

**Programme Title:** **UNDP AFRICA REGIONAL PROGRAMME FOR SUPPORTING THE  
UPSCALING OF THE YOUTHCONNEKT MODEL IN AFRICA**

**Programme Number:** TBD

**Implementing Partners :**

**Start Date:** 30 June, 2018

**End Date:** 31 December, 2022

**PAC Meeting date:** 01 JUNE 2018

**Brief Description**

Over the past few years, Africa has been experiencing rapid and substantial changes in the size of its population, particularly the youthful component. It is estimated that up to 235 million youth<sup>1</sup> (15-24 years) were living in Africa in 2016, which accounts for approximately 19 percent of the global youth population. Projections show that by 2030, the number of youth living in Africa will have increased by up to 42 percent. While the growing youth population presents important opportunities, especially in the form of the demographic dividend, there are many challenges attendant to such rapid rates of growth of the youth population. These include i) increasing open youth unemployment as well as high and pervasive underemployment rates, with the latter ranging from 60-80% in most Sub-Saharan African countries; ii) high incidence of working poverty among the youth, with up to 40% percent of working youth living in extreme or moderate poverty in 2017; iii) lack of either coherent and coordinated deliberate transformative macro-economic and sectoral policies that foster job rich growth or ineffectual implementation of such policies where they exist; iv) lack of updated inclusive and supportive youth strategies and policies in most countries; iv) marginalisation of youth in leadership, social, economic, and civic processes - which dampen their voice and dulls the impact of their contributions to society; v) lack of technical, entrepreneurship, and soft skills; and vi) lack of adequate access to productive assets, technology and financial resources.

The proposed programme aims at contributing to addressing the above challenges by building upon the relatively successful YouthConnekt model in Rwanda and help upscale it to as many of the rest of the African countries as possible. In this regard, the programme will contribute to : strengthening the enabling environment for job-rich growth and transformation in Africa and or reinforcing capacities for their effective implementation; developing leadership, management and **entrepreneurship** skills of young people; and helping to connect them to productive youth employment opportunities. It will also help create opportunities for the African youth to unleash their creativity and leadership in civic, economic and political spheres aiming at a mindset change and transformation. To this end it will ensure greater access to capital and markets; skills development, and a sustained investment in training and education for the youth through partnerships. Specifically, the programme will focus on implementing four main outputs for youth empowerment in Africa, namely: i) Conducive and Enabling Environment for job-rich growth, particularly for the youth is Strengthened; ii) Youth Social and Economic Participation and Leadership are Enhanced iii) African Youth Businesses and Entrepreneurship skills and capabilities are sharpened or Developed; and iv) Increased Number of African Youth are Gainfully Employed.

**Contributing to Outcome/Output Regional Programme Document for Africa:**

**Outcome 2:** Regional growth is inclusive, sustainable, with reduced economic inequalities, and characterized by structural transformation.

**Output 2.4:** The AUC, the African Volunteer Corps, and YouthConnekt Africa initiative have enhanced operational and technical capacities to increase youth participation in political and economic development initiatives.

**Indicative Outputs with gender marker<sup>2</sup>:**


- 1: Conducive and Enabling Environment for job-rich growth and transformation is Strengthened
- 2: Youth Social and Economic Participation and Leadership are Enhanced
- 3: African Youth Businesses, Managerial Skills

<b>Total resources required:</b>	<b>US \$57,799,660</b>	
<b>Total resources allocated (USD):</b>	UN	
	<b>UNDP:</b>	
	<b>UNV:</b>	230,000
	<b>UNCTAD</b>	
	<b>UNFPA</b>	
	Multilateral	
	<b>AfDB:</b>	
Bilateral		
:		

<sup>1</sup> UNDESA (2015) 'Population Facts' Issue No. 2015/1; (Accessed 21 March 2017) (PDF: <http://www.un.org/esa/socdev/documents/youth/fact-sheets/YouthPOP.pdf>)

	Private	
	<b>Tony Elumelu Foundation:</b>	
	<b>Jack Ma Foundation</b>	
	Government of Rwanda Other Participating African Governments	
	<b>AU</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

Agreed by (signatures)<sup>2</sup>:

Government	UNDP	Implementing Partner
Print Name:	 Print Name: Lamin Momodou Manneh	Print Name:
Date:	Date: July 18 2018	Date:

<sup>2</sup> Note: Adjust signatures as needed

<sup>2</sup> The Gender Marker measures how much a programme invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender equality)

## Regional Context Analysis

Like other developing regions of the world, Africa has been experiencing over the past few years rapid and substantial changes in the size of its population, particularly the youthful component. The continent's youth population is large and growing fast, with statistics estimating that close to 240 million youth<sup>4</sup> (15-24 years) were living in Africa in 2017. This figure accounts for approximately 19 percent of the global youth population, and projections show that by 2030, the number of youth living in Africa will have increased by up to 42 percent. These figures will be even much higher if the African Union youth age definition of up to 35 years is used. In addition, it is expected that Africa's youth population will continue to grow throughout the remainder of the 21<sup>st</sup> Century, reaching proportions more than twice the current levels by 2055.<sup>5</sup>

Although there is consensus that the growing youth population presents important opportunities for African countries, many challenges are also attendant to such rapid rates of growth of the youth population. Foremost among these challenges is growing youth unemployment and underemployment rates, which if not effectively addressed could in turn trigger widespread civil disturbances/social unrest as seen in the Arab Springs; mass rural – urban migration, which exerts significant pressure on urban infrastructures and services and feeds into the army of informal workers; increase country – country migration trends, notably illegal and dangerous migration across the Mediterranean in recent years; and raise the risk of radicalization and susceptibility to violent extremism. For instance, as of 2016, youth accounted for over 35 percent of unemployed people globally, despite representing just over 15 per cent of the world's labour force and 21 per cent of the global working-age population.<sup>6</sup> The rate of global youth unemployment<sup>7</sup> was expected to reach 13.1 percent by the end of 2016 (from 12.9 in 2015) and remain at the same level in 2017.

Youth unemployment in sub-Saharan Africa, as calculated by the International Labour Organization (ILO), was 11.7% in 2017.<sup>8</sup> These relatively low open unemployment figures mask pervasive underemployment rates, which are in the range of 60 -80% rates in most Sub-Saharan African countries. Of Africa's unemployed, 60 percent are young people, and youth unemployment is double that of adult unemployment in most African countries.<sup>9</sup> There is low labour force participation with only 56 percent of youth in sub-Saharan Africa either unemployed or looking for work. Women and young ladies feature highly among the unemployed and underemployed. Only 51 percent of 15-24-year-old women are in the work force.<sup>10</sup> High underemployment rates are further reflected in pervasive subsistence agriculture, poverty wages and low productivity jobs in the informal sector.

Many jobs held by the youth are in the subsistence or self-employed informal sectors, leading to poor living conditions and the phenomenon of working poor. This means that even when the youth are employed, most of them continue to live below poverty lines as the availability of quality jobs significantly lags behind the number of young people entering the labour markets. Youth in developing and emerging economies exhibit a higher incidence of working poverty than adults, with up to 37.7 percent of working youth living in extreme or moderate poverty in 2016, compared to 26 percent of working adults. Across most of sub-Saharan Africa, the lack of productive

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<sup>3</sup> The project will refer to youth as aged 15-24 which is the standard definition according to the UN Secretariat. However, due to varying definitions in the continent, we recommend that the span of youth coverage in this proposal be 15-35 which considers the national contexts that may target youth between 15-35 and thus present a closer fit to member states' definitions of the youth. Additionally, there are protocols and strategies such as the African Youth Charter 2006, which defines the youth as those aged between 15 and 35. As of 15 March 2016, 42 member states have signed the Charter while 38 member states have ratified it hence giving it importance.

Of relevance too, is the UNDP Youth Strategy which recognizes the 15-24 youth definition but emphasizes the need for programming interventions targeting entrepreneurship and employment to reach out to a broader age group. This is because a large number of the 15-24 age population would not be in the labour force and the university graduates may not join the workforce or be ready for entrepreneurship before the suggested age, employment and entrepreneurship components in this project.

<sup>4</sup> UNDESA (2015) '*Population Facts Issue No. 2015/1*'; (Accessed 21 March 2017) (PDF:<http://www.un.org/esa/socdev/documents/youth/fact-sheets/YouthPOP.pdf>)

<sup>5</sup> UNDESA (2015) '*Population Facts Issue No. 2015/1*'; (Accessed 21 March 2017) (PDF:<http://www.un.org/esa/socdev/documents/youth/fact-sheets/YouthPOP.pdf>)

<sup>6</sup> Ibid

<sup>7</sup> ILO (2016) '*World Employment Social Outlook: Trends For Youth 2016*'; ILO Geneva

<sup>8</sup> ILOSTAT, Estimates, 2017 Figures

<sup>9</sup> Global Employment Trends for Youth (2012), (ILO)

<sup>10</sup> Global Employment Trends for Youth (2012), (ILO)

opportunities for youth and adults alike means that 247 million people were in vulnerable employment in 2016, which is equivalent to 68 percent of all those with jobs.<sup>11</sup>

The inadequate pace of productive employment creation in most African countries is due to many factors. In the first instance, much of the continent's relatively strong growth performance over the 15 year period-through 2015 (See Table 1) was largely driven by the capital-intensive extractive sectors (oil, gas, and mineral extraction) as well large - scale commercial farming, where that had been a major growth factor), which do not generate enough jobs. On the other hand, there has hardly been any meaningful transformation of the agricultural sector and rural areas nor introduction of high value service activities, that could also have generated significant decent off-farm jobs in these areas. In search of jobs and economic opportunities, many young people in the rural areas move from villages to cities joining the army of underemployed youth working in low-end services and the informal sector. Furthermore, the lack of accurate data related to the job market, (demand and offer of labour) in most African countries, undermines the capacity to develop effective policies to curb youth unemployment, predominantly in the informal sector.

In many African countries, another contributory factor to the unemployment problems of the youth has been the progressive contraction of the public sector since the years of structural adjustment. During this period the public sectors in the countries have been increasingly constrained from absorbing large numbers of young job seekers because of the need for fiscal retrenchment, withdrawal of states from directly productive economic activities and enhancement of efficiencies in the sector. The narrowing job opportunities in the public sector have not been counterbalanced by an adequately growing private sector. Additionally, the culture of self - job creation, especially among young school leavers, has been slow to develop in many countries across the continent.

