at National and Sub National Levels</p> <p>Actions:</p> <ul style="list-style-type: none"> - Use training programmes as opportunity for youth participants to interact with Govt. and Private Sector. 	MOYS	DGTTF: 28,000.00

⁸ Source: Fiji Bureau of Statistics

⁹ UNICEF State of Pacific Youth Report 2011

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS (Disaggregated by Year)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (US\$)
<p>and for elections disaggregated by sex.</p> <ul style="list-style-type: none"> - Political Engagement: % of youth standing as candidates in national and local elections - % of national budget allocated for youth specific issues. - <p>Sources</p> <ul style="list-style-type: none"> - Project Progress and Activity Reports, Quarterly Newsletters and Websites.. 		<ul style="list-style-type: none"> - Advocate for Govt. Agencies to dedicate time and resources for interaction with youth groups and organizations. - Provide support to NYCF and affiliates in interaction with Government and Private Sector as and when required. 		
Output 3: Sub-Total				98,000.00
OUTPUT 3: PROJECT IS EFFECTIVELY MANAGED, MONITORED AND EVALUATED				
<p>Baseline:</p> <ul style="list-style-type: none"> - MOYS provides bulk of support to NYCF. - NYCF established as voluntary organization and no full time staff or premises. - MOYS and UNDP collaboration for the first time in a major initiative. <p>Performance Indicator</p> <ul style="list-style-type: none"> - Project Manager based with MOYS recruited to manage the project - Office set up and equipment completed - Monitoring and Evaluation system established and 	<p>Targets: With the aim of ensuring that the project achieves results, the following targets have been established for the project duration:</p> <p>2013: Project Manager recruited and project office set up. M & E Training conducted and database established. Project Board meetings conducted on a quarterly basis. Mid Term review conducted . Project reports submitted on timely basis and Annual Report to DGTTF submitted.</p> <p>2014:</p>	<p>Activity Result 3.1: Office set up completed and functioning properly.</p> <ul style="list-style-type: none"> - Project Manager recruited and project office set up with MOYS. - Equipment procured and other logistics sorted. - Reporting lines between, Project Manager, NYCF, MOYS clarified. <p>Activity Result 3.2: M&E system established and implemented.</p> <ul style="list-style-type: none"> - Training conducted by Project Manager, MOYS and UNDP staff on M&E systems. - Outcomes documented and M&E Database established. <p>Activity Result 3.3: Project Board Meetings convened to oversee project activities.</p> <ul style="list-style-type: none"> - Agree on schedule of board meetings. - Board papers prepared and submitted 	<p>MOYS</p>	<p>DGTTF: 25,000</p> <hr/> <p>DGTTF: 2,000</p> <hr/> <p>DGTTF: 5,000</p>

INTENDED OUTPUTS, BASELINE & INDICATORS	OUTPUT TARGETS (Disaggregated by Year)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (US\$)
<p>implemented.</p> <ul style="list-style-type: none"> - NYCF/DYC networks strengthened. <p>Outcome Indicators:</p> <ul style="list-style-type: none"> - # of project progress reports prepared and submitted on timely basis. - # of board meetings held and decisions implemented. <p>Sources Progress, M&E, impact survey reports.</p>	<p>Mid term review findings incorporated into 2014 workplan.</p> <p>Regular reporting conducted including reports to DGTTF</p> <p>Final evaluation conducted.</p>	<p>on timely basis.</p> <hr/> <p><i>Activity Result 3.4: Mid-Term Review, and final evaluation conducted and results shared</i></p> <ul style="list-style-type: none"> - Finalize TOR for consultant to conduct mid term evaluation. - Submit findings and recommendations for Board review. - Prepare TOR for final evaluation and recruit consultant. 		<p>DGTTF: 10,000</p> <p>TRAC: 20,000</p>
Output 4: Sub-Total				USD62,000
TOTAL				US\$440,000

III. MANAGEMENT ARRANGEMENTS

Project Board:

The project will be nationally implemented (NIM) by Ministry of Youth and Sports and will be managed under the guidance of the Project Board chaired by the Permanent Secretary. The Project Board has three central roles namely:

1. **Executive** representing: the Implementing Partner (i.e., the Ministry of Youth) to chair the board.
2. **Senior Supplier:** The role of the Senior Supplier is to provide the necessary resources (both financial and technical) to support activities leading to the attainment of outputs that are supporting the overall project objective(s). Additionally, the Senior Supplier provides guidance regarding the technical feasibility of the project.
3. **Senior Beneficiary:** role to ensure the realisation of project benefits from the perspective of project beneficiaries.

