

United Nations Development Programme



**Regional Bureau for Arab States
Initiation Plan**

Project Title: Youth Engagement and Empowerment

Expected Regional Programme Outcome(s):

Outcome 1: Accelerate structural transformation of productive capacities in a sustainable and inclusive manner

Outcome 2: Strengthen institutions to promote inclusive participation, prevent conflict and build peaceful societies

Expected RPD Output(s):

Regional platforms for policy dialogue enabled to support civic engagement, constitution-making, electoral and parliamentary processes and institutions to promote inclusion, transparency and accountability (RBAS Regional Programme Document, Output 2.2.2)

Initiation Plan Start/End Dates: July 1, 2020/December 31, 2021

Implementing Partner: UNDP

<p>Programme Period: July 1, 2020 - Dec 31, 2021</p> <p>Atlas Project Number: 117942</p> <p>Atlas Output ID: 115046</p>	<p>2021 Only</p> <p>Total resources required USD 905,796</p> <p>Total allocated resources: USD 905,796</p> <ul style="list-style-type: none"> • Regular/TRAC USD 550,000 • Country Offices Contributions: USD 57,000 • AYC USD 298,796
<p style="text-align: center;">Brief Description</p> <p>Since 2015, the UNDP-Regional Bureau for Arab States has increasingly invested in youth programming to strengthen the organization's approach to supporting, enabling, engaging and empowering young people to lead the change they want to see in their near future. Opportunities, challenges, gaps and lessons learned have been observed and assessed paving the way for the development of a more holistic Youth Project. This initiation plan is for the development of the Youth Engagement and Empowerment Regional Project, which will aim to build on the successes of the previous years' achievements but aim to build an approach that lends itself to more impact and support to young people in the Arab Region.</p> <p>The outputs sought are:</p> <p>Output 1: Youth and partner networks expanded and mechanisms institutionalized to create an environment for acceleration of youth innovation and SDGs.</p> <p>Output 2: Youth Empowerment and Engagement Project developed with identified partners and funding.</p> <p>Output 3: Youth leaders' capacity strengthened, and their knowledge enhanced.</p> <p>To transition from YLP to the new YEPP, 2020 will operate in two parallel tracks: the first is to continue YLP programming and test new approaches where relevant so that both momentum is not lost as YEPP is developed and new elements are tested and if successful, used in the YEPP. The second track is to develop the YEPP in consultation with all stakeholders, and this will include the larger vision, detailed project document, and the foundational tools needed to enable the project's success.</p>	

Approved by (UNDP): Paola Pagliani, Regional Programme Coordinator, RBAS

Date: 10-oct-2021 Signature: 

Cleared by (UNDP): Maya Beydoun, Programme Management Specialist, RBAS

Date: 08-oct-2021 Signature: Tarek Abdelhadi

I. PURPOSE AND EXPECTED OUTPUT

Over the last five years, the Regional Bureau for Arab States has increasingly invested in youth programming to strengthen the organization's approach to supporting, enabling, engaging and empowering young people to lead the change they want to see in their near future as change makers. The Youth Leadership Programme (YLP) the activity for which this project is building from, was first started under the regional project Mosharaka. There was a dedicated output for YLP and in 2019 the project was closed, and YLP was made a separate component.

Opportunities, challenges, gaps and lessons learned have been observed and assessed paving the way for the development of a more holistic Youth Programme. This initiation phase is for the development of the bureau's Youth Engagement and Empowerment Regional Project (YEPP), which will aim to build on the successes of the previous years' achievements, but aim to build an approach that lends itself to more impact and support to young people in the Arab Region.

