

**RUSSIA YOUTH Trust Fund for Development**  
**PROJECT DOCUMENT**  
**Guinea**

**Project Title:** Empower young women entrepreneurship through access to digitalized services, financing and economic opportunities within the existing YouthConnekt Guinea

**Project Number:**

**Implementing Partner:** United Nations Development Programme (UNDP)

**Start Date:** 01 March 2020    **End Date:** 28 February 2022    **PAC Meeting date:**

**Brief Description**

The objective of this project is to empower young Guinean women entrepreneurs by developing targeted digitalized services, especially for the women living in enclaved regions and who do not have access to the necessary services to initiate and grow flourishing businesses and respond to market demands.

This project is directly aligned with the first thematic area eligible for this call, namely: Supporting youth employment and harnessing the innovation potential of youth. First, it directly contributes to youth employment by targeting young self-employed women and by helping them develop their businesses in a sustainable way. Second, it builds on innovative tools such as digital services to develop the capacities of young women in terms of business development, training and opportunities, networking, access to financing and market. Third, even more crucial, it will build the capacities of several hundreds of women to use the internet, to access digital services and opportunities provided by the YouthConnekt digital Hub and to create a large network of women entrepreneurs whom, together, will be able to influence the nature, structure and amount of support to be provided to self-employed women in Guinea.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

**UNDAF Outcome 2:** By 2022, the national institutions, the private sectors and local entities will have implemented policies so as to improve productive employment, entrepreneurship for youth, for women and for persons with disabilities.

**CPD Results 2.2:** Women and youth benefit from income-generating activities and decent employment within sustainable value chains developed in the mining, agricultural and fisheries sectors

Indicative Output(s) with gender marker: **GEN 3**

<b>Total resources required:</b>	<b>\$1,532,920 USD</b>	
<b>Total resources allocated:</b>	<b>Russia TFD:</b>	<b>\$1,197,720</b>
	<b>UNDP:</b>	<b>\$157,200</b>
	<b>Gov In-Kind:</b>	<b>\$178,000</b>
<b>Unfunded:</b>		

Government of Guinea	UNDP Guinea
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## I. DEVELOPMENT CHALLENGE

### 1. Background analysis

The Republic of Guinea is part of the Least Developed Countries in the World and is ranked 175 out of 189 in the UN Human Development Index (40th African country out of 53). Even though real GDP growth stood at around 5.8%<sup>2</sup> in 2018, rampant inflation, which approached 10% in 2018 did not allow for improved living conditions for the Guinean population. More than half of the population (55,2%) live under the poverty line in 2012 with poverty being higher in rural areas (65%) than in urban areas (35%).

With more than 12,7 million inhabitants (World Bank, 2017) and a population growth approaching 3,2% (which is one of the highest rates in the World), the Republic of Guinea is facing a strong demographic pressure: its population will double in 22 years. Some projections also indicate that at least 200 000 people reach the age of 15 every year and will look for jobs and economic opportunities<sup>3</sup>.

Another major challenge facing Guinea are the gender gaps in the areas of education and agricultural productivity, and with regard to employment and decision-making opportunities. When accounted for, these factors diminish women's prospects and undermine the country's growth trajectory. Data from the National Institute of Statistics 2019 enhances that paid employment is lower amongst women (10,2% against 23,9% amongst men) especially in rural areas (9.3% against 34,2% in urban areas).

### 2. Women empowerment leeway for improvement

Guinean population is young (74%), feminine (52%) and rural (60%). However, the literacy rate is twice higher for men (43,7%) than for women (22,5%). Most unemployed people are young (83%), and even young men and women with diplomas are subjected to high levels of unemployment (61%). It is estimated that 80% of the young active population survives in the informal sector.

Several challenges are frequently listed by experts in the area of women entrepreneurship in Africa, and particularly in the Sub-Saharan Africa. We can list at least 7 different obstacles that women, for being women, face in initiating or maintaining their business:

- First, they face, and this is particularly true in Guinea, socio-cultural and structural inequalities that favour men. For instance, women are typically less educated.
- Second, they struggle more to obtain credit as they usually own less than men and cannot offer a guarantee
- Third, due to cultural norms, and the difficulty to deal with government officials, it is more difficult for them to cultivate business networks
- Fourth, women are usually less aware of training and networking opportunities and existing initiatives on economic development, etc.<sup>4</sup>
- Fifth, the "female inferiority complex" prevent them from becoming ambitious<sup>5</sup>
- Sixth, women are afraid of failing as they are often in charge of providing for them and for their family
- Seventh, women in business face a huge disparity between rural and urban areas and, in Guinea, even more between the capital (Conakry) and rest of the country

Taking these issues into account, several solutions can be envisioned:

- Create networks among women to facilitate the circulation of information and opportunities, create a sense of solidarity, open new opportunities, join efforts...
- Facilitate access to information, training opportunities, ...
- Organize, promote and develop hands-on online business training tools so women can access in a timely manner simple and practical information for the development of their businesses
- Create mentorship programmes where women can help other women face the same obstacles and gain self-esteem

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<sup>2</sup> Growth was attributed to the industrial sector (which grew by 8.7%), dominated by mining (15.3%), but the manufacturing sector grew by 3.2%. The primary sector grew by 3.1%, and the services sector by 5.1%. Growth was bolstered by reforms aimed at improving the business climate, access to electricity, and investment in the agrofood sector (source: World Bank, <https://www.worldbank.org/en/country/guinea/overview>)

<sup>3</sup> Support Project for promoting business creation through the risk sharing model (UNDP Guinea)

<sup>4</sup> The first obstacles are listed in the following articles: <http://theconversation.com/why-africas-women-entrepreneurs-struggle-to-grow-and-how-to-help-108688>