The Project Board responsibilities include:

- i) Ensure that adequate mechanisms are in place to guarantee the transparency and accountability as well as the efficiency of project operations,
- ii) Build consensus around the project's strategies and planned results, including the links between its outputs and the intended outcomes
- iii) Provide advice when substantive changes are needed in the project's planned outputs, strategies or implementation arrangements,
- iv) Oversee progress, consult with beneficiaries, and ensure that potential opportunities and risks, including lessons learned from experience, are taken into account by the project management
- v) Assess performance and endorse project annual work-plan for approval by the Chairman, Permanent Secretary for Ministry of Youth.
- vi) Provide guidance to the project manager.

The Project Board will meet on bi-annually or quarterly basis (as deemed necessary), with the first meeting to be held within the month of the fielding of the Project Manager. The Board Chairperson may call for special meetings should the need arise for these. The Project Manager in collaboration with the UNDP Programme Team (which is entrusted with quality/project assurance) shall prepare the agenda and the relevant papers (i.e. to be discussed at the Board Meeting) and circulate this at least two weeks in advance of the Project Board meeting. The Project Manager and/or the UNDP Programme Team will take minutes and will circulate the same within two weeks after a meeting is held.

As displayed in the organizational structure below, the Board comprises of Permanent Secretary of Ministry of Youth (or his designate) as the Executive. UNDP Resident Representative (as representative of DGTF) and other potential donors represent the Senior Supplier of the Project. The Senior Beneficiary role is played by the Ministry of Strategic Planning, Development and National Statistics, and the National Youth Council of Fiji (NYCF) representative of all youth led CSOs in the country. The Chairperson of the Board is Permanent Secretary of the Ministry of Youth or his designate.

Project Reference Group:

A Reference Group involving the Ministry of Youth, UNDP Programme Representative and delegates from the National Youth Council of Fiji as well as other stakeholders shall act as the body responsible for ensuring the project activities adequately address all aspects of institutional strengthening, advocacy and leadership training in Fiji. The Reference Group will meet every three months (or when deemed necessary) and provide advice and guidance on technical issues relevant to project implementation to the Project Manager.

Project/Quality Assurance Role

To ensure the on-going quality assurance of the project outcomes and outputs, the Project Board will require the annual production of an independent monitoring and evaluation report. This report will verify the achievement of the project management milestones and ensure that these are delivered in accordance with UNDP programme guidelines (Results Management Guide) and within the allocated budget and annual work plans (AWPs) approved by the Project Board. The assurance role will be performed by the UNDP Programme Team.

Project Manager

The project manager, to be appointed by the Ministry of Youth and Sports, will guide the implementation of activities as per the approved workplans and will provide regular reports to UNDP (for vetting as part of quality assurance). The Project Manager and the UNDP Team will also report to the Project Board through the medium of Project Board Meetings. The Project Manager’s prime responsibility is to ensure that funds approved by the Project Board is used efficiently and produces results; to the required standard of quality; and within the specified constraints of time and cost. The Project Manager reports to the Project Board through the UNDP Programme Team. A draft terms of reference for the Project Manager position is attached as Annex 1 and a detailed terms of reference for the Project Manager will be developed and finalized during the initiation phase of the project and recruitment will be completed by end of 2012.