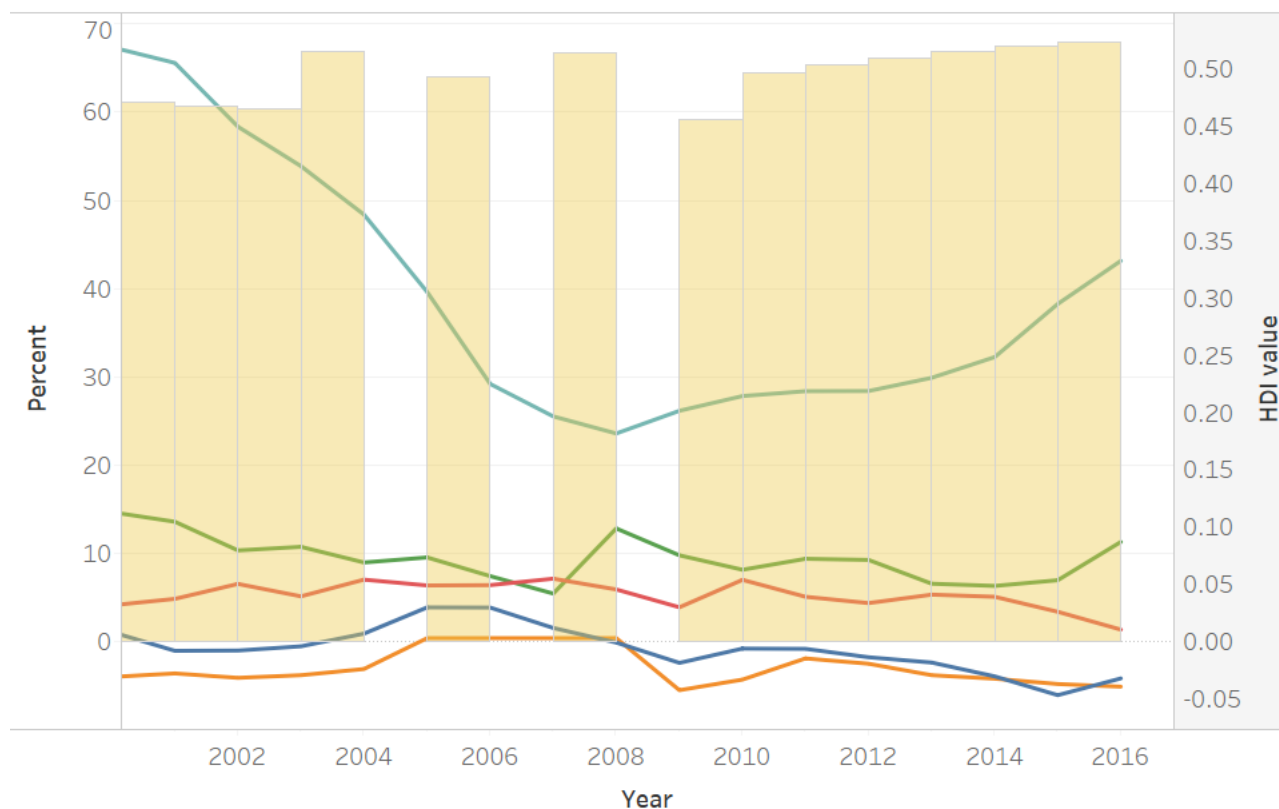
Importantly also, virtually all the countries share the common problem of schools and training institutions not sufficiently equipping young people with the kind of education and skills that the various segments of the labour market need. This is the broadly known problem of the mismatch between available supply of skills and the actual demands of the labour markets. It is true that the Africa region has experienced over the review period rapid increases in school enrolment: primary school enrolment rates increased by over 50% between 2000 and 2010. The enrolment rate almost doubled at the secondary school level, while the tertiary educational institutions have registered increases close to 40%. But a number of analyses indicate that much of the mass of school leavers have hardly been adequately prepared for the job markets. To make matters worse, the technical and vocational education training (TVET) sub-sector has suffered from long-term neglect and/or lack the requisite dynamism to enable the system to adapt to the changing skills requirements of industries and enterprises. Until recently, inculcation of the entrepreneurial spirit had not occupied an important place in the curricula of educational institutions in most countries, and there is not much technological content in the Curricula of TVET institutions.

Related to the above problems is the fact that across Africa, young women continue to face gender-based discrimination, marginalization, and violence, including unequal access to education and opportunities for leadership and participation, jobs and social protection. Young women experience discrimination based both on gender and on age.

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<sup>11</sup> ILO (2017) '[World Employment Social Outlook](#)'; ILO Geneva

**Figure 1: HDI and Select Sub-Saharan Africa Macroeconomic Indicators (2000 - 2016)**



Literacy rates in the region have generally improved but young females are still less educated than young males. Over the last two decades, rates for young females rose from 58 per cent to 66.6 per cent, compared to from 72 per cent to 78.4 per cent for young men. This education deficit particularly affects socially excluded young people such as girls and young people with disabilities. While gender parity has been achieved in many African countries at the primary education level, disparity has remained significant, especially at the tertiary level. All this have adversely impacted on the employment prospects of young women more than those of young men.

The above deficits in the continent’s educational system also make essential the rapid promotion of STEM (science, technology, engineering and mathematics) Education in Africa. Indeed, currently most STEM jobs in the region are performed by or outsourced to multinationals. Like in other parts of the world, where only 33% of students in STEM were women worldwide, girls in Africa are also significantly under-represented in STEM due to deeply rooted negative social norms and exclusion. (Cracking the code: Girls’ and women’s education in science, technology, engineering and mathematics (STEM) UNESCO 2017.

Entrepreneurship could thus have become a possible major source of employment for the growing youth population in Africa, considering that in the continent, more than two-thirds of all jobs originate in micro, small, and medium enterprises. In order to develop the sector in a more productive and competitive manner, in addition to the regulatory frameworks and infrastructure, more needs to be done to: reduce regulatory bottlenecks; enhance access to credit and productive assets; ensure better integration with the existing formal markets; build up internal managerial and financial management capacities to start, run and expand the enterprises; and enhance overall skill capacities in growing sectors.

The challenges that all entrepreneurs face in Africa in general are heightened in particular for young people– with limited skills, experience, and even fewer business connections. For example, because of the severely underdeveloped

financial sector, young entrepreneurs in the region find it difficult to start and develop their own businesses.

Therefore, enhanced investments in education, vocational training and placement projects as well as in a gamut of enterprise development services, specifically designed for the youth (e.g., creating and expanding financial services for youth) will be necessary. Some countries are moving into the right direction; for example, in Burkina Faso, entrepreneurs are thriving thanks to the recent reforms in the industry, commerce and small producers sector. An average 6,500 firms a year were set up between 2011 and 2015, nearly all very small and mainly in the services sector attached to the extractives industries<sup>15</sup>. However, given that agriculture still employs most workers in Africa, there is an enormous scope for the development of rural enterprises that could be run by young women and men and that could boost agricultural productivity, creation of higher value off-farm job creation and incomes.

In addition to the traditional issues related to youth unemployment and underemployment set out above that policy makers and business leaders have to deal with, are the fast-paced changes in the nature of work, occupation and employment, mainly underpinned or driven in turn by rapid technological changes. This is a trend that will have increasingly strong influence on the future of the youth in Africa and their employment prospects. According to estimates, 65 percent of today's students will eventually be employed in jobs that do not exist yet.<sup>12</sup> While some existing jobs are disappearing, new employment opportunities will come up in areas like big data, nanoscience, 3-D printing and robotics. The digital transformation through big data and Industry 4.0 technologies would enable out of the box thinking for the continent to leverage data flows and action, hitherto unknown and unavailable. New technologies are transforming the nature of work today. But while the world and Africa are under the influence of these massive trends, the response from many African governments has so far been weak, dispersed or isolated; lacking appropriate policy frameworks; and with limited or no investments in the technology and infrastructure to participate in the new opportunities. This Regional Programme will facilitate seizing of opportunities offered by the digital revolution to develop skills to better equip the youth.

A major effect of the lack of productive employment opportunities for the youth in Africa has been significant legal and illegal migration. Historically, the migration of the young people from the sub-regions has tended to be towards relatively more prosperous coastal neighbouring countries, and/or towards major metropolis areas in South Africa, Cote D'Ivoire, Nigeria or Kenya. In recent years, more and more young people from the continent, especially West and North Africa, risk their lives crossing the Sahara Desert and the Mediterranean Sea on their way to Europe with the false hope of finding better economic opportunities there. It is also worrisome, that lack of viable economic prospects is compounded by political instability, marginalization and increasingly unequal distribution of wealth in many countries.

Importantly also, with few economic prospects or outlets for meaningful civic participation that can bring about change, youth could be pushed into vices such as violent extremism.

**Table1. Youth Literacy and Unemployment Rates in selected African countries**

	15-24-year-old population (million)	Literacy Rate (%)	Lower secondary completion rate (%)	Global Human Capital Index Rank (out of 130)	Unemployment rate (%)
Nigeria	36,3	72,8	51,7	114	7,8
South Africa	10,2	99	84,9	87	52,3
Ethiopia	23,1	69,5	16,4	127	8,1
Kenya	9,9	85,9	70,5	78	22,2
DRC	15,4	68,7	53,5	-	6,5
Tanzania	10,9	76,3	28,7	106	5,2
Sudan	6,2	89,5	38,3	-	22,4

<sup>12</sup> WEF, 2016. "The Future of Jobs". Available at [http://www3.weforum.org/docs/WEF\\_Future\\_of\\_Jobs.pdf](http://www3.weforum.org/docs/WEF_Future_of_Jobs.pdf);

From a political perspective, civil wars, regional conflicts and unstable political environments affect youth development and opportunities disproportionately. Even with the introduction and adoption of multi-party democratic systems, young people's contribution to political change in many countries is still limited.

Youth volunteering and service can play a role in increasing participation in formal democratic processes and governance issues and opportunities to decide their future. Recognising the potential of volunteering to promote peace and social cohesion, the Economic Community of West African States (ECOWAS) launched a volunteering programme aimed at addressing issues of conflict in the region. It is hoped that the volunteer programme will help consolidate peace, recovery, national reconciliation and rehabilitation in crisis-affected communities.

Youth empowerment and employment creation strategies should also be anchored more in African Union's Agenda 2063 'The Africa We Want' as well as the 2030 Agenda for Sustainable Development. Aspiration 6 of Agenda 2063 focuses on an Africa whose development is people-driven, relying on the potential of African people, especially on engaged and empowered youth. It declares that the youth of Africa shall be socially, economically and politically empowered through the full implementation of the African Youth Charter. It additionally states that "Youth unemployment will be eliminated, and Africa's youth guaranteed full access to education, training, skills and technology, health services, jobs and economic opportunities, recreational and cultural activities as well as financial means and all necessary resources to allow them to realize their full potential." Agenda 2063 also places important priority on volunteerism. Through participation in volunteering and service, young people are able to develop personally and gain the interpersonal skills and confidence to participate more fully in the development of their societies. This includes aspects of building confidence among young people that they can make a difference as well as a sense of social responsibility and a pro-social identity.

The integrated approach of the SDG Agenda and the commitment to "leave no one behind" provide opportunities for addressing Africa's youth challenge with collective action. Within the 2030 Agenda, the priorities that are particularly focused on the youth are Goals 4 and 8. Goal 4 focuses on inclusive and equitable quality education through target 4.4, which aims to substantially increase the number of youth who have relevant skills, including technical and vocational skills for employment, decent jobs and entrepreneurship. Goal 8, which is on 'promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all' uses goal 8.6 and target 8.b on substantially reducing the proportion of youth not in employment, education or training and developing and operationalizing a global strategy for youth employment and implementing the Global Jobs Pact of the International Labour Organization by 2020 respectively. In view of the analysis on STEM above, SDG 9 is also relevant here, given that its key elements and targets relating to innovation will contribute to driving the next generation of jobs.