<sup>5</sup> This "psychological barrier" is mentioned in the following article: [https://wia-initiative.com/wp-content/uploads/z-press/WIA\\_Women\\_Empowerment.pdf](https://wia-initiative.com/wp-content/uploads/z-press/WIA_Women_Empowerment.pdf)

- Identify and work with role models in specific areas and sectors so they can share their knowledge and participate in the building of stronger networks of women entrepreneurs
- Support the creation of special financial products using innovative supports such as a crowdfunding tool for women businesses.
- Promoting women entrepreneurship outside of the capital, especially in rural areas

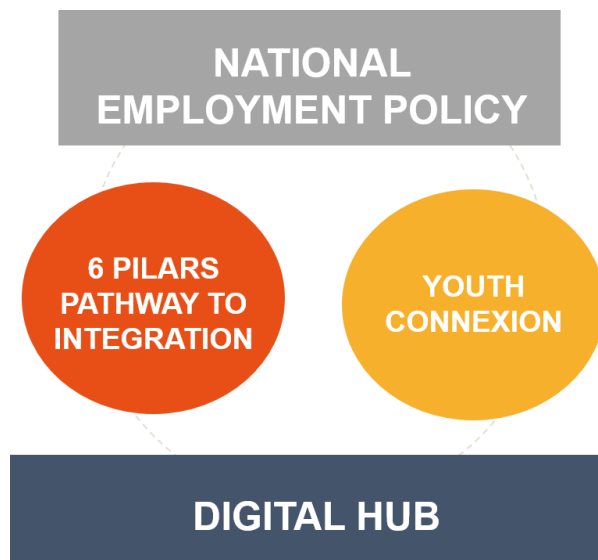
These solutions can be digitalized and accessible for the most part by women everywhere in Guinea.

### 3. Fostering women entrepreneurship within YouthConnekt Guinea initiative

The YouthConnekt initiative comes from Rwanda. It is based on the idea that the Government should connect youth using technology. A platform piloted by the Ministry in charge of Youth in Rwanda and the International Trade Centre (ITC) was born in 2012 to connect youth with their peers, role models, resources, skills and economic opportunities. This “connectivity” was considered crucial to empower young Rwandans. Since then, the YouthConnekt concept has been developed and adapted in 16 other countries.

YouthConnekt Guinea has launched its preparatory phase in 2019. The initiative serves as a catalyst aimed at formulating a perspective for socio-economic integration for Youth in Guinea. It builds on a digitalized world with exponential growth in order to facilitate the implementation of a digital hub for youth employment accessible to every socio-professional category (employed, informal and entrepreneurs).

The strategy is driven by 4 main components represented in the below chart:



- Component 1: National Employment Policy (NEP)

**Main result:** Ministry of Youth and Youth Employment (MJEJ) has finalized the document collection and validation workshops in 2019. NEP will be launched by mid-2020 by Minister of Youth.

- Component 2: a 6-pillars pathway to integration



**Main result:** A mapping comprised of 152 initiatives towards youth employment in Guinea. It is based on the 6-pillar strategy, enabling the government (MJEJ) to have a clear vision on the synergies and the gaps to be filled.

- Component 3: Connecting the Youth

MJEJ and other partners aim at mobilizing Guinean Youth around social cohesion events such as boot camps and the annual YouthConnekt Event.

**Main result:** 1 bootcamp has been organized in Kindia in November 2019 and a vulgarisation document has been established to facilitate the organization of bootcamps in the 8 administrative regions in 2020.

- Component 4: Digital Hub

The digital hub, which is one of the major components of the project, aims to facilitate the socioeconomic integration of youth through their access to all services related to training, economic opportunities, mentoring and access to financing.

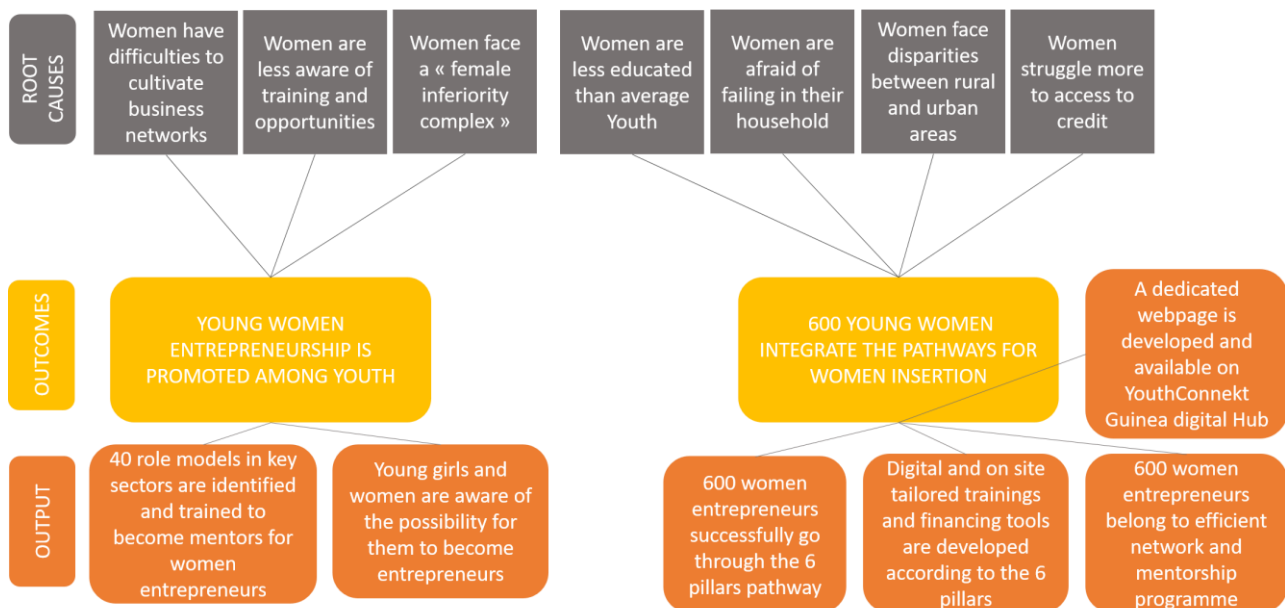
**Main result:** The platform is operational and will be launched in February 2020.

