UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
[Regional Project]

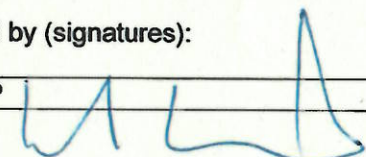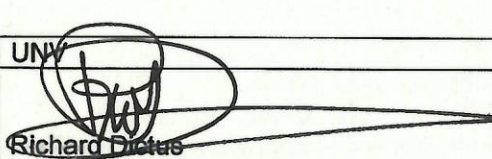**Empowered lives.**
Resilient nations.

Project Title: Future Makers
Project Number: 00098437
Implementing Partner: UNDP Istanbul Regional Hub
Start Date: 1 Oct 2016   **End Date: 30 Sep 2017**
PAC Meeting date:

Brief Description
Future Makers is a UNDP-UNV joint project to be executed in Armenia, Egypt, and Georgia. It seeks to make a breakthrough innovation in governance by prototyping new forms of collaboration between public authorities and the networked youth - informal groups who are loosely coordinated through electronic networks and other means. New forms of collaboration are tested through a learning-by-doing-together approach in the urban public spaces (streets, squares, green spaces, buildings) that are earmarked as places for prototyping new forms of collaboration and community-driven intervention. Groups and networks of youth are empowered to collaborate on the physical urban fabric. A mixed group including civil servants from government partners, NGOs, volunteers and networked youth themselves coordinates interventions. The project aims to prototype new forms of collaboration between public authorities and the networked youth in at least 3 public spaces; as well as to design a flexible guidance for creative bureaucracy based on the comparative learning and implementation in 3 countries. The project intends to contribute to establishing, operationalising and sustaining a collaboration channel between institutions and networked youth in addressing development challenges, and to explore scaling up potentials. It also expects to contribute to (a) employment generation based on creation of new jobs from small local businesses; (b) social cohesion, from the sense of ownership of jointly delivered public services and their pure social nature; (c) data literacy, from the complex coordination needs which necessarily imply creation and reuse of open (geo) data.

Contributing Outcome: Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles (UNDP RBEC RP Outcome 4) Increased recognition of the contribution of youth to global peace and sustainable human development through volunteerism and inclusion of youth voices in the development discourse. Youth better able to contribute to sustainable peace and development outcomes through volunteering at global, national and local levels. (Outcomes 1 and 2 of the UNV Youth Global Programme)	**Total resources required:**		USD390,000
	Total resources allocated:	**UNDP Regional programme core:**	USD150,000
		UNDP COs (parallel)	USD90,000
		UNV (parallel):	USD150,000
		Government:	
		In-Kind:	
	Unfunded:		0

Agreed by (signatures):

UNDP	UNV
Rastislav Vrbensky, Manager, Istanbul Regional Hub	Richard Dictus Executive Coordinator
Date:	Date:

I. DEVELOPMENT CHALLENGE

The world is getting increasingly complex, fast-changing, interconnected, and more diverse than ever before. The complex development issues, as we see in climate change, cannot be addressed by traditional sector approach any more, and require more holistic approach involving wide range of national, local and community actors.

Meanwhile, recent years have seen the remarkable rise of social actors as a global phenomenon. The forces of globalisation have propelled the growth of these social actors and actions led by them and opened up a global public space for debate and actions. One of the leading new social actors is "networked youth", informal groups of mostly young people, coordinated mostly through electronic networks that come together around pressing issues or urgent tasks and address them with extraordinary coherence, speed and efficiency. They have disrupted respected, highly profitable businesses in various spheres – the examples include Wikipedia[1] over Encyclopaedia Britannica; or OpenStreetMap[2] over Garmin and Tom Tom, arrived on the scene of natural disasters days ahead of the government agencies, and are changing the rules of political debate. Examples of their achievements include: i) **building and maintaining global-scale artefacts** (Wikipedia, OpenStreetMap) and even physical infrastructure such as the Guifi mesh network in Catalonia; ii) **responding to natural and man-made disasters** (from hurricane Katrina in New Orleans, USA, in 2005, through the Nepal earthquake of April and May 2015 to the Tbilisi flash flood of June 2015); iii) **campaigning for reform** (the Indignados movement, 2011 Spain; the Euromaidan movement in Ukraine 2014; the Electric Yerevan protests in Armenia, 2015); and iv) **renewal of politics** (Pirate Party in Sweden, Germany and Iceland starting 2009; Podemos in Spain; etc.).