Investing in the SDGs could generate US\$12 trillion worth of economic opportunities globally in four areas: agriculture, energy, health and cities. 90 percent of the new jobs associated with these gains will be in the developing world.<sup>13</sup> However, these market opportunities cannot be tapped without creating the right business environment for a growing private sector, and equipping young people with the right skills and competencies which are also the preconditions for the industrialization of Africa. Achieving SDG 9 on inclusive and sustainable industrialization is dependent on the skill sets of the workforce, more so with the ongoing transformation to a more efficient, greener and technologically complex industry.

The increasing regional solidarity, combined with the need and demand for African-born solutions at all fronts would be a loud call to Africa's youth for their continent-wide engagement and leadership on social and economic issues related to SDGs. Youth leadership for development solutions should be championed by all national and international development organizations working for Africa, particularly African Union, African Development Bank, United Nations Economic Commission for Africa (UNECA), and extended to other regional commissions, ECOWAS, WAEMU, CEMAC, SADC). As such, the YouthConnekt model from Rwanda, which combined mentorship schemes, with entrepreneurship and leadership skills, ICT, youth development, and access to jobs and finance, registered great interest from African

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<sup>13</sup> Business & Sustainable Development Commission, 2017. "Better Business Better World."

countries and development stakeholders. It will form the basis for this Regional Programme that aims at supporting African countries at both the regional and country level to effectively address the above challenges.

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## **II. STRATEGY**

### **A. KEY IDEAS AND APPROACH:**

The recognition of the complexity and diversity of the African youth context, which requires collaborative, adaptive and innovative approaches, particularly in mutually reinforcing ways, at the continental, regional and country levels as well as among the different partners, could be considered as the starting point for the design of this Regional Programme. The issues confronting the youth are multi-faceted and require effective holistic solutions. Solid integrated approaches and robust partnerships that bring together key actors, established platforms and stakeholders are, therefore, imperative for effectively addressing the issues affecting the youth, notably the high rates of unemployment and underemployment. It is also the case that no single programme could be expected to address all these issues in the context of one framework. While taking due cognizance of the wide range of issues affecting the youth, including the adverse effects of climate change and natural disasters, this programme focuses mainly on the challenges and opportunities for creating adequate productive and decent jobs for the youth in particular.

Thus, the strategy for this Regional Programme has been informed by the current and prospective contextual analysis of opportunities but also issues and challenges the Africa continent is facing regarding the youth bulge and efforts to reap the demographic dividend as well as key lessons learnt from past interventions aimed at addressing the difficult problems of unemployment and underemployment (details of which are presented in Annex 2 of this document). The previous Section focuses principally on the contextual analysis of issues, challenges and opportunities related to youth development, empowerment and creation of productive opportunities for them.

With respect to key lessons learnt from past experiences that have informed the strategy for this Regional Programme, key among them is the fact that although strong economic growth is essential for employment creation, especially for the youth, there is no automatic relationship between them. As noted above, Africa registered in a consistent and unprecedented manner very respectable growth rates during the decade and a half from the early 2000s through 2015; but job creation failed to keep pace with the growth of the labour force, particularly the youthful component of it. For instance, according to McKenzie Global Institute (MGI) and African Economic Outlook (2012), over the decade through 2012, the continent's labour force grew by 91 million, but only 37 million of the new entrants into the labour force secured stable and productive jobs, with clear adverse implications for open unemployment and underemployment rates as set out in the preceding Section.

There is consensus that this is due to the lack of meaningful transformation of the continent's economic structure and the fact that sectors and activities that contributed to the GDP growth in most countries were not high job creators. The above-cited studies indicate that while the major sectors, such as the natural resources (mining, oil and gas) and large commercial farming contributed immensely to Africa's growth performance during this last growth episode, they have accounted for only 1 percent of the continent's workforce. This leads to a key lesson that accelerating productive and decent job creation for the rapidly growing labour force requires deliberate focusing by governments and the private sector on sectors that hold high promises of significant productive job creation.

Another lesson related to the above, that has also been drawn from experiences of emerging Asian economies and of some African countries themselves, is the need to underpin specific job creation initiatives with broader efforts aimed at improving enabling macroeconomic, sectoral and regulatory conditions for reducing the cost of doing business and allowing for the flourishing of private enterprises. The MGI aptly puts it as follows: "Jobs strategies should focus on those sectors that are the most promising job creators, taking an end-to-end approach that removes the many barriers to growth in general along specific industry value chains and puts in place the infrastructure, financing, business environment and workforce skills needed for the targeted industries to thrive". It noted that a comprehensive survey that was carried out among several businesses across the continent on the specification of factors that impede businesses from expanding and increasing hiring, indicated that 55% of the firms identified unfavourable macroeconomic and regulatory conditions as a top concern, followed by political instability and lack of adequate



workers with appropriate skills and work experiences. At the 2017 Tony Elumelu Foundation Forum, most of the budding entrepreneurs also identified unfavourable macroeconomic policies and difficult regulatory frameworks as key impediments to their businesses.

Importantly also is the fact that when conceived alone, programmes such as worker skills development or entrepreneurship nurturing, are not likely to yield the desired results. They have to be linked to potential productive job opportunities as well as combined with other soft skills such as leadership, mindset changes and access to productive assets and finance. In addition, as noted above, the factors constraining job growth are the same that adversely impact on overall growth.

Yet another important lesson that has informed the strategy of this Regional Programme is that successful job creation programmes require strong partnerships between the public and private sectors as well as effective execution of the strategies.

Another crucial strategic plank of this Regional Programme is the strong conviction that the youth in particular should be key agents for change without whom the success of job creation strategies will be unsustainable. This demands a mindset change and leadership at all levels. Youth need the space and the trust to fully exercise their creativity and become engaged leaders and agents of change and the desired inclusive development and transformation in their societies. The societal values and perceptions about youth leadership, as well as youth's self-perception and confidence, could be targeted through mindset change, inculcation of 21<sup>st</sup> Century leadership principles and skills, but also enabling policy frameworks and strategies for job growth as well as channels and opportunities to apply their skills in social and productive economic activities.

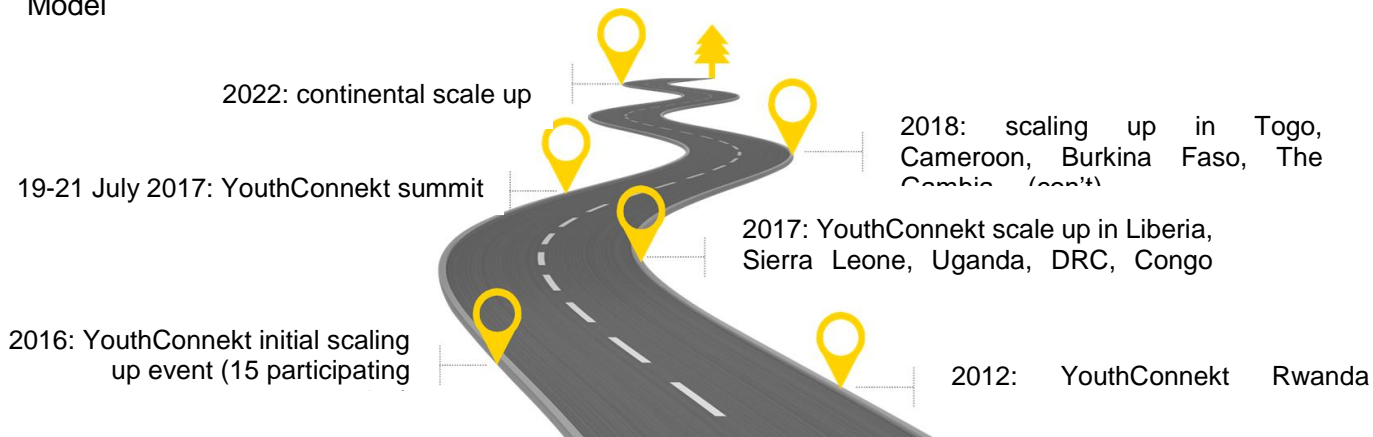
The complexities of issues affecting the youth also requires active promotion of the spirit of volunteerism among young people in Africa. Young people are both actors and beneficiaries of volunteerism. Converging experiences from UNV's programmes and partnerships in which UNV has been involved attest strongly to the strategic link between volunteer infrastructure and youth. Experiences in Ghana, Nepal, Nigeria, Ecuador, Liberia, Rwanda, Togo, Armenia, Lesotho, Kenya, Morocco confirm that volunteerism can enhance youth employability and open avenues for young people to engage in processes of governance and civic engagement in very positive ways. Youth volunteering and service can span a broad range of activities in the social, cultural, political and economic spheres that enable young people to assist others and contribute to the development of their communities and countries, while also developing their own skills, abilities and experience, while developing their potential.

The potential for youth mobility through exchange programmes (connecting the youth within and across countries) will be promoted as viable drivers for mutual self-actualization, peer learning and realizing opportunities. Regional integration with inherent social dimensions including a sense of regional identity, connectedness and solidarity that can be strengthened through movement across borders to facilitate learning and access to new gained knowledge will constitute important avenues for the Programme.

Finally, as could be seen from the information on the initiatives that were launched across the continent over the past few years aimed at youth empowerment and tackling high levels of youth unemployment, there has been no shortage of such initiatives. The lack of the desired success from them could be attributable in large measure to inadequate deliberate efforts at building effective synergies and leveraging partnerships among them or the failure to build on the strong points of preceding ones within and across countries. It is for this reason that this Regional Programme will utilize the YouthConnekt modality of collaboration and partnerships with existing initiatives and platforms for employment creation and economic empowerment of the youth. YouthConnekt was initiated in 2012 by the Government of Rwanda through the Ministry of Youth and ICT (MYICT) in partnership with the One UN Rwanda - under UNDP's Youth and Women Employment Programme - and several other partners from the public and private sector. Using the Youth Connekt modality in Rwanda, the Government has been able to reach over 4,000,000 youth between the ages of 16-30 for leadership training and mindset changes through booth camps, campaigns, social media events and youth connect forums. In addition, 4,000 new off farm jobs have been created, many of them in new technology areas, and 500 youth have been provided with entrepreneurship and social innovation skills for the scalability of their

businesses. At the regional level, the UNDP Africa team has started the scaling up of the YouthConnekt across Africa, and this Regional Programme is intended to further support that process. The scaling up strategy is illustrated in the infographics in the next page and the intended trajectory is illustrated in Fig. 2 below.