The 600 Women enrolled in the pathways will serve as models for other Women in their communities. By empowering 600 leaders, YouthConnekt for Women will encourage the creation of Economic Interest Grouping (GIE) so that the community rely on the “relays” and support long-term growth of small businesses.

## II. STRATEGY

### 1. Theory of change analysis

*If* young women are better organized and included in networks that promote women entrepreneurship,  
*If* young women have access to trainings and tools that specifically respond to their needs in a timely manner,  
*If* young women benefit from innovative financial products to finance their businesses,  
*If* young women are trained in using digital tools to access local, national and international markets,  
*Then* young women entrepreneurs and independents will develop stronger businesses that respond to identified needs  
*Because* they would have gained confidence in their own capacity to develop businesses, changed their perspective on their own business (not out of necessity but market-driven), developed skills in know-how; business and marketing and, finally, accessed and used digital tools that would help them expand their business.



The objective of this project is to empower young Guinean women entrepreneurs by developing targeted digitalized services, especially for the women living in enclaved regions and who do not have access to the necessary services to initiate and grow flourishing businesses and respond to market demands.

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The focus on young women is legitimated by the fact that they face specific obstacles to the development of their activities and, as such, deserve specific development interventions. Furthermore, this proposal is part of a larger initiative aimed at promoting the integration of young Guineans, both men and women, through a real insertion journey. This project will nurture the overall strategy developed by UNDP and the Government in terms of youth employment.

This project is clearly aligned with the 5th pillar of PNDES 2016-2020:

- Outcome 5.5.1: Productive employment and Youth entrepreneurship is promoted
- Outcome 5.5.2: Productive employment and Women entrepreneurship is promoted

## **2. Initial Roadmap**

- Conduct study to identify national challenges for youth women development
- Define the YouhtConnekt for Women initiative in partnership with MJEJ according to national priorities/context
- Complete the mapping of public, private, civil society and academia organizations and initiatives active in the field of youth empowerment with a specific focus in women empowerment existing initiatives.
- Identify potential development partners active in women empowerment and place them on each component of the pathways to women inclusion (including local partners, donors such as UN and other development partners, etc.)
- Conduct national consultations with all stakeholders
- Draft clear Division of labour among all actors for each component of YouthConnekt for Women
- Establish memoranda of understanding with partners (or an amendment in case mou already exist within YouthConnekt project)
- Identify the means of communication to reach young women in rural areas (TV, radio, Internet, social networks, etc.)
- Ensure that all categories of youth are taken into account based on their specific needs (rural and urban girls, girls living with disability)
- Establish a YouthConnekt Strategic Committee (composition below)
- Develop an annual Action Plan for each of the 4 components
- Implement a monitoring and evaluation system
- Start the activities according to the multi-year work plan

## **3. Focus on the selection process of the 600 women enrolled on the pathway for integration**

One of the biggest challenges of the first phase will be the selection of 600 women from all the administrative regions. The proposed selection process will be the following:

- Mobilisation and communication campaign for 3 weeks (government, radio, social media, internet)
- Preselection based on mandatory requirement (women, self-employed, aged 18-35, Guinean national)
- Selection interview in the 8 prefectures in front of a mixed jury chaired by MJEJ (UNDP, partners, specialists, etc...)
- Aggregation of the final list of 600 women

### III. RESULTS AND PARTNERSHIPS

#### Expected Results

COMPONENT / OUTCOME	OUTPUT	ACTIVITIES
<p style="text-align: center;"><b>1</b></p> <p style="text-align: center;"><b>YOUNG WOMEN ENTREPRENEURSHIP IS PROMOTED AMONG YOUTH</b></p>	<p>1.1 40 female role models are identified in key sectors and trained to become Mentors</p>	<p>1.1.1 in accordance with the MJEJ and the Minister of Social Affairs and Promotion of Women and Children (MASPFE), identify female role models in key value chains and sectors in the 8 administrative regions</p> <p>1.1.2 organize meetings and discussions to validate their willingness to become role models and engage in a mentorship programme and train them as mentors</p>
	<p>1.2 Women entrepreneurship is promoted among young women</p>	<p>1.2.1 With the help of an expert, identify the know-how for each role models, their business skills and lessons learned from their own experience</p> <p>1.2.2 Develop success stories and testimonies that will be available online (on the YouthConnekt Platform). Several digital tools will be used: capsules, short documentaries, interviews...</p> <p>1.2.3 Train role models in public speech and oral expression so they can convey their messages convincingly.</p> <p>1.2.4 Organize university road shows: discussions with young women in the universities and self-esteem sessions with the role models</p> <p>1.2.5 Organise an annual event on women entrepreneurship</p>
<p style="text-align: center;"><b>2</b></p> <p style="text-align: center;"><b>600 YOUNG WOMEN SUCCESSFULLY GO THROUGH THE 6 PILLARS PATHWAY</b></p>	<p>2.1 Digital tailored trainings in technical and business areas are developed and followed by women entrepreneurs on:</p> <ul style="list-style-type: none"> <li>○ technical know-how</li> <li>○ business/ tendering/marketing</li> <li>○ negotiation/public speaking tutorials</li> <li>○ self-esteem, personal development courses</li> </ul>	<p>2.1.1 With the assistance of the MJEJ and the MASPFE, select 600 young business women who are willing to participate in the mentorship programme</p> <p>2.1.2 Organize a survey to identify the key needs and gaps in terms of capacities for these women (this will serve as a baseline for the project)</p> <p>2.1.3 In collaboration with government partners, develop digital learning tools that will respond to women entrepreneurs' needs and provide them with necessary equipment and online access</p>
	<p>2.2 600 women entrepreneurs are trained on the use of internet and digital tools to identify markets, communicate / do some marketing online on their products, access new markets, ...</p>	<p>2.2.1 Train and deploy "UNV digital agents" on relevant uses of the internet, smartphones and tablets: they will serve as trainers and support</p> <p>2.2.2 Train women in the use of digital tools, apps, navigation on the internet, social networks</p>