These networked youth who are putting their time, energy and talent into aiding the world become a better place are *de facto* volunteers (or informal volunteer networks), although they are not cardholders, are not formally recognised, nor are they necessarily identified with the volunteering type[3]. While structured volunteers are part of the stakeholder model where people are engaged through formal channels, "networked youth" as a group are not. In fact, it is this zero-overhead form of volunteerism that powers the potential and speed of the networked youth initiatives the world has witnessed thus far. They are easy to join, and the marginal cost of any new participant joining them is close to zero. The condition of being a volunteer in these networks is not a switch (which is either on or off, either one is a volunteer or she is not); it is, rather, a *gradient*. Wikipedians can decide on the fly to make an extra edit – or not. Making it brings them marginally closer to the centre of the network, but does not change their condition of Wikipedians. This situation allows networks of this kind to accept even very small gifts of time, from very large number of people; they tap in the long tail of volunteering. This has two consequences. First, networked initiatives, when they are sustainable, are run by few people working full time or close to full time; and by very many people giving a little bit of their time and effort. This kind of informal volunteering boosts the initiative's efficiency, making it easier for them to be sustainable through effective, flexible people who do not require reward supporting fully committed, paid people who are investing substantial amount of time and effort. In other words, informal volunteers help these initiatives to create jobs. Second, informal volunteering is not necessarily to be viewed as a condition preliminary to stronger commitment; it produces a net benefit to society, and generates network effects by multiplying the benefits of high-effort volunteering. When volunteering is directed towards producing public goods and services, it helps to heal the economy in and of itself, even without considering the increased employability of high-effort volunteers.

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[1] https://en.wikipedia.org/wiki/Main_Page

[2] https://www.openstreetmap.org/#map=5/39.436/29.268

[3] As a stakeholder, youth volunteers are at best second order voices of populations with limited opportunities. As the midterm report for Arab Youth Volunteering for a Better Future shows, volunteers are not themselves part of disadvantaged constituencies. The report notes: **"most of the youth involved in the programme possess a high education level - most of them are university students or graduates and tend to be based in urban contexts and operate as part of the many volunteering organizations mainly based in the capital cities"** (draft report, 4 May 2015). Therefore, the opportunity to design for a more diverse group of (potential) volunteers seems timely.

While there is a recognition that networked youth are a high-impact social actor with potential for both disruption and collaboration, constructive collaboration has yet to take place. Research underpinning this project finds that one of the main reasons for this is that the stakeholder model, the government's method for interacting with the governed, does not apply to networked youth. The stakeholder model's effectiveness rests on three conditions: (a) society is a relatively simple object, that can be represented by a dozen people sitting around a table; (b) representation works well all across society /the association of employers can make commitments on behalf of all employers, youth NGOs can make commitments on behalf of all young people and so on); and (c) public services are delivered by public sector institutions only – everybody else is at best asked for input, but goes back to being a passive actor in the execution phase. None of them is in place when networked young citizens enter the picture. They are not *entities,* but *networks*; they have no members list, no representatives, and no bank accounts. ***There is simply no interface between our public institutions and the networked citizenry.*** This is a massive waste of opportunity to engage the networked youth in a more collaborative policy making and service delivery.

On the flip side, most people that participate in these networks do so because they are trying to help; they follow the deeply humane urge to make themselves useful to their fellow humans. Most of what they do is driven by exactly the same values and goals, enshrined in constitutions and law that government officials are upholding. Additionally, the speed, efficiency and human touch of these movements are incredibly valuable for states that, more often than not, are struggling with limited budgets and financial crisis. The project aims to put in place the first-ever systematic attempt to build the necessary interface for it to happen. **Its ultimate goal is to bring about the breakthrough innovation in governance needed for institutions to be able to successfully initiate and drive collaboration with the networked citizenry.**

Countries in Eastern Europe, Central Asia and in the Middle East have witnessed in the recent past mass mobilisation of people who had previously been thought to be disengaged or apathetic, but rose to the occasion of collective action when it presented itself. Young people around the world played an unprecedented role in formulating the post-2015 agenda, including through the UN-led Post-2015 National and Thematic consultations and the My World survey as follows:

- National Consultations:

  National consultations were held in almost 100 countries around the globe. Dedicated efforts were made to reach out to the poorest and most marginalized communities, who are not usually asked for their perspectives on global agendas. The consultations involved youth, civil society, academia and officialdom.

- Thematic Consultations:

  Thematic consultations were held on more than 10 topic covering the MDG areas and prominent challenges that would shape the prospects for sustainable development in the coming decades. Topics included Conflict; Violence and Disaster; Education; Energy; Environmental Sustainability; Food Security and Nutrition; Governance; Growth and Employment; Health; Inequality; Population Dynamics; Water; and a couple of topics related to means of implementation.