There are three notable results from 2015 – 2019 that will further be built on to develop a more holistic project:

1. Increased youth trained and youth serving organizations participating as partners (hence increased momentum) and as a result youth and partner networks expanded;
2. Developed training manuals to support consistent training of Design Thinking; and
3. Enhanced National, Regional and Global YLP's engagement inclusive of the development of a new partnership with the Arab Youth Center (AYC) funding 11 youth positions in UNDP Country Offices (COs) and Hub which have supported increased capacity to youth programming

Specific achievements since 2015 have shaped up the development of this new phase. Largest achievement from YLP was the momentum created over the last five years. Between 2015 - 2019, 21,000 youth have been trained and about 80 partnerships with youth serving organizations have been established. The momentum has grown in both youth participation and partnerships with Youth-Serving Organizations (YSOs). In 2019, 45 YSOs received capacity building and offered youth training. On the outreach, social media following also jumped in 2019, Cumulative (total): 15,454 (Facebook), 2082 (twitter), three times the amount from the previous year, indicating the increasing interest. Also, one important partnership was established, with the Arab Youth Center in Abu Dhabi September 2019 leading to the funding of 11 youth positions at both the regional team and country-level¹ youth teams in 2020 to increase capacity to youth programming for UNDP. Finally, another notable achievement in 2019 was the development of a Design Thinking Guidelines that provided the basis for partners to use, which has been quality assured, to train both the youth-serving organization and youth. Several of the activities under YLP require foremost a systematic quality-controlled approach aimed at a larger scope that is impact oriented.

These interventions over the years have been activities based, and now there is a need for a holistic approach that ensures quality control, consistency in our programme offer and clear monitoring and evaluation tools for sustained impact. Country Offices and the regional context with all its varying typologies in which they work call on greater youth programming and the need for regional leadership to pave the standards and path for improved support to county level youth programming. Therefore, this initiation phase is vital to transforming the gains achieved over the last 5 years into a project that sustains momentum for youth programming and increases regional support for better programming. The outputs sought are:

Output 1: Youth and partner networks expanded and mechanisms institutionalized to create an environment for acceleration of youth innovation and SDGs.

Output 2: Youth Empowerment and Engagement Project developed with identified partners and funding.

Output 3: Youth leaders' capacity strengthened, and their knowledge enhanced.

To transition from YLP to the new YEPP, 2020 will operate in two parallel tracks: the first is to continue YLP programming and test new approaches where relevant so that both momentum is not lost as YEPP is developed and new elements are tested and if successful, used in the YEPP. The second track is to develop the YEPP in

¹ Bahrain, Djibouti, Egypt, Lebanon, Palestine, Syria, Somalia, Morocco, Tunisia, Jordan, and the Regional Hub, Amman.

consultation with all stakeholders, and this will include the larger vision, detailed project document, and the foundational tools needed to enable the project's success.

II. MANAGEMENT ARRANGEMENTS

This initiation phase will require a UNDP Team inclusive of a Project Manager, and a consistent team of United Nations Volunteers (UNVs) and Consultants. Two UNVs will be assigned to this team with knowledge and expertise in youth programming, and a young person from the region, recruited as part of the partnership with the AYC, will also be assigned. Several consultants will be required to help develop various aspects of the new project and support activities.

III. MONITORING

The work plan will be monitored by the indicators against the set targets. Monitoring will happen at two levels, by the team through the implementation of the activities outlined to achieve the outputs, and with the Country Offices participating in youth programming (that receive regional support). The UNDP team will hold monthly calls with appointed Youth Focal Points in 16 COs², and bi-weekly calls with youth appointed delegates in each of the offices in order to receive updates and follow-up on the activities listed in the required National Action Plans and their implementation. National Action Plans is a document with the listed activities and timeline agreed with the participating COs for implementation of youth activities supported by RBAS. Also, CO will submit to UNDP Team a quarterly report on achievements and challenges.

² Algeria, Bahrain, Djibouti, Egypt, Jordan, Iraq, Lebanon, Libya, Morocco, The State of Palestine, Syria, Sudan, Saudi Arabia, Somalia, Tunisia, and Yemen.