	2.3 The women entrepreneurs belong to efficient and useful network and mentorship programme	<p>2.3.1 Organize regular training sessions between the mentors and their women entrepreneur “followers”</p> <p>2.3.2 Organize regular business information exchange sessions and develop new tools and knowledge on networking and mentorship objectives and tools</p>
	2.4 Develop innovative financing tools for women entrepreneurs including crowdfunding and small grants	<p>2.4.1 Within the financial tools developed in the YouthConnekt Platform, develop an innovative crowdfunding tool for women entrepreneurship</p> <p>2.4.2 Provide the 600 mentees with a small grant</p> <p>2.4.3 Promote access to these financial tools for young women</p>

### ***Resources Required to Achieve the Expected Results***

To achieve these results, it is necessary to mobilize financial and human resources. The budget for the implementation of the project amounts to \$ 1,532,920 USD ventilated as follows:

- \$1,197,720 USD from TFD;
- \$157,200 USD from UNDP and;
- \$178,000 USD from Government of Guinea (In-Kind);

Below is the budget summary by outcome:

<b>EXPECTED OUTPUTS</b>	<b>Total Budget</b>	<b>TFD Budget</b>	<b>UNDP core resources</b>	<b>Gov In-Kind contribution</b>
OUTCOME 1: Young Women Entrepreneurship is Promoted Among Youth	304,000	246,000	0	58,000
OUTCOME 2: 600 Young Women Integrate the Pathways for Women Insertion	943,000	823,000	0	120,000
Project management and technical support	197,200	40,000	157,200	0
<b>SUB-TOTAL</b>	<b>1,444,200</b>	<b>1,109,000</b>	<b>157,200</b>	<b>178,000</b>
GMS 8%	88,720	88,720	0	0
<b>TOTAL BUDGET</b>	<b>1,532,920</b>	<b>1,197,720</b>	<b>157,200</b>	<b>178,000</b>

### ***Partnerships***

The project is based on the partnership between the different stakeholders, including the Federation of Russia through the embassy in Guinea, Government of Guinea as well as UNDP. The Federation of Russia is the main donor and provides financial support through the provision of project resources. These resources are entrusted to UNDP- Guinea which is responsible not only for the execution of the project but also for the optimal achievement of the project's expected results.

The Implementing partner – UNDP - will work hand by hand with the national stakeholders. UNDP will implement the project according to the strategic committee orientations, monitor project activities and provide advice to improve partners' performance.

The project will seek synergies with ongoing Russian development assistance projects and would also collaborate with Russian business associations to promote use of Russian expertise from the business

sector in the project. In partnership with UNV, the project will seek to engage with Russian volunteers within the project teams if possible.

Partner	Role Description
<b>Ministry of Youth and Youth Employment</b>	Main partner for coordination and execution. MJEJ is the main interlocutor within the government and will take the lead on all the activities organized by the government stakeholder.
<b>Ministère de l'action sociale, de la promotion féminine et de l'enfance</b>	Second main partner within the government. The main role of the MASPFE is to coordinate the gender aspect of the project and make sure the current initiatives for women entrepreneurship are included.
<b>Guinean Agency for Employment Promotion (AGUIPE)</b>	AGUIPE, as an executing partner agency, will be in charge of coordinating the modules (training and tools) of the first 3 pillars of the pathway (soft-skills, know-how and business skills).
<b>Agency for the Promotion of Private Investments (APIP)</b>	APIP, as an executing partner agency, will be in charge of coordinating the modules (training and tools) of the last 3 pillars of the pathway (financial education, access to finance and incubation).
<b>Russian Federation through Embassy in Guinea</b>	The Russian Federation is the main financial partner of the project. It will also provide key best practices and lessons learned from Russian experience
<b>UNDP Guinea</b>	UNDP will implement the project with national stakeholders according to the strategic committee orientations, monitor project activities and provide advice to improve partners' performance

### ***Risks and Assumptions***

RISK DESCRIPTION	RISK RATING	MITIGATING ACTION
Socio-political unrest	HIGH	Through the UN Resident Coordinator, promote inclusive dialogue between political and social actors to ease tensions.
Coronavirus COVID-19 pandemic: health, social and economic crisis	HIGH	Follow WHO instruction – Use ongoing digital tools for sensibilization
Deterioration of the security situation in the country	AVERAGE	Follow the UNDSS safety instructions
Absence of political leadership, poor governance	AVERAGE	Promotion of National ownership through a Participative approach working with the government counterparts and capacity building
No adoption of the project by the beneficiaries	LOW	Focus on a strong inclusion and mentors and relays back-up. Beneficiaries are and will be involved at all stage of the Project cycle. From to its design to its closure.

### ***Stakeholder Engagement***

The 4 main government partners are very active in the socio-economic insertion of Youth in Guinea. As part of the YouthConnekt project, their engagement for Youth is focused on one particularly affected groups: the rural self-employed Youth which accounts for around 80% of the Youth. Within this group, they renewed their willingness to emphasis Women empowerment in rural areas.