Project Support by Ministry of Youth and UNDP Joint Operations Centre

Project support is defined as administrative and operational support provided to the Project Manager in completing the day to day tasks that is necessary in completing the activities as per approved workplan. Thus Project Support will be provided at two levels as follows:

i) The Ministry of Youth and Sports

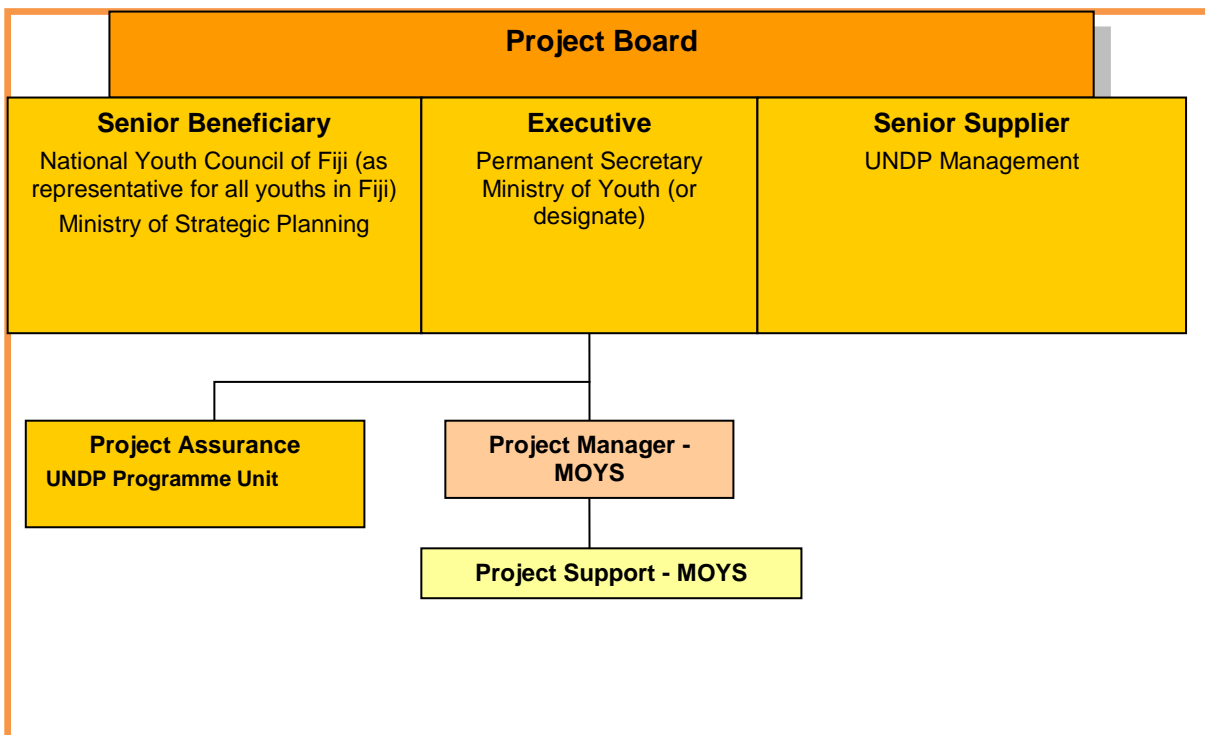
The ministry currently is set up to assist with youth initiatives in Fiji and has several out posted youth officers throughout the country. Through their main office in Suva and other offices around the country, the Ministry undertakes to support the Project Manager in ensuring that project activities are completed in a timely manner.

ii) Through the UNDP Joint Operations Centre

As the project is nationally implemented, Government of Fiji procurement rules will applied in the sourcing goods and services for the project. However the implementing partner may choose to utilize the services of the UNDP Joint Operations Centre, particularly in the Initiation Phase to conduct procurement and disburse funds to ensure that initiation phase activities are carried out quickly. A Country Office Support Services agreement will be developed to identify the extent of the services provided by the UNDP Office.

Towards the end of the initiation phase and in compliance with the UN’ Harmonised Approach to Cash Transfer (HACT), a capacity assessment of the MOYS may be conducted as a first step to ensure that funds channelled through MOYS are disbursed in accordance with the objectives of the project and properly accounted.