Fig. 2: Pathways to a Regional Dedicated Platform to Support the Simultaneous Scaling Up of YouthConnekt Model

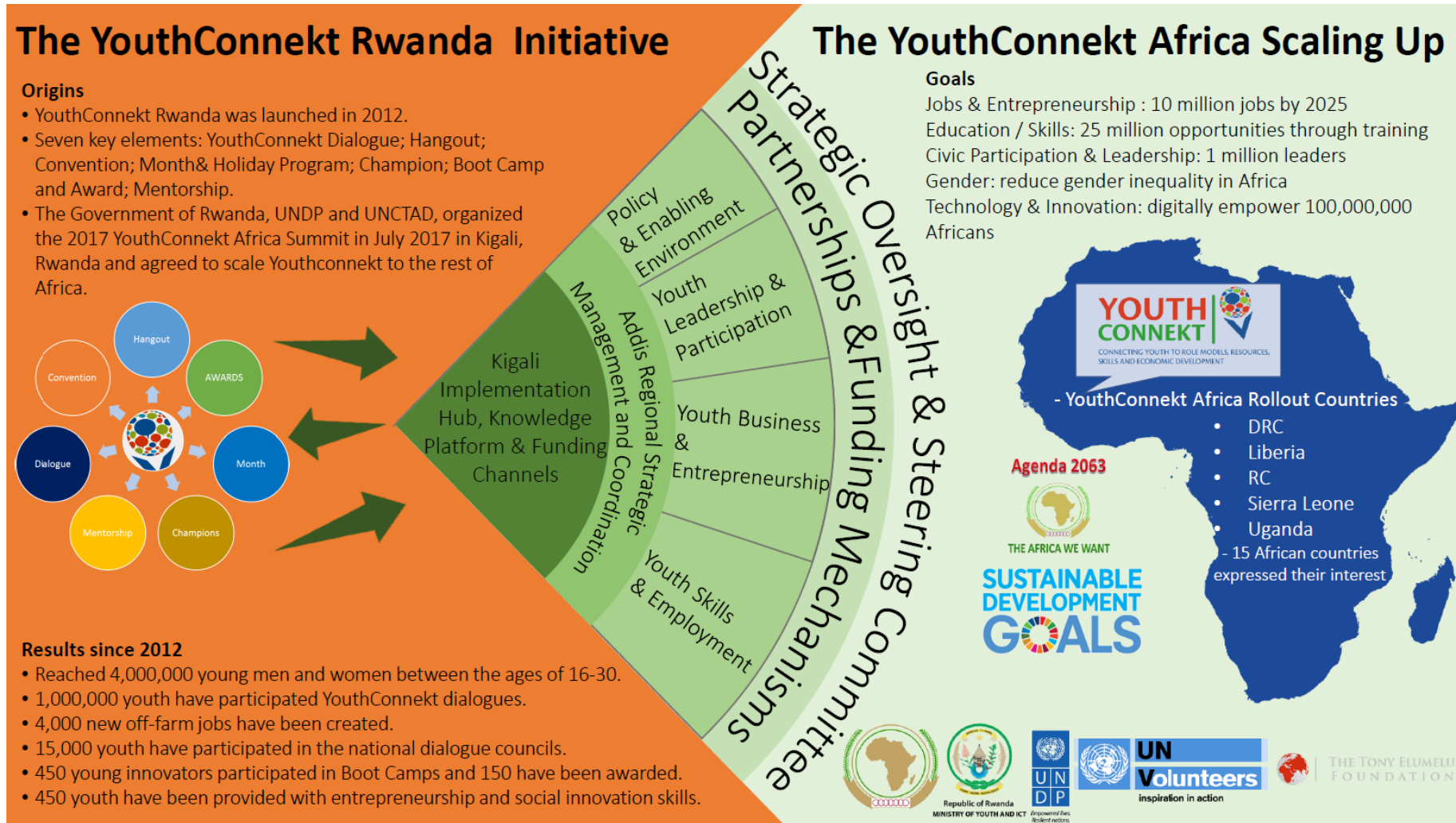


**PROGRAMME DOCUMENT**  
**UNDP REGIONAL SERVICE CENTER FOR AFRICA**



Empowered lives.  
Resilient nations.

Figure 3 – YouthConnekt Scaling UP Process



## **B. THEORY OF CHANGE FOR THE REGIONAL PROGRAMME**

A key element of the theory of change underpinning this Regional Programme is the fact that experience from other emerging regions of the world, especially Asia, and from Africa's own experience over the past two decades clearly indicate that economic growth does not necessarily automatically lead to adequate job creation. Broader growth strategies have to be combined with specific job creation initiatives outlined in the preceding section, with special attention to the youth, which constitute the majority of the population and growing labour force of most African countries. It is essential that focused attention be paid to reinforcement of broad macroeconomic and sectoral frameworks in support of job-rich growth. For this, the RSCA will work closely with the Strategic Advisory Team in UNDP RBA as well as country level UNDP Economists and experts drawn from applied research institutes. These approaches also crucially require solid partnerships, between the states and the private sector, strongly supported in a coherent manner by a wide range of development partners, hence the intended systematic application of the platform concept. This constitutes one of the distinguishing features between this programme and many other similar initiatives

Another important pre-condition for generating the desired change is the imperative to focus on the youth issues in a deliberate manner, within the context of the broader strategies set out above. The unprecedented pace of change in the nature of the work and employment in the 21<sup>st</sup> Century highlights the importance of acquiring skills by the young people in particular that would make them especially adaptable to both the opportunities that arise from such rapid changes in both societal conditions and work environment. In today's work environment, the most sought-after skills by the employers are the soft skills to complement the domain skills and these skills have a multiplier effect in employees' career progress. The old norm of having a lifetime job has already lost its prominence and with the fast-paced changes in work and employment requirements, the importance of 21<sup>st</sup> Century skills, such as teamwork, analytical thinking creativity, technological savviness as well as can-do attitudes, will increase. In addition, entrepreneurship, self-employment, or having multiple occupations would become increasingly essential, thereby requiring agility in skills development for multiple jobs and positions. The issue of mindset change is also relevant to efforts aimed at stemming the on-going outflow of economic migrants from the continent through illegal and dangerous channels. The notion should be inculcated in such potential migrants that they could make it in their home countries, as indicated in the next paragraph. Taking all these realities into account in the Programme design will ensure that the desired objectives will be attained.

Entrepreneurship and innovation will take on a more prominent role in the development of Africa and the creation of employment opportunities by and for the youth themselves. It is essential to cultivate a new generation of innovators, problem-solvers and more technologically savvy youth, in order to drive economic and social transformation. These will start or expand profitable businesses and generate employment for themselves and others. Entrepreneurship creates new jobs, new businesses and new ways to deliver basic services. To facilitate this, the youth must be provided with financial literacy skills, managerial and business skills, and access to financial services and other productive assets in order to overcome the biggest challenges faced by budding entrepreneurs.

The world is experiencing the age of disruptive technologies, which has been changing trend outlooks and many aspects of life; ways of thinking, producing, working and living. The changes in the complex African youth empowerment context can only be met with innovative solutions, as started by the YouthConnekt initiative in Rwanda. Unleashing the transformative power of African youth can be achieved by investing in their technological skills, creating conducive environments for innovation and changing the mindsets. The innovative responses could come in many areas such as innovative financing, or access to markets, services through use of technology for

entrepreneurs. In addition, African-born innovative solutions would be promising for the other African countries as these solutions are more responsive and fit for the African youth's needs and the socioeconomic context in Africa. Thus, building linkages between the YouthConnekt initiative and evolving Fourth and Fifth Industrial revolutions will also ensure realization of the intended objectives of this programme.

Effective adaptation of solutions towards large-scale social and mindset change for youth empowerment and leadership will come through collaborative partnership between governments, civil society, the private sector as well as a range of foundations rather than from the isolated interventions of individual organizations. The economic empowerment of young people either through employment or entrepreneurship would require market-systems thinking and private sector partnerships, as well as connecting young people with peers and role models, skills development, access to finance and entrepreneurship. UNDP Africa is uniquely positioned to build partnerships with all these key-actors, from the private sector, to development partners, civil society organizations, foundations and national governments in conjunction with the African Union (AU) and African Development Bank (AfDB) to advance youth participation in economic, civic and political processes.

All in all, keeping in mind the background and context of harnessing the transformative power of the youth for SDG achievement, this Regional Programme for supporting the Upscaling of the YouthConnekt Model to the rest of Africa will aim for a conducive and enabling environment for job-rich growth, youth empowerment, mindset changes, innovation, participation and leadership, combined with focused interventions towards expanding opportunities for gainful youth employment and growing youth businesses. In order to ensure the optimal realization of the transformational potential of this programme, special attention will be paid to young ladies and women in all the focus areas of the programme. It is the dynamic interactions among all these key variables that will guarantee the maximum possible achievement of the underlying goals and objectives of these Regional Programme (See Figure 4 below).



**PROGRAMME DOCUMENT**  
**UNDP REGIONAL SERVICE CENTER FOR AFRICA**

**III. RESULTS AND PARTNERSHIPS****A. EXPECTED RESULTS**

Building on past experiences from previous UNDP regional programmes for youth, which are set out in Annex, and building on the key strategic elements of the Rwanda YouthConnekt initiative detailed above, the overall objective of the current regional programme is to reinforce the enabling environment for job-rich growth, strengthen and expand leadership and entrepreneurship skills as well as productive youth employment opportunities for inclusive growth and social cohesion in Africa. The programme will also create opportunities for the African youth to unleash their creativity and leadership in civic, economic and political spheres aiming at a mindset change and transformation. To this end it will ensure greater access to capital and markets; skills development, and a sustained investment in training and education through partnerships, in particular in STEM (Science, Technology, Engineering and Mathematics) and more dynamic TVET schemes for industrialization of Africa. In crisis and immediate post-crisis countries such as CAR and South Sudan, the programme's intended contribution to social cohesion will also constitute a potent factor in crisis resolution and/or durable stability.

The programme will aim at leveraging a key element of the YouthConnekt initiative, which is bringing together different platforms operating in the area of youth empowerment and productive and decent employment creation. Specifically, the current programme will focus on implementing four main outputs for youth empowerment in Africa:

- Output I** Conducive and enabling environment for job rich growth and transformation is strengthened.
- Output II** Youth Social and Economic Participation and Leadership are Enhanced.
- Output III** African Youth Businesses, Managerial Skills and Entrepreneurship are Developed.
- Output IV** Increased Number of African Youth are Gainfully Employed.

**Output I Conducive and enabling environment for job rich growth and transformation is strengthened.**

- a. The Regional Programme will also host 4 regional dialogues events/seminars on job-rich growth and transformation strategies and policies. These events will facilitate dialogue and knowledge sharing between African countries as they reform their regulatory and policy frameworks for youth employment and entrepreneurship. Each dialogue event will be attended by up to 50 stakeholders, totaling 200 stakeholders from key macroeconomic and sector ministries, central banks, private sector and CSOs engaged in policy dialogues and formulation in these areas. The Regional Programme will closely work with the UNDP Africa SAT in New York and country level Economists.
- b. The Regional Programme will host four (4) annual (2019 – 2022) capacity building events for relevant youth institutions that have the mandate to coordinate and promote national youth interventions. Each capacity building event will be attended by up to 50 stakeholders of which 40% will be young women, including government representatives, CSOs, private sector and youth constituents. As such up to 200 different African stakeholders will benefit from the capacity building.
- c. Building on these capacity building interventions, the regional programme will support up to 10 African countries to update and/or develop relevant and gender responsive youth empowerment strategies and policies. The programme will give each country up to USD50,000 for this purpose.