One substantial perk of the 4 structures is their deep anchoring within the 8 administrative regions:

- **MJEJ:** MJEJ rely on the Prefectural Department for Youth (DPJ) who have an existing database of Young entrepreneurs and project holders.



- **MASPFE:** MASPFE has implemented a structured network of 26 Centers for Women Empowerment (CAF) throughout national territory;
- **APIP:** APIP Agency leans on 8 regional offices in each administrative region. Besides, a mobile desk is circulating between remote areas in order to assist the entrepreneurs and sensitize them on the importance of formalisation.
- **AGUIPE:** AGUIPE has recently opened a network of “Maison des Compétences” in order to assist job seekers with their job and training opportunities.

Consequently, the *YouthConnektors* based in the rural areas will have a strong linkage with existing structures which will be strengthened by the YouthConnekt for Women project.

### ***Knowledge***

Creating specific knowledge is one of the key strategies of YouthConnekt for Women. Indeed, digital content has many perks: it is free, unlimited and easily widespread. Those 600 enrolled women will serve as models of integration in the pathways so as to inspire their peers.

Several knowledge products will be designed:

- Database for other key partners (facilitate the follow up mechanism amongst beneficiaries)
- Specific media products will be created in order to convey values and strategic content:
  - o capsules videos of 30 secs for social media
  - o photos of rural entrepreneurship reflecting hope, inspiration and fulfilment
  - o interviews of entrepreneurs and self-employed women in key sectors
  - o tutorials and modules adapted to the 6 pillars

### ***Sustainability and Scaling Up***

YouthConnekt Guinea is part of a bigger network, YouthConnekt Africa Hub.

YCA Hub's central role is to primarily strengthen the African youth empowerment ecosystem by equipping already existing initiatives with technical and financial resources, knowledge sharing and improved national ownership of the youth's socio-economic transformation agenda. Through national YouthConnekt initiatives, the Hub accomplishes its mandate by:

- Coordinating a global network to create a continental ecosystem for African youth
- Sharing experience and knowledge on program and policy design, youth initiatives, fund setting and reporting
- Providing a conduit for resources at scale and data on youth to up-skill and finance African youth-led enterprises.

YouthConnekt Guinea is finalizing its membership for YouthConnekt Africa Hub. The participation to YouthConnekt Kigali Summit in October 2019 was the opportunity for the Guinean delegation to share experiences and knowledge. Specific collaboration has been engaged with Burkina Faso, Madagascar and Comoros.

Being part of the network will allow YouthConnekt Guinea to keep sharing experiences and update progress to other countries with similar socio-economic context.

YouthConnekt for Women - as an innovating sub-initiative - will be presented to the quarterly meeting of YCA Hub. A roadmap guide will be drafted and available for any country who is willing to start a programme dedicated to women. Besides, a sub-regional YouthConnekt for Women could be envisioned with neighbouring countries.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

The digitalization of services such as education (and particularly continuous education), access to information, mentoring and online experience-sharing and coaching is an efficient and cost-effective solution for young, and even more so for women living in a vast country, with limited infrastructures, but with a large internet coverage (which is the case of Guinea).

Cost efficiency is also guaranteed by the fact that YouthConnekt for Women will rely on YouthConnekt Guinea existing structure.

Firstly, synergies on the approach will be ensured by both the Strategic and Technical Committees. The national partners have already benefited from capacity building and digital equipment.

Secondly, the Project Management core team will work on both projects. As YouthConnekt for Women strongly lean on a territorial approach, specific coordination will be needed via the recruitment of a new network of “*YouthConnektors*”.

Lastly, the lessons learned and good practices highlighted while implementing the preparatory phase of YouthConnekt Guinea will enable YouthConnekt for Women to be effectively operational.

This integrated approach will guarantee cost efficiency and effectiveness.

### ***Project Management***

At the operational level, the implementation of the project will be conducted by the UNDP project management unit. This management unit will be under the responsibility of the Project Manager recruited by UNDP. Under the supervision of the Team Leader of the Economic Transformation and Sustainable Development Programme (TEDD), the project management unit will consist of: a project manager, a project support team, a monitoring and evaluation officer and a driver. The current YouthConnekt project support team is composed of different international and national expertise which can assist both initiatives: a digital hub specialist, a community manager, webmaster and a Youth Entrepreneurship specialist.

For the needs of YouthConnekt for Women initiative, the team will be strengthened with the recruitment of a women entrepreneurship and mentoring specialist.

## V. RESULTS FRAMEWORK

<b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: UNDAF OUTCOME 2</b>								
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: CPD 2.2</b>								
<b>Applicable Output(s) from the UNDP Strategic Plan:</b>								
<ul style="list-style-type: none"> <li>• <b>1.1.2</b> Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs.</li> <li>• <b>1.6.1</b> Country-led measures accelerated to advance gender equality and women's empowerment.</li> <li>• <b>2.2.1</b> Use of digital technologies and big data enabled for improved public services and other government functions</li> <li>• <b>2.6.1</b> Capacities strengthened to raise awareness on and undertake legal, policy and institutional reforms to fight structural barriers to women's empowerment</li> </ul>								
<b>Project title: YouthConnekt for Women</b>								
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
<b>Outcome 1</b> Young Women Entrepreneurship is Promoted Among Youth	1.1 Number of role models trained as women entrepreneurship mentors	Project Report	0	2020	20	20	40	Project M&E Activities
	1.2 Number of success stories developed	Digital Hub	0	2020	30	30	60	Online monitoring
	1.3 Number of Young women aware of the possibility to become entrepreneurs	Mission reports	0	2020	5000	5000	10 000	Surveys/questionnaires Risk: Lack of precision on the number
	1.4 Number of University road shows organized	Mission reports/ Digital Hub	0	2020	10	10	20	Surveys/questionnaires
	1.5 Number of regions with trained role models	Mission reports/ Digital Hub	0	2020	4	4	8	Yearly Project M&E Activities
<b>Outcome 2</b> 600 Young Women Integrate the Pathways for Women Insertion	2.1 Number of women enrolled in the 6-pillars pathway	Digital Hub	0	2020	300	300	600	Online monitoring
	2.2 Number of <i>YouthConnectors</i> deployed	Digital Hub	0	2020	8	0	8	Project M&E Activities
	2.3 Number of Women who access to finance through the pathways	Project Report	0	2020	200	300	500	Online monitoring
	2.4 Number of projects funded by the financial tool	Digital Hub	0	2020	20	20	40	Online monitoring