Organizational Structure



IV. MONITORING FRAMEWORK AND EVALUATION

Within the Annual Cycle

On a quarterly basis, a quality assessment exercise shall record progress towards the completion of key results of the project. An Issues Log shall be activated and updated by the Project Manager 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 by the Project Manager and regularly updated by reviewing the external environment that may affect the project implementation. Based on the information recorded in the issues and the risk logs, as well as general analysis of the progress made by the Project, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through UNDP Programme Team proving project assurance. A standard reporting format is desirable however this should not constrain the project manager in submitting other reports that may appropriately capture project results and present it accordingly,.

A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the MOYS, 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.

Annual Work Plan and Budget

The annual work plan and budget will serve as the primary reference documents for the purpose of monitoring the achievement of results. The Project Manager is tasked with the responsibility of implementing the project in accordance with this document and as per the policies and decisions of the Project Board.

Annual Report and Review

Annual Review Report: an Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Reference Group. 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 of the 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

Mid-Term Review, and Final Evaluation

Mid-Term Review: A mid-term review will be conducted to gauge the continued relevance of the project and to inform the project management and stakeholders on the implementation arrangement and the achievement of outputs. It will specifically inform stakeholders on the relevance, sustainability, efficiency, inclusiveness, challenges and impacts of project activities.

Final evaluation of the project may be required in accordance with DGTTF requirements..

Monitoring Visits

The project will include monitoring visits by the Project Board and his will be facilitated by Project Manager to arrange a visit to project sites for donors, government counterpart, IP-CSOs representative and strategic partners during the course of the project.

Audit

The audit of the project will be conducted in accordance with UNDP Audit requirements that are in compliance with the standards set out by the UN Board of Auditors. Annual audits as sanctioned by the UNDP's Office of Audit and Investigation will be carried out and funded through the relevant provisions in the project budget. The MOYS undertakes to comply with the audit guidelines and take necessary action in case of negative audit findings. The MOYS will also avail its financial register that it maintains for all project related transaction to UNDP Country Office staff for inspection as part of regular "spot checks".

Quality Management for Project Activity Results

Initiation Phase.		
IPResult 1 (Atlas Activity ID)	National Youth Forum (NYF) conducted and outcomes reflected in 2013 Workplan	Start Date: August-2012 End Date: Nov-2012
Purpose	To seek the views of the youth in Fiji in organizing a national forum and to ensure that the outcomes of the forum, to the extent possible, are followed up through the implementation of the 2013 Annual Workplan. The NYF will also be the forum where the constitution of the NYCF and the Strategic Plan will be endorsed.	
Description	Actions: <ul style="list-style-type: none"> ▪ Divisional/District meetings conducted and input from young people sought towards drafting agenda/programme for the National Youth Forum. ▪ Finalize programme and formally send invitation to youth delegates across Fiji. ▪ Secure accommodation and other logistics, ▪ Finalize list of speakers and presenters for the Forum. ▪ Conduct forum and prepare finalize outcome report within 2 weeks after the end of Forum. 	
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>
# of youths selected through the divisional meetings and proportion of youths they represent.	Reports from divisional/district meetings and the selection criteria for selection of youth delegates.	Sept-2012
# of issues on the NYF agenda developed out of divisional consultations and actions taken based on the recommendations of the NYF.	Recommendations and follow up actions emanating from NYF discussions as detailed in the outcome report	Nov - 2012
	NYCF 3 year strategic plan and constitution endorsed at the NYF and 2013 workplan developed.	Nov-2012

Initiation Phase.		
IP Result .2	Conduct Mapping Exercise of all youth related organizations and initiatives in Fiji	Start Date: August-2012 End Date: Oct-2012
Purpose	To map out all youth related and youth led initiatives in the country to ensure that project activities are not duplicated and maximum synergies achieved with other programmes/projects.	
Description	Actions: <ul style="list-style-type: none"> ▪ Organize meetings with youth organizations and Govt. agencies' ▪ Document work programmes and identify linkages and/or duplication with other stakeholders. ▪ Identify key priority areas for youth participation and leadership 	
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>

The project aims to invite as many government agencies and donor partners to discuss their programmes and develop a comprehensive mapping document that clearly shows the types of youth programmes that are currently running, who is funding and who are the beneficiaries.	The annual workplan for the project in 2013 will be the primary document that will identify where the project is taking a lead role, and where it is supporting. The NYCF will also benefit from this exercise as a complete range of stakeholders that it can relate to in terms of partnerships will be developed and captured in a database.	
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Initiation Phase.