- d. The programme will support up selected African governments to develop national policies, outline clear mechanisms and steps for economic and social reintegration of voluntary returnees from extremist groups and those who are returning from adverse migration experiences. Each country will receive up to USD50,000 to hold consultations and develop the required documentation.

**Output II Youth Social and Economic Participation and Leadership are Enhanced.**

- a. The programme will host at least fifteen (15) national and sub-national youth conventions and dialogues in select African countries. Relevant national counterparts in 15 countries will be awarded up to USD50,000 each to roll out programmes where young people can connect with leaders, role models, peers, and resources aimed at enhancing 21<sup>st</sup> Century leadership skills, mindset changes, civic engagement and active youth participation capacities in both local and national governance. It is anticipated that each convention will host up to 50 youth, thereby reaching up to 750 youth both young men and women within the programming period.
- b. UNDP will work with UNV to develop national volunteer programmes in up to 15 countries.
- c. The programme will provide up to USD50,000 to UNDP COs to replicate YouthConnekt in their countries. By 2022, up to 30 YouthConnekt programmes will have been developed. The programme will also provide funding to relevant institutions to host up to 60 bootcamps in African countries by 2022.
- d. Funding will be given to relevant institutions to facilitate bootcamps. It is anticipated that up to 60 bootcamps can be facilitated through this programme. The programme will award up to USD50,000 for a single boot camp event, and each event will have about 100 participants, thereby leading to close to 1000 youth beneficiaries.
- e. The programme will develop and run a campaign targeting 100,000 youth, focused on engaging Africa's youth to come up with solutions for accelerated SDG implementation relevant to their countries and communities. Building on this campaign, YAS! will be used to run challenges and award up to USD100,000 to youth who come up with innovations for SDGs in their communities
- f. UNDP will award up to 19 community building institutions USD50,000 each to hold events and interventions in areas that are most vulnerable to conflict for innovative community engagement activities aimed at reducing the intra as well as irregular migration. It is anticipated that each event will benefit at least 50 youth, thereby reaching up to 1,000 youth within this programming cycle.

**Output III African Youth Businesses, Managerial Skills and Entrepreneurship are Developed.**

- a. The programme will give financing to capacity-building institutions for entrepreneurs and SMEs. It is anticipated that up to 2,000 entrepreneurs, especially the budding ones, will receive relevant education and skills training through this programme
- b. To foster and spread the entrepreneurship culture, motivate and encourage those who would like to start up their business the programme will support development of TV and radioshows which will be broadcasted in programme countries.
- c. The programme will facilitate the creation of 5 new enterprises or value chains over a 4-year period. It is anticipated that each of these new enterprises or value chains will create up to 1,000 new and decent jobs in their communities, thereby facilitating the creation of up to 4,000 new jobs within the programming cycle.
- d. The programme will facilitate up to 600 SMEs to access innovative finance. Through USD5,000 – USD10,000 grants awarded through the UNDP YAS! portal, each of these SMEs will in turn create up to 10 new jobs leading to up to 6,000 new jobs created within the programming cycle.
- e. The programme will facilitate the creation of 10 multi-stakeholder platforms, each of which will receive funding of up to USD100,000 to become operational. Through these platforms, it is anticipated that up to 500 successful youth led inclusive businesses will be created, each of which will have access to up to USD10,000 grant financing for their businesses. If each of these inclusive businesses create up to 10 new decent jobs, the programme would contribute directly to creation up to 5,000 new jobs within this output.
- f.



**Output IV Increased Number of African Youth are Gainfully Employed.**

- a. The programme will conduct skills needs analysis in at least 20 countries and accordingly facilitate the creation of at least 20 employment action platforms, each of which will receive funding for investment up to USD100,000 in addition to funds to operationalize the employment action platforms based on their business and training for employment plans. The programme will also organize leadership and management training for the public and private training providers. These investments to the skills ecosystem will create the necessary capacity that could also be utilized by various youth empowerment networks such as YouthConnekt.
- b. The skills training activities of the programme will effectively partner with YouthConnekt and various other youth empowerment networks for mobilization and engaging them to training and allied activities towards employment creation. The programme aims to create the necessary capacity to link more than **500.000** young people with career opportunities.
- c. The programme will engage 1500 employers to the skills training activities and create 25 regional partnerships to resource up and enrich training for employment activities, including in green economy and green jobs.
- d. To support employment action platforms the programme will develop trainings and guidance materials for implementation which will further strengthen the training capacity on the ground.
- e. To sustain the results, UNDP will invest in 5 innovative financing studies.

As such, through this programme, UNDP will help:

- ✓ At least 20 African countries to update and/or develop relevant youth gender responsive empowerment strategies, programmes and policies
- ✓ More than 5,000 youth (Boys/Young Men and Girls/Young Women) and relevant stakeholders to receive capacity building support, engage in dialogue or participate in youth empowerment related conventions
- ✓ Create at least 10 employment action platforms for skills training for employment, and finance them
- ✓ Create the necessary capacity to link more than **500.000** young people men and women with career opportunities
- ✓ Create at least 7 inclusive business platforms, and up to 600 youth led inclusive businesses through direct access to innovative financing
- ✓ Create up to 5 regional value chains, and more than 200 new businesses

**All of which will combine to empower 1.000,000 African youth of whom about 40% will be girls and young women by 2022.**

**B. RESOURCES REQUIRED TO ACHIEVE THE EXPECTED RESULTS**

To achieve the expected results, up to USD 55,550,000 (fifty-five million five hundred fifty thousand USD) is needed over the 5-year period.

Resource Required	Value / Amount (USD)	Total Value / Amount
<b>Programme</b> activity implementation and ongoing monitoring	USD 45,050,000	USD 45,850,000
Programme Management:	\$315,000*5*1 (1,575M)	USD 6,620,000
Programme Manager – UNDP Youth Programme Coordinator for Africa (P5)	257,000*5*1 (1,285 M)	
Programme Advisor (P4)	234,000*5*2 (2,340M)	
Programme Specialist (P3 - IUNV) x 2	185,000*5*1 (925K)	
Programme Analyst (P2 - IUNV)	64,000*5*1 (320K)	
Programme Analyst (NOB)	35,000*5*1 (175K)	

Programme Associate (G6/7)		
Operational costs:		
Operational costs:		
Office rental: per year	2,500*12*5*2 \$300K	
Office IT equipment (laptops, docking stations and monitors): 2,500 per person	2,500*7= \$17,500	
Printer:	\$2,500*2=\$5,000	
Office furniture (tables and chairs): 1,500 per person =	1,500*7= \$10,500	USD 520,000
Office supplies (stationaries....) estimate	2,000*7*5=\$70,000	
Mobile phones:	\$1,000*7= \$7,000	
Communication expenses per year	\$5,000*5*2 = \$50,000	
Car 4WD only for Rwanda	\$60,000	
Lessons learned and Knowledge Management and representational workshops/meetings		USD 225,000
<b>Monitoring and oversight missions</b>	USD 100,000	USD 100,000
<b>Evaluations</b>		
Mid-term evaluation (mid 2020)	USD100,000	USD 175,000
End of programme evaluation (end 2022)	USD 75,000	
<b>GMS (@ 8% of total programming costs)</b>	USD 4,260,160	USD 4,260,160
<b>Total</b>		USD 57,749,660

Broken down, this figure comprises USD 45,850,000 for programming (including ongoing monitoring of programme implementation), USD 300,000 for one mid-term and one end of programme evaluation (USD 200,000), 8% GMS on the USD 53,252,000 (i.e. USD 4,260,160 and USD 6,620,000+282,500 for human resource, staffing and operational costs for the implementation of the programme over the 5-year period. Staffing needs include 6 programme staff and one operational support staff.

### C. PARTNERSHIPS

The programme will build on existing initiatives and partnerships established by UNDP Country Offices in youth empowerment. With a focus on youth employment, entrepreneurship, skills development and social cohesion activities, the programme is guided by the UNDP Strategic Plan and will be translated into action on the ground through UNDP country office programmes.

Outside of UNDP, the programme will identify and engage partners like the African Union Commission (and its Regional Economic Communities (RECs)); African Development Bank; UNV; African governments (and their relevant line ministries and local municipalities); bilateral and multilateral development partners and institutions; impact investors and other innovative finance support providers (such as institutional investors, regional development banks, specialized impact funds, sovereign wealth funds, pension funds, high net-worth individuals, philanthropists, foundations, commercial banking institutions, insurance companies, investment company equity funds etc.); development finance institutions (DFIs); social enterprises; SME business development and advisory service providers; youth empowerment focused researchers and academia; innovation and technology institutions; financial intermediaries.

In short, this programme will also initiate, institute and further develop special partnerships with the following institutions:

- i. **African Union Commission:** The African Union Youth Division in the AUC oversees the implementation of the African Youth Charter (AYC). The Charter is a political and legal document which serves as the strategic framework that gives direction for youth empowerment and development at continental, regional and national levels. The Assembly of Heads of State and Government decided at their 26<sup>th</sup> Ordinary Summit in Addis Ababa on 31<sup>st</sup> January 2016 to devote the theme for 2017 to “Harnessing the demographic dividend through investments in the Youth. Under that theme, the 29<sup>th</sup> African Union Assembly of Heads of State and Government meeting in July 2017 decided on the Establishment of The African Youth Fund and with support from all partners develop the instruments for the management of the fund.
- ii. **YouthConnekt Africa Hub:** UNDP is currently supporting the creation of a YouthConnekt Africa hub, which would, at minimum support the setup and maintenance of national YouthConnekt programme; provide direct support to the implementation of national YouthConnekt programmes; serve as a platform of exchange on tools and best practices of YouthConnekt programmes across African countries; serve as a repository and advocate for improved sharing of communication about African YouthConnekt initiatives and relevant global youth initiatives; and manage and coordinate a YouthConnekt Africa Empowerment Fund.
- iii. **UNV:** UNV and UNDP already started exploring synergies to support the effective implementation of YouthConnekt Africa. Within this framework, UNV committed to the deployment of 3 UNVs to support the YouthConnekt Africa Hub in Kigali and the coordination at Regional level based in UNDP Addis Ababa Regional Service Centre. Moreover, UNV committed 30.000 USD to support the mapping exercise to identify the key and ongoing initiatives in the Continent on Youth, Entrepreneurship, Skills, Innovation and Employment that could be potentially linked and scaled up by YouthConnekt Africa
- iv. **Jack Ma Foundation and UNCTAD:** During the inaugural July 2017 Youth Connket Africa Summit held in Kigali, Jack Ma, the CEO of Alibaba announced the creation of a US\$10 million African Youth Entrepreneurs to support African online business, provide training and exchange visits of African entrepreneurs with China counterparts and a future partnership with African universities to teach internet technology, artificial intelligence and e-commerce. Given the full alignment and enormous potential impact of this regional project, UNDP intends to partner and work closely with the Jack Ma Foundation and UNCTAD, where he serves as the Special Advisor for Youth Entrepreneurship and Small Business, to proactively collaborate and assist with the field implementation of the above initiatives.
- v. **The Tony Elumelu Foundation (TEF):** is a not-for-profit organisation committed to the economic transformation of Africa, through its support of the private sector and engagement in the promotion of entrepreneurship and leadership development across the African continent. TEF currently runs the Tony Elumelu Entrepreneurships Programme (the "TEF Entrepreneurship Programme")  
UNDP and TEF have signed an MOU to;
  - i. Promote Entrepreneurship Development in Africa with focus on Start-ups and existing SMEs;
  - ii. Provide entrepreneurship skills training to start-ups and emerging African entrepreneurs;
  - iii. Deliver Business Development Services (BDS) necessary for start-ups and existing SMEs across Africa for growth and diversification;
  - iv. Promote innovation, technology development, networks and market linkages among African Entrepreneurs;
  - v. Undertake initiatives that promote access to affordable credit, guarantees and other financial services suitable for start-ups and small businesses in Africa; and
  - vi. Foster partnerships with State and non-State actors to improve policy and business environment for local enterprises development in Africa.
  - vii. Jointly develop structures for the systematic monitoring and evaluation of the impact on African entrepreneurs
  - viii. Engage private sector leaders, corporations and businesses to support the development of African entrepreneurs