IV. WORK PLAN

Period: July 2020-Dec 2021

EXPECTED Project OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME July 2020-Dec 2021						RESPONSIBLE PARTY					
		Q1	Q2	Q3	Q4	Q5	Q6		Source of Funds	Budget Description	Amount (estimate) In USD 2020 (6 months)	Amount (estimate) In USD 2021	Amount (estimate) In USD (18 months)
Output 1: Youth and partner networks expanded and mechanisms institutionalized to create an environment for acceleration of youth innovation and SDGs <i>Indicator:</i> <i>Level of expansion of youth and partner networks (Number of strategic partners mapped and engaged, platforms expanded, and events executed)</i> <i>Baseline data:</i> <i>Low (0;1;2 in 2019)</i> <i>Target:</i>	1.1 Map key strategic partners at the regional and country levels	X	X	X				UNDP	TRAC	Consultancy	11,529	0	11,529
	1.2 Design and create mentorship programme	X	X	X	X	X	X	UNDP	TRAC	Consultancy	11,529	0	11,529
	1.3 Support National Youth Serving Organizations by enabling them to deliver YLP programming virtually	X	X	X	X	X	X	UNDP	TRAC	Contractual services	30,000	2,907	32,907
	1.4 Develop further an online support- networking, and enabling-actors platform for youth and all partners	X	X	X	X	X	X	UNDP	TRAC + Country Office	Contractual services	64,233	18,700 + 15,000	97,933

<i>Moderate (10;1;3)</i>									Contribution (2021)				
	1.5 Supporting youth engagement in COVID-19 response	X	X	X	X			UNDP	TRAC	Contractual services	80,000	0	80,000
	1.6 Recruit youth development delegates + organize induction and closing ceremonies	X	X	X				UNDP	Arab Youth Center	Contractual services	298,796	298,796	597,592
	1.7 Build new partnerships with Private Sector, Donor Countries, Alumni-associations, Academic institutions, and policy-makers.			X	X	X	X	UNDP	TRAC	Contractual Services		0	0
	1.8 Organization and Preparation of External Events (International Youth Day, etc.)				X			UNDP	TRAC	Contractual Services	0	1150	0
	1.9 Social impact assessment				X			UNDP			0	0	0
	1.11 Expand network of youth-serving, youth-led and government mandated youth councils to implement YLP			X	X	X	X	UNDP				0	0
	Sub-total Output 1											496,087	336,553

Sub-total UNDP TRAC only Output 1											197,291	22,757	220,048
Output 2: Youth Empowerment and Engagement Project developed with identified partners and funding <i>Indicators:</i> 2.1 Project document developed 2.2 Number of funding partners engaged through funding agreements <i>Baseline data:</i> 2.1 A draft Concept Note on YEEP 2019 2.2 - 0 <i>Targets:</i> 2.1 –Project document for YEEP Next Generation approved by RBAS 2.2 – 1	2.1 Consultations with stakeholders to shape vision of new project	X	X	X	X	X	X	UNDP	TRAC		0	0	0
	2.2 Strategic communications and outreach to stakeholders and partners (digital media and event communications) - showcasing UNDP youth work in the region, communicating with YLP community, increasing commitment and engagement of partners and alumni				X	X	X	UNDP	TRAC	Consultancy + Internships	0	2,300 4,200	6,500
	2.3 Produce comparative analysis and overall theory of change, and project document	X	X	X	X	X	X	UNDP	TRAC	Consultancy	45,360	0	45,360
	2.4 Engage Strategic partners (UNICEF, ILO, EU, UAE, Citi Foundation, VISA, i4policy) on design and funding through execution of partnership agreements where relevant	X	X	X	X	X	X	UNDP	TRAC		0	0	0

	2.5 Prepare approach for Regular pulse checks and surveys with young people to inform programming, policy formulation: Identifying mechanism for this (the how to) to institutionalize this approach and establishing a partnership with an existing institution that conducts youth surveys.			X	X	X	X	UNDP	TRAC		0	0
	2.6 Secure buy-in from pilot countries for the new youth project (Heads of agencies, government counterparts)			X	X	X	X	UNDP UNICEF ILO	TRAC	Contractual services	0	0
	2.7 Develop donor engagement strategy and begin consultations with funding partners on endorsed youth project's design and funding			X	X	X	X	UNDP	TRAC	Contractual services	0	0
	2.8 Research of existing networks of business incubators, develop partnership mechanism, and set up of regional start-up incubation scheme			X	X	X	X	UNDP ILO	TRAC	Contractual services	0	15,000
	2.9 Social Entrepreneurship Summit in partnership with UNDP Jordan CO highlighting opportunities and prevailing barriers; providing an overview of ongoing and future initiatives and the						X	UNDP	TRAC	Contractual	50,000	50,000