IP Result 3 (Atlas Activity ID)	Finalize NYCF 3 year Strategic Plan	Start Date:6/2012 End Date:6/2014
Purpose	To assist the NYCF in completing the drafting of its constitution and finalize the strategic plan which will benefit from the mapping exercise conducted under 1.2. The strategic workplan will help determine the future direction of the NYCF.	
Description	Actions: <ul style="list-style-type: none"> ▪ Recruit local consultant to assist with drafting Strategic Plan for NYCF ▪ Conduct stakeholder meeting to discuss draft strategic plan. ▪ Secure endorsement from stakeholders towards a vision, mission objectives and strategic plan for NYCF. 	
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>
Number of discussions conducted with relevant stakeholders in the drafting of the constitution and the strategic plan.	Minutes of the discussions conducted and endorsement of attendees on the way forward.	Sept- 2012
% of youth consulted in the vetting of the constitution as well as the strategic plan.	Consultant's report to clearly outline the location, number disaggregated by gender and other relevant indicators important to the project.	Oct-2012

Initiation Phase.

IP Result 4 (Atlas Activity ID)	Conduct Project Board Meeting to approve Initiation Phase Outcomes and Recommendations	Start Date:6/2013 End Date:6/2014
Purpose	To establish the oversight function of the Project Board and ensure that all major decisions are endorsed before advancing to the next stage of the project.	
Description	Actions: <ul style="list-style-type: none"> ▪ Organize Project Board Meeting in October. ▪ Submit agenda and papers at least 2 weeks prior to meeting. ▪ Document meeting outcomes and obtain endorsement of 2013 Annual Work plan.. 	
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>
# of comments received from Project Board Members on Board Papers and clarified before the Board Meeting.	A log of comments made by Board Members will be established and the Board Minutes will be tailored to ensure that regular updates are provided on issues raised by the board.	In the first month after the end of each quarter.

OUTPUT 1: INSTITUTIONAL CAPACITY OF YOUTH ORGANIZATIONS AT NATIONAL AND SUB-NATIONAL LEVEL ENHANCED TO SUPPORT EFFECTIVE PARTICIPATION OF YOUNG PEOPLE IN THE DEMOCRATIC PROCESS.

Activity Result 1.1	Grant Funding to NYCF and DYCF approved and disbursed	Start Date:1/2013 End Date:12/2014
Purpose	Following the endorsement of its strategic plan at the NYF, the NYCF and affiliates will prepare their workplans and make submissions for grant funding to the project. Based on the established criteria endorsed by the Project Board, grant funding will be released to NYCF and selected affiliates to support youth participation in the democratic dialogue.	
Description	<p>Actions:</p> <ul style="list-style-type: none"> ▪ Project Board endorses criteria for receiving and approving grant applications. ▪ MOA for Grant Funding between MOYS and NYCF and affiliates developed and agreed with relevant deliverables and timelines. ▪ Grant funding to NYCF and selected affiliates released based on deliverables and achievement of targets. ▪ Institutional Strengthening and capacity buildings for youth organizations conducted at the district level. 	
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>
# of applications received from NYCF and its affiliates which link their strategic plan to the primary project objective which is youth empowerment and participation.	Quarterly reports or other periodic reports submitted to the Project Manager to compilation and approval of the Project Board. Minutes from the Grant Allocation Committee.	End of every quarter.
# of Progress Reports received from Grant Recipients by due date. This will reflect the effectiveness of the grant utilization i.e., NYCF and its affiliates will need to submit their reports reflecting clearly how this funding has led to increased empowerment and participation of young people.	Progress reports will be an important tool to assess how the NYCF and its affiliates are functioning and what work have they completed in relation to preparing themselves for autonomy.	End of every quarter.