Opportunities for direct partnerships and implementation support will be sought and brokered throughout the life cycle of the programme as needed with other interested parties including local, national, regional and global players involved in the youth empowerment and development space.

#### D. RISKS AND ASSUMPTIONS

Risk	Probability	Impact	Risk Mitigation
Inadequate financial resources to effectively implement the programme over the 5-year period	High	High	Develop a detailed resource mobilization plan with a clear outline of potential donors, their interests in this programme and how much the programme can potentially mobilize from each of them Engage in continuous resource mobilization Lobby HQ for the allocation of TRAC resources towards this programme
Inadequate staffing and capacities to implement the programme	High	High	Mobilize resources for dedicated staffing for the programme Mobilize resources for consultants to support specific outputs during programme implementation Implement alternative staff supplementation (e.g. utilize interns, Online UNVs etc.)
Limited programme ownership by key stakeholders (e.g. Director of UNDP Africa Regional Programme, AUC Youth Division, UNDP COs)	Medium	High	Heavily involve all major stakeholders in project design Engage in heavy awareness raising about the programme and how it benefits key stakeholders Advocate for high level engagement and commitment to the programme within the key stakeholder institutions
Competing Africa Youth Empowerment Programmes	High	Medium	Ensure close coordination with existing youth empowerment stakeholders operating in Africa as well as prospective ones.

#### E. STAKEHOLDER ENGAGEMENT

The Regional Programme is established to help expand productive youth employment opportunities for inclusive growth and social cohesion in Africa. As such, its primary beneficiaries are Africa's youth.

To ensure that key stakeholders are engaged throughout the implementation of this programme, a two-pronged strategy will be implemented as follows:

- a) A technical committee will be set up comprising representatives of the key institutions needed to facilitate the successful implementation of this programme, i.e. YouthConnekt Africa Hub Manager, a representative of the AUC Youth Division, and technical specialists from select UNDP Country Offices.
- b) Using the UNDP CO technical focal points, a network of youth focal points will be created comprising representatives from the different countries who will have the opportunity to make input on the implementation progress of the programme through their UNDP CO technical points.

#### F. SOUTH-SOUTH AND TRIANGULAR COOPERATION (SSC/TrC)

Building on the partnership areas detailed above, institutions successfully implementing youth programmes on the continent will be especially sought for partnerships.

A central tenet of this programme's implementation is South-South cooperation and mutual learning. The programme will facilitate sharing of knowledge and best practices between African countries as well as collaboration of technical support from one country to another where feasible. Through technical and financial support provided to the YouthConnekt Africa Hub, this programme will support the set-up and roll-out of national YouthConnekt programmes. This support will include South-South and Triangular synergies between successful youth initiatives, including those aligned to the vision and mission of YouthConnekt Africa.

#### **G. KNOWLEDGE**

To create visibility for knowledge and highlight lessons learned generated by the programme so others can benefit, the programme will use YAS! the online resource developed by UNDP where youth across Africa, especially women, can access comprehensive information and support for their development and growth.

Under the Regional Programme special attention will be given to monitoring and oversight missions that will be linked to lessons learning and knowledge management objectives. This in turn will be used to feed into, and promote, knowledge exchanges through national and regional workshops.

In addition, knowledge products will be developed through studies as detailed out in the results framework below.

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### **IV. PROGRAMME MANAGEMENT**

#### **A. AUDITS**

Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and Directives of UNDP.

V. RESULTS FRAMEWORK<sup>14</sup>

<b>Intended Outcome and Output as stated in the UNDP Africa Regional Programme Results and Resource Framework:</b>										
RPD Outcome 2: Regional growth is inclusive, sustainable, with reduced economic inequalities, and characterised by structural transformation										
RPD Output 2.4: The AUC, the African Volunteer Corps, and YouthConnekt Africa initiative have enhanced operational and technical capacities to increase youth participation in political and economic development initiatives.										
<b>Outcome and Output indicators as stated in the UNDP Regional Programme for Africa Output Results and Resources Framework, including baseline and targets:</b>										
RPD Outcome 2 Indicator: Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group										
<b>Applicable Output(s) from the UNDP Strategic Plan:</b>										
Tier 2, Outcome 1: Advance Poverty Eradication in all its Forms and Dimensions										
Output 1.1.2: Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services <sup>15</sup> and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs										
Programme title and Atlas Programme Number: <b>TBD</b>										
<b>Programme Outcomes: (Intermediate Outcomes)</b>										
<b>Outcome I Conducive and enabling environment for job rich growth and transformation is strengthened.</b>										
<b>Outcome II Youth Social and Economic Participation and Leadership are Enhanced.</b>										
<b>Outcome III African Youth Businesses, Managerial Skills and Entrepreneurship Capacities are Developed or Reinforced.</b>										
<b>Outcome IV Increased Number of African Youth are Gainfully Employed.</b>										
<b>Outcome I Conducive and enabling environment for job rich growth and transformation is strengthened.</b>										
OUTPUTS	OUTPUT INDICATORS <sup>16</sup>	DATA SOURCE	BASELINE		TARGETS					DATA COLLECTION METHODS & RISKS
			Value	Year	2018	2019	2020	2021	2022	

<sup>14</sup> UNDP publishes its programme information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the programme.

<sup>15</sup> Basic services include social services (e.g. health and nutrition, education, water and sanitation, social housing, vocational training), economic services (including finance), environmental and energy services (e.g. renewables, clean fuels and technology, use of natural resources), and other services (e.g. rule of law and justice). Please note that UNDP focuses primarily on policies and capacities that improve the enabling environment for provision of basic services.

<sup>16</sup> It is recommended that programmes use output indicators from the Strategic Plan IRRF, as relevant, in addition to programme-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<p><b>Output 1.1</b> Transformative national development plans and policies that integrate deliberate job creation developed. And effectively implemented.</p>	<p>No. of dev. plans that are job rich &amp; transformative effectively implemented.</p>	<p>National development plans, strategies and policy frameworks of the various countries in Africa additional data from partner organizations and research institutions..</p>	<p>30% of Plans fulfilling the criteria of being job rich.</p>	<p>2017</p>	<p>35%</p>	<p>45%</p>	<p>50%</p>	<p>60%</p>	<p>80%</p>	<p>Desk review of planning documents of different countries, focused research and selected field visits to countries. <b>Risk</b> Lack of data from some countries</p>
<p><b>Output 1.2</b> Conducive macro-economic and fiscal policies for job creation reinforced.</p>	<p>No. of conducive macro-economic and fiscal policies for job creation developed</p>	<p>National development plans, macro-economic and fiscal policies of the various countries in Africa and additional data from partner organizations and research institutions.</p>	<p>50%</p>	<p>2017</p>	<p>55%</p>	<p>60%</p>	<p>70%</p>	<p>80%</p>	<p>90%</p>	<p>Desk review of planning documents of different countries. <b>Risk</b> Lack of data from some countries</p>
<p><b>Output 1.3</b> Laws and regulations that promote and facilitate an enabling business environment for job creation improved.</p>	<p>No of reforms implemented</p>	<p>Doing Business Reports; World Bank.<a href="http://www.doingbusiness.org/">http://www.doingbusiness.org/</a> Macroeconomic and sectoral policy and regulatory policy frameworks of African countries. Business survey results.</p>	<p>Less than 50% of African countries meeting the minimum stipulated benchmark</p>	<p>2017</p>	<p>55%</p>	<p>65%</p>	<p>70%</p>	<p>75%</p>	<p>85%</p>	<p>Review of the Doing Business Reports of the various African countries</p>

			ks of World Bank Doing Business Index.								
<b>Output 1.4</b> Youth policies updated and integrated into pro-growth national development strategies/plans	National development plans, strategies and policy frameworks of the various countries in Africa.	ESP Survey in 2017 indicates that out of 54 African countries, only 39 have well-articulated youth strategies and policies. On average the youth strategies and policies of these countries are 9.2 years.	National development and Youth Empowerment strategies..	2017	39 out of the 54 countries with youth policies	44 out of 54 countries (44/54)	46/54	48/54	52/54	54/54	Desk review of planning documents of different countries. <b>Risk</b> Lack of data from some countries

**Outcome II Youth Social and Economic Participation and Leadership are Enhanced.**

OUTPUTS	OUTPUT INDICATORS <sup>17</sup>	DATA SOURCE	BASELINE		TARGETS					DATA COLLECTION METHODS & RISKS
			Value	Year	2018	2019	2020	2021	2022	
<b>Output 2.1</b> Sub-national, national and continental platforms and	No. of platforms developed.	National statistical and Private Sector Federation or Chamber of Commerce documents.	1	2017	2	10	15	20	30	Direct survey methods and country visits.