## VI. MONITORING AND EVALUATION

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Monitor and Manage Risk (Technical Committee)</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MJEJ UNDP	NA
<b>Lessons Learn (Technical Committee)</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	MJEJ UNDP	NA
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually and at the end of the project (final report)	Field Missions, review of project milestones and consultations with relevant stakeholders	UNDP	NA
<b>Project Review (Strategic Committee)</b>	The project's governance mechanism (i.e., strategic committee) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	at least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	MJEJ UNDP	NA

## VII. MULTI-YEAR WORK PLAN

OUTCOMES	Details of expenditure	Year 1		Year 2		TOTAL (USD)	TFD	UNDP core resources	Government In-Kind	
		first half	second half	first half	second half					
<b>OUTCOME 1: YOUNG WOMEN ENTREPRENEURSHIP IS PROMOTED AMONG YOUTH</b>										
1.1: 40 role models in key sectors are identified and trained to become mentors for women entrepreneurs	1.1.1 in accordance with the MJEJ and the MASPFE, identify women role models in key value chains and sectors in the 8 administrative regions	Launch a communication campaign for the call for women role models candidates: social media marketing and printing costs	1,000	0	0	0	1,000	1,000	0	0
		Youth Connekt team, MJEJ and MASPFE conduct selection interviews in the 8 administrative regions for 2 weeks	9,000	0	0	0	9,000	9,000	0	0
	1.1.2 organize meetings and discussions to validate their willingness to become role models and engage in a mentorship programme and train them as mentors	Annual mentorship training for the 40 women role models in Conakry (capital) for 1 week: room rental and food expenses	10,000	0	10,000	0	20,000	10,000	0	10,000
		Recruitment of 1 mentoring specialist (international) and 1 national specialist for 7 days	6,000	0	6,000	0	12,000	12,000	0	0
		Provide role models with tablets	12,000	0	0	0	12,000	12,000	0	0
		Trip to Conakry for the 40 women role models: transport and accomodation costs	6,000	0	6,000	0	12,000	12,000	0	0
		<b>Total for Output 1.1</b>	<b>44,000</b>	<b>0</b>	<b>22,000</b>	<b>0</b>	<b>66,000</b>	<b>56,000</b>	<b>0</b>	<b>10,000</b>