OUTPUT 1: INSTITUTIONAL CAPACITY OF YOUTH ORGANIZATIONS AT NATIONAL AND SUB-NATIONAL LEVEL ENHANCED TO SUPPORT EFFECTIVE PARTICIPATION OF YOUNG PEOPLE IN THE DEMOCRATIC PROCESS.

Activity Result 1.2	MOYS and NYCF activities aligned to ensure complementarity and avoid duplication	Start Date:1/2013 End Date:12/2014
Purpose	Through the monitoring and updating of the database that will be established on completion of Initiation Phase activity, the project aims to ensure that all stakeholders are working in tandem and minimize any duplication in its work.	
Description	<p>Actions:</p> <ul style="list-style-type: none"> ▪ Timelines for meetings with MOYS and NYCF established. ▪ Agreement on both parties on workplans and activities. ▪ Regular monitoring and evaluation conducted. 	
Quality Criteria	Quality Method	Date of Assessment

<i>how/with what indicators the quality of the activity result will be measured?</i>	<i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<i>When will the assessment of quality be performed?</i>
# of initiatives funded and outputs completed.		

OUTPUT 1: INSTITUTIONAL CAPACITY OF YOUTH ORGANIZATIONS AT NATIONAL AND SUB-NATIONAL LEVEL ENHANCED TO SUPPORT EFFECTIVE PARTICIPATION OF YOUNG PEOPLE IN THE DEMOCRATIC PROCESS

Activity Result 1.3	Resource mobilization and coordination with other youth initiatives funded through other stake-holders.	Start Date:1/2013 End Date:12/2014
Purpose	Since project funds are limited, effective resource mobilization and coordination with other stakeholders is mandatory. This is to ensure that the project works with other donors and youth organizations to maximize impact and coverage.	
Description	Actions: <ul style="list-style-type: none"> ▪ Set timelines for regular meeting with stakeholders ▪ Develop and implement a resource mobilization strategy for youth related initiatives ▪ NYCF and affiliates secure funding over and above project and MOYS allocated resources to compliment activities. 	
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>
<ul style="list-style-type: none"> - # of meetings conducted with stakeholders - % of funds secured for parallel activities - # of joint initiatives undertaken with other stakeholders 	The project quarterly progress report and reports from grant recipients should stipulate what other resources have been mobilized to support their activities.	End of every quarter commencing January 2013

OUTPUT 1: INSTITUTIONAL CAPACITY OF YOUTH ORGANIZATIONS AT NATIONAL AND SUB-NATIONAL LEVEL ENHANCED TO SUPPORT EFFECTIVE PARTICIPATION OF YOUNG PEOPLE IN THE DEMOCRATIC PROCESS

Activity Result 1.4	Communication Strategy Developed for Youth Initiatives	Start Date:1/2013 End Date:12/2014
Purpose	To share knowledge and to disseminate information to a wider audience comprising of young people in Fiji and around the Pacific Region.	
Description	Actions: <ul style="list-style-type: none"> ▪ Develop Communications Plan ▪ Liaise with communication and media outlets for preferential access for youth initiatives. ▪ Develop websites, regular press releases, and utilize social networking tools to enhance participation of youth in related activities. 	
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>

# of social media sites accessed and websites established (Facebook, Websites, Twitter etc) Linkage to Pacific Solutions Web Discussions	Youth in the country utilize web media and social sites to generate discussion on pertinent issues. Project can establish a Facebook Profile as means of disseminating information to all young people.	Bi Annually commencing June 2013
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OUTPUT 2: STRENGTHENED CAPACITY OF YOUTH AND YOUTH LEADERS IN LEADERSHIP AND DECISION MAKING AT THE LOCAL AND NATIONAL LEVELS