<sup>17</sup> It is recommended that programmes use output indicators from the Strategic Plan IRRF, as relevant, in addition to programme-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.



programmes to facilitate active youth interaction, participation and leadership developed.	No. of programmes developed		2	2017	4	8	14	20	25	
<b>Output 2.2</b> 21 <sup>st</sup> Century Leadership Skills programmes developed.	No. of programmes developed	National Development Documents. National Strategies.	2	2017	5	10	15	20	25	Leadership Programme Governance Direct Surveys and Country Visits/
<b>Output 2.3</b> National volunteer programmes to promote active citizenship and civic engagement developed and implemented.	No. of participants (disaggregated by sex) in national volunteer programmes developed and rolled out through this programme	National Development Documents. UNV Documents.	2	2017	5	10	12	18	20	Volunteerism Strategy Surveys and Country Visits.
<b>Output 2.4</b> Technical and financial support provided to Youth and community organizations.	No. of community Development interventions implemented.	Community Development Strategy documents. Donor Support Documents.	0	2017	5	10	15	20	25	Country Visits UN System Documents.
<b>Output 2.5</b> National Youthconnekt. models and products developed.	No. of Youthconnekt models & products developed	UNDP CO Documents.	5	2017	8	15	18	25	30	Country Visits and UN System Documents.
<b>Output 2.6</b> Youth actively engaged and	No. of participants disaggregated by sex engaged in SDG									YAS Documentation. UN System documents.

leading in SDG awareness and interventions.	awareness and interventions.									
<b>Outcome III African Youth Businesses, Managerial Skills and Entrepreneurship Capacities are Developed or Reinforced.</b>										
OUTPUTS	OUTPUT INDICATORS <sup>18</sup>	DATA SOURCE	BASELINE		TARGETS					DATA COLLECTION METHODS & RISKS
			Value	Year	2018	2019	2020	2021	2022	
<b>Output 3.1</b> African Youth have increased capacities to actively engage in business, management and entrepreneurship.	No. of potential entrepreneurs (disaggregated by sex) and SMEs who received relevant entrepreneurial and managerial skills.	National Private Sector Development Strategy Documents. Business Surveys. UN System Documents.	50	2017	250	250	250	300	500	Method: through focal points in the different countries, Programme M&E, Field visits
<b>Output 3.2</b> Entrepreneurship culture and action advanced	No. of entrepreneurial culture advocacy and training programmes broadcasted by mass media.	“	50	2017	250	250	250	300	500	Method: through focal points in the different countries, Programme M&E, Field visits
<b>Output 3.3.</b> Capacities for Job rich value chains and enterprises strengthened	No. of value chains strengthened.	“	0	2017	2	5	10	15	20	Method: through focal points in the different countries, Programme M&E, Field visits
<b>Output 3.4</b> Youth and SMEs facilitated to access innovative finance.	No. of SMEs facilitated to access innovative finance through this programme.		60	2017	100	200	300	400	500	Method: through focal points in the different countries, Programme M&E, Field visits

<sup>18</sup> It is recommended that programmes use output indicators from the Strategic Plan IRRF, as relevant, in addition to programme-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<b>Output 3.5</b> Collective action multi-stakeholder platforms for inclusive business and social enterprises developed.	No of country level multi-stakeholder platforms created	“	0	2017	5	10	15	20	30	Method: through focal points in the different countries, Programme M&E, field visits
<b>Outcome IV Increased Number of African Youth are Productively Employed.</b>										
OUTPUTS	OUTPUT INDICATORS <sup>19</sup>	DATA SOURCE	BASELINE		TARGETS					DATA COLLECTION METHODS & RISKS
			Value	Year	2018	2019	2020	2021	2022	
<b>Output 4.1</b> Research studies identifying direct employment opportunities and training needs at national and sectoral levels conducted.	No. of research studies.	National Entrepreneurship Development Strategy Documents.  UN System and other Development Partner Documents.	5	2017	6	10	15	20	30	Method: through focal points in the different countries, Programme M&E, field visits
<b>Output 4.2</b> TVET Programmes reviewed and reinforced	No. of programmes reviewed	TVET Strategy Documents.  UN System and Other Partner documents on TVET Initiatives.	0	2017	1 Region – wide Study	4 Country reviews	1 Focused Study on Implementation Frameworks	3	1	Method: through focal points in the different countries, Programme M&E, field visits

<sup>19</sup> It is recommended that programmes use output indicators from the Strategic Plan IRRF, as relevant, in addition to programme-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

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<b>Output 4.3</b> Direct on-job training, and apprenticeship programmes developed.	No. on the job training programmes.	Business Survey Reports. UN System and Partner Documents	0	2017	5	10	15	25	30	Method: through focal points in the different countries, Programme M&E, field visits
<b>Output 4.4</b> Employment Action Platforms and Industry Partnerships supported.	No of employment Action Plans.	Chamber of Commerce Reports. PSD programme documents.  UN System and Partner Organization Documents.	0	2017	4	5	10	15	25	Method: through focal points in the different countries, Programme M&E, field visits
<b>Output 4.5</b> Innovative partnerships for youth entrepreneurship and job creation established	No of partnership agreements and arrangements.	“	4	2017	5	6	8	8	8	Method: through focal points in the different countries, Programme M&E, field visits
<b>Outcome 4.5</b> Knowledge products on innovative Youthconnekt solutions developed and disseminated.	No. of Knowledge Products.	“	0	2017	2	5	6	10	15	Method: through focal points in the different countries, Programme M&E, field visits

## VI. MONITORING AND EVALUATION

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Data on progress against the results indicators in the RRF will be collected and analysed to assess the progress of the programme in achieving the agreed outputs.	Bi-annually, or in the frequency required for each indicator.	Slower than expected progress will be addressed by programme management.	With all the partners indicated in the Partnership Section.	N/A
<b>Monitor and Manage Risks</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.	Bi-annually	Risks are identified by programme management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	All the actively participating partners.	USD25,000
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other programmes and partners and integrated back into the programme.	At least annually	Relevant lessons are captured by the programme team and used to inform management decisions.	N/A	USD15,000
<b>Annual Programme Quality Assurance</b>	The quality of the programme will be assessed against UNDP's quality standards to identify programme strengths and weaknesses and to inform management decision making to improve the programme.	Annually	Areas of strengths and weaknesses will be reviewed by programme management and used to inform decisions to improve programme performance.	N/A	N/A
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the programme board and used to make course corrections.	N/A	N/A
<b>Programme Report</b>	A progress report will be presented to the Programme Board and key stakeholders,	Annually, and at the end of the	Progress explicitly captured and future directions clearly spelt out.	N/A	N/A

	consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual programme quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	programme (final report)			
<b>Programme Review (Programme Board)</b>	The programme's governance mechanism (i.e., programme board) will hold regular programme reviews to assess the performance of the programme and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the programme. In the programme's final year, the Programme Board shall hold an end-of programme review to capture lessons learned and discuss opportunities for scaling up and to socialize programme results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the programme board and management actions agreed to address the issues identified.	N/A	USD50,000

#### Evaluation Plan<sup>20</sup>

Evaluation Title	Partners (if joint)	Related UNDP Africa Strategic Plan Output	Related UNDP Regional Programme for Africa Output	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	N/A	TBD	TBD	30 Jun. 2020	All implementing partners and responsible parties	USD30,000 (TBD)
End of Programme Evaluation	N/A	TBD	TBD	30 Dec.2022	All implementation partners and responsible parties	USD20,000 (TBD)

<sup>20</sup> Optional, if needed

VII. MULTI-YEAR WORKPLAN

OUTCOME	OUTPUT	Planned Budget by Year					RESPONSIBLE PARTY / PARTNERS	PLANNED BUDGET		
		Y1 - 2018	Y2 - 2019	Y3 - 2020	Y4 - 2021	Y5 - 2022		Funding Source	Budget Description	Amount
<b>Outcome I</b> Conducive and enabling environment for job rich growth and transformation strengthened  <i>Gender marker:</i>	<b>1.1:</b> Transformative national development plans and policies that integrate deliberate job creation developed	50,000	150,000	150,000	100,000	50,000	Governments, agencies and relevant national institutions			500,000
	<b>1.2:</b> Conducive macro-economic and fiscal policies for job creation reinforced		100,000	100,000	100,000	100,000	Governments, development partners, NGOs, private sector etc.			400,000
	<b>1.3:</b> Laws and regulations that promote and facilitate an enabling business environment for job creation improved	150,000	75,000	75,000			Relevant line ministries			300,000
	1.4: Youth policies updated and integrated into pro-growth national development strategies/plans	60,000	170,000	280,000	400,000	90,000	Members States, Development Partners Governments, returning migrants and youth etc.			1,050,000
	MONITORING	50,000								50,000
	<b>Sub-Total for Output I</b>									<b>2,300,000</b>

<b>Output II:</b> Youth Social and Economic Participation and Leadership are Enhanced	2.1 Sub-national, national and continental platforms and programmes to facilitate active youth interaction, participation and leadership developed	200,000	200,000	200,000	200,000	200,000	Governments, agencies and relevant national institutions			1,000,000
	2.2 21st Century Leadership Skills programmes developed.	500,000	1,000,000	1,000,000	500,000		Youth, communities etc.			3,000,000
	2.3 National volunteer programmes to promote active citizenship and civic engagement developed and implemented		250,000	250,000	250,000	250,000	Governments, UNV, youth etc.			1,000,000
	2.4 Technical and financial support provided to Youth and community		250,000	250,000	250,000	250,000	Relevant line ministries, governments, communities, youth etc.			1,000,000
	2.5 National Youthconnekt models and products developed	350,000	450,000	450,000	400,000	300,000	Youth, CSOs, leaders, opinion leaders, role models			1,950,000
	2.6 Youth actively engaged and leading in SDG awareness and interventions	400,000	400,000	400,000	400,000	400,000	Governments, agencies and relevant national institutions development partners, NGOs, private sector etc.			2,000,000
	MONITORING	50,000								50,000
	<b>Sub-Total for Output II</b>									



<b>Output III:</b> African Youth Businesses, Managerial Skills and Entrepreneurship are Developed  <i>Gender marker:</i>	3.1 African Youth have increased capacities to actively engage in business, management and entrepreneurship		1,000,000	1,000,000	500,000		Youth, governments, CSOs, academia, financial intermediaries and institutions, service providers etc.			2,500,000	
	3.2 Entrepreneurship culture and action advanced	500,000	500,000	500,000	500,000	500,000	Academia, TVET institutions, trainers, Media etc.			2,500,000	
	3.3 Capacities for Job rich value chains and enterprises strengthened		1,200,000	1,200,000	1,200,000	900,000	SMEs, BDS providers. Financial institutions, investors, technical support providers, research institutions, hubs, incubators, accelerators etc.			4,500,000	
	3.4 Youth and SMEs facilitated to access innovative finance		300,000	300,000	400,000		Relevant funding and investing institutions			1,050,000	
	3.5 Collective action multi-stakeholder platforms for inclusive business and social enterprises developed	1,000,000	1,000,000	250,000	50,000	50,000	Youth, governments, CSOs, academia, financial intermediaries and institutions, service providers etc.			2,250,000	
	MONITORING	100,000									100,000
	<b>Sub-Total for Output III</b>										<b>12,900,000</b>
<b>Output IV:</b> Increased Number of African Youth are Gainfully Employed  <i>Gender marker:</i>	4.1 Research studies identifying direct employment opportunities and training needs at national and sectoral levels conducted	960,000	1,200,000	990,000	600,000	600,000	Youth, governments, private sector, CSOs, academia, TVET institutions, financial intermediaries and institutions, service providers etc.			4,350,000	
	4.2 TVET Programmes reviewed and reinforced	1,350,000	2,650,000	3,350,000	3,350,000	3,300,000	Youth, governments, private sector, CSOs, academia, TVET institutions, financial intermediaries and			14,000,000	

							institutions, service providers etc.			
	4.3 Direct on-job training, and apprenticeship programmes developed	50,000	100,000	150,000	150,000	150,000	Youth, governments, private sector, CSOs, academia, TVET institutions, financial intermediaries and service providers etc.			600,000
	4.4 Employment Action Platforms and Industry Partnerships supported	100,000	100,000	100,000	100,000	100,000	Youth, governments, private sector, academia, TVET institutions			500,000
	4.5 Innovative partnerships for youth entrepreneurship and job creation established	175,000	100,000	100,000	50,000	25,000	Relevant funding and investing institutions			450,000
	4.6 Knowledge products on innovative Youthconnekt solutions developed and disseminated	320,000	220,000	160,000			Youth, governments, private sector, CSOs, academia, TVET institutions, trainers			700,000
	MONITORING			100,000						100,000
	<b>Sub-Total for Output IV</b>									<b>20,700,000</b>
<b>Programme Implementation</b> (6 Programme Staff and one programme associate)	HUMAN RESOURCE & STAFFING	1,324,200,	1,324,200,	1,324200,	1,32420	1,324200,				6,620,000
	OPERATIONAL COST (Vehicle, Office Space, Furniture; IT equipment; Telecom)	184,000	84,000	84,000	84,000	84,000				520,000