	support needed to create a conducive and thriving Social Entrepreneurship environment													
	2.10 Develop SOPs for Sensemaking and portfolio design workshops with 5 pilot countries for 2022 (inclusive of sense making exercise for team)			X	X			UNDP UNICEF ILO	TRAC			0	0	
	2.11 Preparation for 2022 Regional Innovation challenge on youth and climate change and green growth (such as renewable energy, energy efficiency, waste management and sustainable transport), financial support to 5 inclusive youth led enterprises						X	UNDP ILO				0	0	
	2.12 Develop first draft of youth pathways to support improved programming for youth support with COs and partners.			X	X	X	X	UNDP	TRAC	Contractual services		10,000	10,000	
	2.13 Design the approach by holding consultative group meetings						X	UNDP	TRAC	Contractual services		15,000	15,000	
Sub-total Output 2												45,360	46,500	91,860
Sub-total Output 2 (UNDP TRAC)												45,360	40,000	85,360

Output 3: Youth leaders' capacity strengthened, and their knowledge enhanced <i>Indicators:</i> 3.1 Number of Country Offices supported on youth programming 3.2 Level of engagement with and of youth serving organizations 3.3 Number of curricula developed to support YEEP <i>Baseline data:</i> 3.1 10 3.2 Moderate (2020) 3.3 0 <i>Targets:</i> 3.1 16 3.2 High 3.3 3	3.1 Support to country offices on youth programming (webinars, capacity building)	X	X	X	X	X	X	UNDP	TRAC + CO Contribution	Contractual services	3,000	23,500	26,500
	3.2 Organize regional workshop with youth serving organizations YLP7 (developing pathways for youth)			X	X	X	X	UNDP	TRAC + Country Office Contribution	Contractual services (translation)		7,000 12,000	19000
	3.3 Develop curricula for next generation YEEP (including one per track, three tracks, plus translation Arabic and French) + training of trainers on the curricula, test, Edit, Design curricula for next generation YLP capacity building.	X	X	X	X	X	X	UNDP	TRAC	Contractual services	160,000	0	160,000
	3.4 Organize UNDP Arab States Youth Futures Fellowship: #NextGenNormals (repurposing during COVID-19)	X	X					UNDP	TRAC	Contractual Services	16,150	2,574	18,724
Sub-total Output 3											179,150	45,074	224,224
Total											720,597	428,127	1,148,724
Country Office Contribution											0	57,000	57,000
Total TRAC ONLY											421,801	72331	494,132
Project Team	1 P4, 2 UNVs and 2 I-PSAs								TRAC		47,260	387,905	435,165

Common & Shared Services		68539	89,764	158,302.05
GMS		1198	23,904	25,101.68
GRAND TOTAL		853,594	929,699	1,767,293
Grand TOTAL TRAC ONLY		537,600	550,000	1,087,600

Annex A: Risk Analysis:

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Capacity building via webinars in light of COVID-19 measures and travel restrictions may impact ability of partners to absorb the knowledge and train youth through webinars.	1/1/2021	Organizational	3	Ensuring webinar are interactive and all materials and resources are provided to partners to refer back to.	UNDP in coordination with CO and Technical colleagues	Linda Haddad	20/5/2021	<i>ongoing</i>
2	Many of the countries where we implement the Youth Leadership Programme, and where we provide		Political Instability	3	Mitigation plans at COs are discussed by the Regional Youth Team with relevant youth focal points to prepare for alternative approaches	UNDP in coordination with Cos and NGOs	Linda Haddad	30/04/2021	<i>ongoing</i>

support to youth programming are in context of political instability that may interfere with work plans and impact.								
---	--	--	--	--	--	--	--	--