Activity Result 2.1	Appropriate Leadership and Engagement Strategies developed and training delivered to target audiences.	Start Date:1/2013 End Date:12/2014
Purpose	To assist young leaders in developing their leadership skills and facilitating access to leaders and decision makers	
Description	Actions: <ul style="list-style-type: none"> ▪ Map out training activities targeting youth empowerment with relevant stakeholders. ▪ Develop training programmes and deliver to target audience. ▪ Analyse feedback from participants and conduct follow up activities through NYCF and affiliates. 	
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>
# of young leaders trained through the project. # of training programmes delivered through other institutions such as Leadership Fiji	Project Reports, Newsmedia, etc	Quarterly commencing March 2013

OUTPUT 2: STRENGTHENED CAPACITY OF YOUTH AND YOUTH LEADERS IN LEADERSHIP AND DECISION MAKING AT THE LOCAL AND NATIONAL LEVELS

Activity Result 2.2	Linkages with emerging youth identified and enhanced.	Start Date:1/2013 End Date:12/2014
Purpose	To provide linkage between teenagers in Secondary schools and in Tertiary institutions so that civic engagement themes can be improved to cater for the needs of young people as they emerge from the school system into higher education/workforce.	
Description	Actions: <ul style="list-style-type: none"> ▪ Joint approach between MOYS and Ministry of Education for civic education targeting emerging youth both in and out of school system. ▪ Printing of relevant civic education material developed under In schools project. ▪ Utilisation of materials to educate emerging youth on social and civic issues. 	
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>
Introduction of Civic education themes in secondary schools for Forms 4 – 7. Number of school students engaging in Civic Education activities	Project reports, Ministry of Education circular and other publications	Bi Annually commencing June 2013

OUTPUT 2: STRENGTHENED CAPACITY OF YOUTH AND YOUTH LEADERS IN LEADERSHIP AND DECISION MAKING AT THE LOCAL AND NATIONAL LEVELS

Activity Result 2.3	Enabling environment fostered for youth to have increased access to Policy and Decision Makers at National and Sub National Levels	Start Date:1/2013 End Date:12/2014
Purpose	To facilitate and provide access for young people to engage with their leaders, at the community and national level and actively participate in decision making (for eg. National Budget)	
Description	Actions: <ul style="list-style-type: none"> ▪ Use training programmes as opportunity for youth participants to interact with Govt. and Private Sector. ▪ Advocate for Govt. Agencies to dedicate time and resources for interaction with youth groups and organizations. ▪ Provide support to NYCF and affiliates in interaction with Government and Private Sector as and when required. 	
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>
# of engagements/interactions facilitated between young people and their leaders. # of national forums that have reserved access for young people	Project Report, News Media, etc	Commencing 2013, assessed quarterly

OUTPUT 3: PROJECT IS EFFECTIVELY MANAGED, MONITORED AND EVALUATED

Activity Result 3.1	Office set up completed and functioning properly.	Start Date:1/2013 End Date:12/2014
Purpose	To have the project manage, monitored and evaluated effectively to achieve maximum results	
Description	Actions: <ul style="list-style-type: none"> ▪ Project Manager recruited and project office set up with MOYS. ▪ Equipment procured and other logistics sorted. ▪ Reporting lines between, Project Manager, NYCF, MOYS clarified. ▪ Project Reference Group established and regular meetings conducted 	
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>
# of reports compiled by the Project Manager # of Project Reference Group Meeting conducted	Timely reporting of the project manager including compilation of the issues log as well as the Risk Log. Assistance from the Project Reference Group to be sourced when required.	From date when the Project Manager comes on Board.

OUTPUT 3: PROJECT IS EFFECTIVELY MANAGED, MONITORED AND EVALUATED

Activity Result	M&E system established and implemented.	Start Date:1/2013
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3.2		End Date:12/2014
Purpose	To ensure that the project has an effective monitoring and evaluation system that is tailored to help project achieve results.	
Description	Actions: <ul style="list-style-type: none"> ▪ Training conducted by Project Manager, MOYS and UNDP staff on M&E systems. ▪ Outcomes documented and M&E Database established. 	
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>
# of issues identified during initial training and follow up conducted.	Project and Induction Training conducted.	Nov- 2012 and end of every quarter, thereafter.