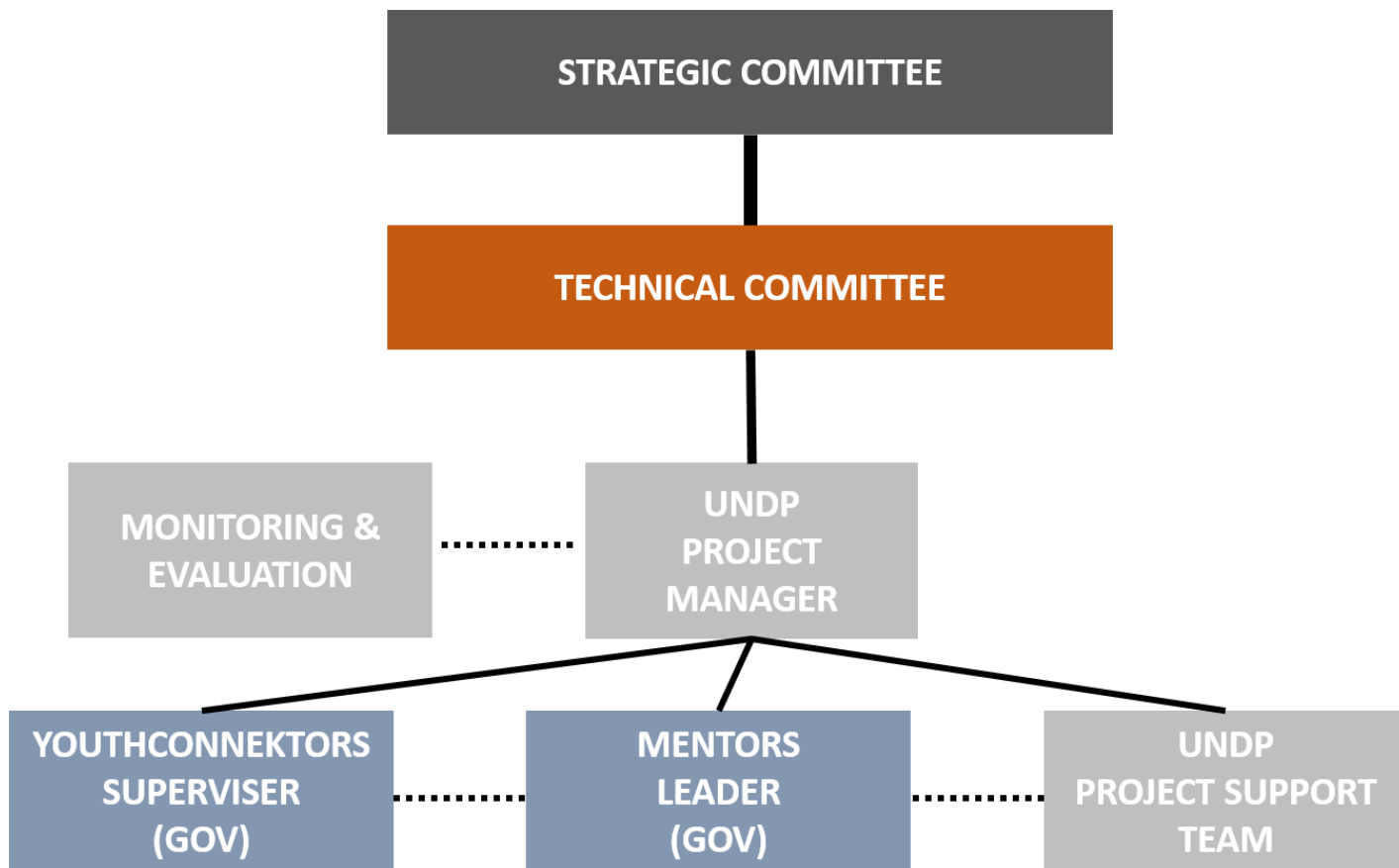
1.2: Young girls and women are aware of the possibility for them to become entrepreneurs	1.2.1 With the help of an expert, identify the know-how for each role models, their business skills and lessons learned from their own experience	40 women role models individual training: room rental and food expenses	16,000	0	16,000	0	<b>32,000</b>	16,000	0	16,000
		Recrutement of 1 international coach and 2 national coaches for 1 week	8,000	0	8,000	0	<b>16,000</b>	16,000	0	0
		Digital valorisation of their know-how and skills: recruitment of a videographer	1,000	0	1,000	0	<b>2,000</b>	2,000	0	0
	1.2.2 Develop success stories and testimonies that will be available online (on the YouthConnekt Platform). Several digital tools will be used: capsules, short documentaries, short road movies, interviews...	Government national videographer and a graphic designer (80 days in total)	16,000	0	16,000	0	<b>32,000</b>	0	0	32,000
		Social media marketing and printing costs	4,000	0	4,000	0	<b>8,000</b>	8,000	0	0
	1.2.3 Train role models in public speech and oral expression so they can convey their messages convincingly.	Recruitment of 1 international consultant and 2 national consultant for 1 week	8,000	0	0	0	<b>8,000</b>	8,000	0	0
	1.2.4 Organize university road shows: discussions with young women in the universities and self-esteem sessions with the role models	Bi-monthly visits by role models in each of the 8 administrative regions: transport and accommodation costs	5,000	5,000	5,000	5,000	<b>20,000</b>	20,000	0	0
	1.2.5 Organise an annual event on women entrepreneurship and promote the participation of women entrepreneurs to international events	Recruitment of an event management company	0	30,000	0	30,000	<b>60,000</b>	60,000	0	0
		Recruitment of a digital communication company	0	15,000	0	15,000	<b>30,000</b>	30,000	0	0
		travel	0	15,000	0	15,000	<b>30,000</b>	30,000	0	0
<b>Total for Output 1.2</b>		<b>58,000</b>	<b>65,000</b>	<b>50,000</b>	<b>65,000</b>	<b>238,000</b>	<b>190,000</b>	<b>0</b>	<b>48,000</b>	
<b>Total for Outcome 1</b>		<b>102,000</b>	<b>65,000</b>	<b>72,000</b>	<b>65,000</b>	<b>304,000</b>	<b>246,000</b>	<b>0</b>	<b>58,000</b>	
<b>OUTCOME 2: 600 YOUNG WOMEN INTEGRATE THE PATHWAYS FOR WOMEN INSERTION</b>										
2.1 : Digital tailored trainings in technical and business areas are	2.1.1 With the assistance of the MJEJ and the MASPFE, select 600 young business	Launch a communication campaign for the call	1,000	0	0	0	<b>1,000</b>	1,000	0	0

developed and followed by women entrepreneurs	women who are willing to participate in the mentorship programme	for mentee candidates: social media marketing and printing costs								
		YouthConnekt team, MJEJ and MASPFE conduct selection interviews in the 8 administrative regions for 2 weeks (4 people): fuel costs and DSA	9,000	0	0	0	9,000	9,000	0	0
	2.1.2 Organize a survey to identify the key needs and gaps in terms of capacities for these women (this will serve as a baseline for the project)	Contracting of a survey specialist national company	20,000	0	0	0	20,000	10,000	0	10,000
	2.1.3 In collaboration with government partners, identify or develop digital learning tools that will respond to women entrepreneurs' needs and provide them with necessary equipment and online access	Equip government partners with digital tools	30,000	0	0	0	30,000	30,000	0	0
		Maintenance of equipment	0	10,000	10,000	0	20,000	10,000	0	10,000
		Assist government partners with the development of learning tools: e-learning and tutorials	20,000	20,000	20,000	0	60,000	30,000	0	30,000
<b>Total for Output 2.1</b>			<b>80,000</b>	<b>30,000</b>	<b>30,000</b>	<b>0</b>	<b>140,000</b>	<b>90,000</b>	<b>0</b>	<b>50,000</b>
2.2: 600 women entrepreneurs are trained on the use of internet and digital tools to identify markets, communicate / do some marketing online on their products, access new markets, ...	2.2.1 Train and deploy "UNV YouthConnectors" on relevant uses of the internet, smartphones and tablets: they will serve as trainers and support	Recruitment of 4 UNVs.	26,000	26,000	26,000	26,000	104,000	104,000	0	0
	2.2.2 Train women in the use of digital tools, apps, navigation on the internet, social networks	Role models and UNVs train mentee in each administrative region: fuel costs and DSA	20,000	10,000	10,000	10,000	50,000	50,000	0	0
	<b>Total for Output 2.2</b>			<b>46,000</b>	<b>36,000</b>	<b>36,000</b>	<b>36,000</b>	<b>154,000</b>	<b>154,000</b>	<b>0</b>
2.3: The women entrepreneurs belong to efficient and useful network and mentorship programme	2.3.1 Organize regular training sessions between the mentors and their women entrepreneur "followers" (on site and online)		40,000	20,000	20,000	20,000	100,000	50,000	0	50,000