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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

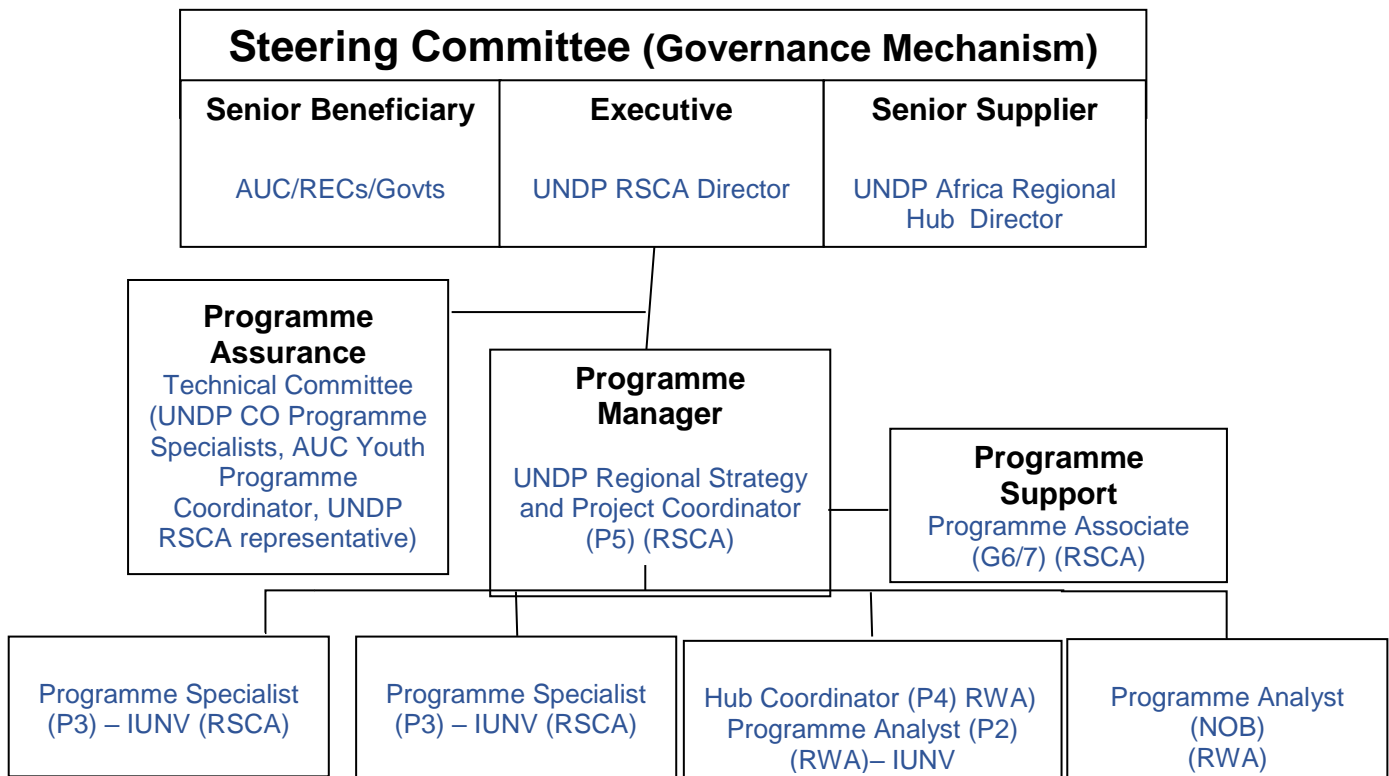
In line with PRINCE 2 project management standards, a Steering Committee will be established for making, on a consensus basis, management decisions for the programme when guidance is required by the Programme Manager, including recommendations for UNDP/ Implementing Partner approval of project revisions. Programme reviews by this group are made at designated decision points during the running of a programme, or as necessary when raised by the Programme Manager. This group is consulted by the Programme Manager for decisions when PM tolerances have been exceeded.

Programme Steering Committee: The Programme Steering Committee (PSC) is responsible for the overall direction and management of the programme and has responsibility and authority for the programme. The PSC is the group responsible for making executive management decisions for a programme when guidance is required by the Programme Manager, including approval of project plans and revisions. This group contains three sets of people: Executive, a Senior Supplier, and a Senior Beneficiary. Usually, the Executive role is held by a representative from the UNDP RSCA, government the Senior Supplier role is held by UNDP Africa Regional Programme, and the Senior Beneficiary role is held by a representative of the government and other entities participating in the programme.

The Steering Committee will consist of the following membership:

- Executive representing the programme ownership and to chair the group, UNDP RSCA Director.
- Senior Supplier role to provide guidance regarding the technical feasibility of the programme, Director of UNDP Africa Regional Programme.
- Senior Beneficiary role to ensure the realization of programme benefits from the perspective of programme beneficiaries, African Union Commission.

## Programme Organisation Structure



The Steering Committee will meet once every year and review and approve annual budgets and work plans and provide strategic guidance to the project.

The Programme Manager will have the authority to run the programme on a day-to-day basis on behalf of the Steering Committee within the constraints laid down by the Steering Committee. The Programme Manager is responsible for day-to-day management and decision-making for the programme. The Programme Manager's prime responsibility is to ensure that the programme produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost. The programme manager is responsible for reporting on all programme activities, including financial reporting. The programme manager will have a team comprising of three technical specialists to support him/her in the day to day implementation of the programme.

The Programme Support role provides programme administration, management and technical support to the Programme Manager as required by the needs of the Programme Manager.

To support the steering committee with quality assurance of the programme, a technical committee will be set up comprising representatives of the steering committee's institutions as well as technical specialists from select UNDP COs. While the daily monitoring function is delegated to the Programme Manager, the technical committee ensures that appropriate programme management milestones are managed and completed and they are available to provide technical support to the programme manager on an ad-hoc basis, unlike the steering committee which convenes once a year.

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## IX. LEGAL CONTEXT

This programme forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Programme to the associated country level activities, this document shall be the “Programme Document” instrument referred to in: (i) the respective signed SBAA for the specific countries; or (ii) in the [Supplemental Provisions to the Programme Document](#) attached to the Programme Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This programme will be implemented by the UNDP Regional Service Centre for Africa (“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

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 [programme funds]<sup>21</sup> [UNDP funds received pursuant to the Programme Document]<sup>22</sup> 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 Programme 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 programme 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 programme 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 programme stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Programme Document shall cooperate in good faith with any exercise to evaluate any programme or programme-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to programme sites, relevant personnel, information, and documentation.

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<sup>21</sup> To be used where UNDP is the Implementing Partner

<sup>22</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

6. 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 [*or the Supplemental Provisions to the Programme Document*], 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 programme 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 Programme Document.
  - c. 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 programme 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.
  - d. The requirements of the following documents, then in force at the time of signature of the Programme 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 Programme Document and are available online at [www.undp.org](http://www.undp.org).
  - e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and programmes. 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.
  - f. 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 programme 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.

g. 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 Programme 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 Programme 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 Programme 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 Programme 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 Programme 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 Programme 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 Programme Document.

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

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Programme 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.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the programme 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.
- j. 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 Programme Document.

Annex 1: Estimated Unemployment Rate in African countries (2016)

Country	Total	Male	Female
Algeria	11.2	9.2	19.7
Angola	6.6	6.2	7.1
Benin	1	1.1	0.9
Botswana	18.4	15.6	21.4
Burkina Faso	3	3.8	2.1
Burundi	1.6	1.3	1.9
Cabo Verde	10.5	9.1	12.7
Cameroon	4.5	3.8	5.3
Central African Republic	6.9	6.5	7.2
Chad	5.8	4.8	7
Comoros	20	18.3	23.6
Congo	11.2	9.2	13.3
Congo, Dem. Rep.	3.6	2.9	4.4
Côte d'Ivoire	9.3	8.3	11
Djibouti	6.6	6.1	7.6
Egypt	12	8.4	23.9
Equatorial Guinea	7.3	7.2	7.5
Eritrea	7.3	6.8	7.8
Ethiopia	5.7	3.1	8.7
Gabon	18.5	16.4	21.6
Gambia	29.7	21.6	38.4
Ghana	5.8	5.4	6.2
Guinea	6.8	6.3	7.4
Guinea-Bissau	6.5	6.1	7
Kenya	11	9.1	13.2
Lesotho	27.4	23.8	31.8
Liberia	4	4.1	3.9
Libya	19.2	16	28.3
Madagascar	2.1	1.5	2.7
Malawi	6.7	6.4	7.1
Mali	8.1	6.1	11.4
Mauritania	11.7	10.8	13.6
Mauritius	7.8	5.3	11.5
Morocco	10	9.7	10.6
Mozambique	24.4	22.2	26.2
Namibia	25.6	23.3	28
Niger	2.6	3.1	1.5
Nigeria	5	4.4	5.8
Rwanda	2.5	2.4	2.6
Sao Tome and Principe	13.6	11.3	17.3

Senegal	9.5	7.4	12

Sierra Leone	3	4	1.9
Somalia	6.6	6.3	7.4
South Africa	25.9	23.8	28.5
Sudan	13.3	11.3	19.2
Swaziland	25.3	23.7	27.7
Tanzania	2.6	1.9	3.4
Togo	6.8	6.3	7.3
Tunisia	14.8	12.5	21.1
Uganda	2.3	2.7	1.9
Zambia	7.5	7.4	7.7
Zimbabwe	5.1	5.5	4.7
AFRICA	8	6.9	9.4