OUTPUT 3: PROJECT IS EFFECTIVELY MANAGED, MONITORED AND EVALUATED		
Activity Result 3.3	Project Board Meetings convened to oversight project activities.	Start Date:1/2013 End Date:12/2014
Purpose	Too ensure that the Project Board has sufficient knowledge on the activities of the project and is able to provide necessary leadership and direction towards the successful completion of the project	
Description	Actions: <ul style="list-style-type: none"> ▪ Agree on schedule of board meetings. ▪ Board papers prepared and submitted on timely basis. 	
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>
Board Meeting minutes approved and circulated within 3 working days. Follow up actions regularly monitored through issues log.	Project Board Meeting Minutes, Project Issues Log.	November 2012 and end of every quarter thereafter.

OUTPUT 3: PROJECT IS EFFECTIVELY MANAGED, MONITORED AND EVALUATED		
Activity Result 3.4	Mid-Term Review, and final evaluation conducted and results shared	Start Date:1/2013 End Date:12/2014
Purpose	Evaluation requirements are met as per DGTFE guidelines and findings used to revise project strategy and activities where required.	
Description	Actions: <ul style="list-style-type: none"> ▪ Finalize TOR for consultant to conduct mid term evaluation. ▪ Submit findings and recommendations for Board review. ▪ Prepare TOR for final evaluation and recruit consultant. 	
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>

Evaluation Report (Mid Term and Final Report) completed by independent evaluator within approved timelines.	# of recommendations issued or raised by the evaluation report.	November 2013 (Mid Term Evaluation) Final Evaluation – December 2014.
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I. LEGAL CONTEXT

This Project Document is guided by the framework of UNDP's Standard Agreement on Operational Assistance Article I, paragraph 2 signed by the Government of Fiji on 30 October 1970 and the Fiji Country Programme Action Plan (CPAP) signed by the Government of Fiji and UNDP on 9 June 2008. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government co-operating agency described in that Agreement.

The following types of revisions may be made to this Project Document with the signature of the UNDP Resident Representative only, provided he is assured that the other signatories to the Project Document have no objections to the proposed changes:

- a. Revisions in, or addition of, any of the annexes to the Project Document;
- b. Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the Project, but are caused by the arrangement of inputs agreed to or by cost increases due to inflation; and,
- c. Mandatory annual revisions, which re-phase the delivery of, agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

II. ANNEX 1: RISK ANALYSIS

OFFLINE RISK LOG

Project Title: Strengthening Youth Participation in the Transition to Democracy in Fiji	Award ID:	Date:
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political actors may misconceive the aims of the project in a negative way.	18/01/2012	Political Will	The support from the government may be reduced and there may be pressure to stop the project. P=2 I=4	<ul style="list-style-type: none"> • Ensure political sensitization of messages with the use of technical neutral language. • Hold early inception meetings with government and all stakeholders to • Keep all stakeholders and strategic alliances regularly informed of project developments and outcomes. • Ensure overall transparency for the project through the website and communication updates. • Keep UN RR and other Board members fully informed of issues so 				

					that these can be taken up with the most senior government officials.				
2	Key champions and supporters of UNDP's work within the government may be restricted in their ability to provide access to higher level key decision makers.	18/01/2012	Government Commitment	Young people would not have access to the key decision makers. P = 2 I = 4	<ul style="list-style-type: none"> • Consult with champions and supporters in advance and throughout the project. • Utilize the influence of the UN RC/RR to consult with high level government officials. • In worst case scenario, use UNDP champions to convey messages from young people to the high level decision makers. 				No change
7	Interpretation or implementation of the Public Order Act restricts the freedom of assembly especially gatherings organized by civil society.	18/01/2012	New Policies and/or Regulations	The assembly of young people for political dialogue may be restricted if the government has concerns about the nature of the dialogue. In a worst case scenario, assembly is highly restricted in general. Approval for assembly may also be required that may affect the timeline set for the project. P=3 I=4	<ul style="list-style-type: none"> • If approval is required, plan sufficiently in advance for possible delays in the process. • Keep government informed of project and planned activities • Include in the capacity building work the importance of working with the government and keeping messaging factual and non-inflammatory. 				