	2.3.2 Organize regular business information exchange sessions and develop new tools and knowledge on networking and mentorship objectives and tools		10,000	10,000	10,000	10,000	40,000	20,000	0	20,000
	<b>Total for Output 2.3</b>		<b>50,000</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>140,000</b>	<b>70,000</b>	<b>0</b>	<b>70,000</b>
2.4: Develop innovative financing tools for women entrepreneurs and make them available on the YouthConnekt Guinea platform	2.4.1 Within the financial tools developed in the YouthConnekt Platform, develop an innovative financing tool for women entrepreneurship	Administrate the financing tool in partnership with an IMF	15,000	5,000	5,000	0	25,000	25,000	0	0
	2.4.2 Provide the 600 enrolled women with a small grant		0	240,000	240,000	0	480,000	480,000	0	0
	2.4.3 Promote access to these financial tools for young women	Launch a communication campaign for the call for funding women entrepreneurs: social media marketing and printing costs	0	2,000	0	2,000	4,000	4,000	0	0
	<b>Total for Output 2.4</b>		<b>15,000</b>	<b>247,000</b>	<b>245,000</b>	<b>2,000</b>	<b>509,000</b>	<b>509,000</b>	<b>0</b>	<b>0</b>
<b>Total for Outcome 2</b>			<b>191,000</b>	<b>343,000</b>	<b>341,000</b>	<b>68,000</b>	<b>943,000</b>	<b>823,000</b>	<b>0</b>	<b>120,000</b>
<b>Project Management and Technical Support</b>										
1 Int UNV			28,500	28,500	28,500	28,500	114,000	0	114,000	0
1 M&E specialist			10,800	10,800	10,800	10,800	43,200	0	43,200	0
Project management costs (workshops, communication, missions)			10,000	10,000	10,000	10,000	40,000	40,000	0	0
<b>Total for Project management</b>			<b>49,300</b>	<b>49,300</b>	<b>49,300</b>	<b>49,300</b>	<b>197,200</b>	<b>40,000</b>	<b>157,200</b>	<b>0</b>
<b>SUBTOTAL</b>			<b>342,300</b>	<b>457,300</b>	<b>462,300</b>	<b>182,300</b>	<b>1,444,200</b>	<b>1,109,000</b>	<b>157,200</b>	<b>178,000</b>
General Management Services (8%)							88,720	88,720	0	0
<b>OVERALL TOTAL</b>							<b>1,532,920</b>	<b>1,197,720</b>	<b>157,200</b>	<b>178,000</b>



## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



YouthConnekt for Women structural organisation is deeply correlated to the current YouthConnekt Guinea initiative, it shall be strategically managed by the same committee.

A. A Strategic Committee composed of the following:

- **Government:** Minister of Youth and Youth Employment (MJEJ), Minister of Social Affairs and Promotion of Women and Children (MASPFE), General Manager of Agency for the Promotion of Private Investments (APIP), General Manager of Guinean Agency for Employment Promotion (AGUIPE)
- **Russian Embassy in Guinea:** Country representative
- **UNDP Guinea:** Resident Representative

The Strategic Committee shall meet twice a year and provide strategic orientation to the programme.

B. A Technical Committee comprised of the following members:

- Government:
  - o Direction for Youth Employment (MJEJ) **Lead**,
  - o Direction for the Feminine Promotion (MASPFE)
  - o Direction for Entrepreneurship (APIP),
  - o Direction for youth insertion (AGUIPE)
- Russian Embassy in Guinea: a technical representative
- UNDP: Team Leader Cluster for Economic Transformation and Sustainable Development (TEDD)

The technical Committee members operate at the technical level with specific focus on the programmatic framework of the pathways for women integration. They will meet regularly and decide on the day-to-day management of the initiative. Most of the members are also part of the global YouthConnekt initiative.

C. A Project Management team composed of:

- A Project Manager supervising the team
- A Monitoring and Evaluation specialist
- A Project support team

The Project Management Unit is responsible for making operational management decisions. It provides operational leadership for the project, implements activities in accordance with the approved work plan, monitors progress and takes management actions to address specific risks. It ensures that allocated resources are used in a rational manner to achieve project results.

The current YouthConnekt project support team is composed of different international and national expertise which can assist both initiatives:

- Hub digital specialist
- Community Manager
- Webmaster
- Youth Entrepreneurship specialist

For the needs of YouthConnekt for Women initiative, the team will be strengthened with the recruitment of a women entrepreneurship specialist and a mentoring program specialist.

D. Coordination team

The territorial dimension of YouthConnekt for Women shall lean on two coordination groups:

- 8 YouthConnektors including a supervisor based in the capital (Conakry). The YouthConnektors will be based in each administrative region. National UNVs will be recruited for this purpose and work closely with the current YouthConnektors who are based in each of the partners' offices and act as relays between the different stakeholders.
- A mentors' leader will be in charge of coordinating the 40 mentors and will be based in MJEJ.

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## IX. LEGAL CONTEXT

Option a. Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on February 13th, 1975. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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## X. RISK MANAGEMENT

### Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds] [UNDP funds received pursuant to the Project Document] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. 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;

- ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. *Choose one of the three following options:*

*Option 1:* UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

*Option 2:* Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Option 3:* UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

**Special Clauses.** In case of government cost-sharing through the project, the following clauses should be included:

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

or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

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

The contribution shall be charged:

- (a) [...] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

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