- My World Survey:

  The global My World Survey has enabled more than 9.7 million people to voice their priorities for the future they want for the world. To date, more than 75% (7,485,736) of the total number of people (9,724,824) who participated in the My World Survey are young people who are between 15 and 30 years of old[4]. The survey results in East Europe and North Africa, where this project will focus, shows employment and social cohesion as two of the aspiration that people have in these countries[5]. UN Volunteers and local volunteers from across the globe

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[4] Figure as of 30 May 2016. For latest data, see http://data.myworld2015.org/

[5] In North Africa, Protection against crime and violence as ranked as the top priority and Better job opportunities as the second. In

have been supporting the rollout of MY World as a way to involve people and promote volunteerism. They engaged with people from different age, gender and economic groups, especially offline, giving them the opportunity to express their views and promoting civic participation. Such gigantic effort contributed to collect over 9 million votes, raising awareness and extensively involving for the first time people from all walks of life in discussions on development issues

18 countries including six (6) in Europe and the CIS[6] and three (3) in Arab States[7] went beyond the consultations, and experimented a micro-grant scheme to address the priorities people raised during the post-2015 national consultations. Many of the initiatives addressed issues around youth, extensively involving young people in identifying, prioritising and solving the problems in a collaborative manner involving various actors. Furthermore, Egypt, Armenia and Georgia implemented an initiative "Spot the Future" which aimed to identify local innovators who have been already working to address priority issues identified through the various Post-2015 consultations, to connect and engage with them further in achieving these priority issues through new tools including open-ended online conversations, massive ethnography and network analysis. These small-scale initiatives highlighted the existence of the young populations who are willing, committed, and capable to work to help achieve various development objectives, and a huge potential in engaging them in advancing these development objectives at the local/community levels. Furthermore, each initiative showed that there indeed are groups of networked youth who are investing their time and resources toward solving pressing social issues but they continue to work on the margins of society, calling for the need for designing a new form of collaboration with the Government and the other stakeholders, creating the space for a more trustworthy and legitimate dialogue between all interested parties. This is where UNDP can play an effective, niche role as a convenor.

The project also builds on the experience of the Arab Youth Volunteering for a Better Future regional programme of UNV, which has created models of networking among CSOs and volunteering youth, particularly in urban areas; stimulated policy debates with governments on the opportunity to formally recognize relevant youth endeavours and acquired experience in the light of employability; and built CSO capacities in the areas of fundraising, project management, monitoring and evaluation, and institution building. The evaluation recommended in future programming to focus on outreach and inclusion of marginalized youth and youth living in remote areas, with a focus on gender. The aim would be to inspire youth through volunteering and to contribute to realizing their potential as active agents of change and development in their communities. As part of youth-led innovation-driven development, development actions shall be geared toward employability, civic engagement, women's empowerment (reproductive health and entrepreneurship), and education.

The 17 Sustainable Development Goals (SDGs) were adopted by the Member States in 2015 with a total of 169 targets. 65 out of the 169 targets reference young people explicitly or implicitly, with a focus on empowerment, participation and/or well-being. This project is particularly relevant for the achievement of the following three targets:

- By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship (Goal 4);
- By 2020, substantially reduce the proportion of youth not in employment, education or training (Goal 8);
- By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status (Goal 10); and

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East Europe, Protection against crime and violence came as the 4th, and Better job opportunities as the 5th.

[6] Albania on Youth online business incubator; Moldova on gamification to address youth unemployment; Montenegro on Youth Employment Solutions; Kyrgyzstan on Youth led outreach to the most vulnerable; Belarus on micronarrative to address issues around disabilities; and Georgia on micronarrative to prioritise national development agenda

[7] Jordan on strengthening youth volunteers; Algeria on youth employment platform; and Djibouti on moving court

- By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities (Goal 11).

Also, though the engagement of networked youth, the project will contribute to the realisation of Goals 16 and 17, where participation, inclusion, accountability and revitalised global engagement are embedded.

II.   STRATEGY

Based on UNDP and UNV's experience in engaging networked youth in addressing the development challenges in a participatory and inclusive manner, the project proposes to design a breakthrough innovation in governance by experimenting new forms of collaboration between public authorities and the networked youth. The project will prototype new forms of an inclusive social service delivery, strengthen civic economy and growth of local jobs, and test how the data generated and collected by citizens can be used to monitor the progress of the joint initiatives and to help public institutions make evidence-based decisions.   In this document, the term networked youth, while recognising that they are de facto volunteers or informal volunteer networks, is used to emphasize a broader, more inclusive and untapped understanding of volunteerism. The UNV State of the World Volunteering Report 2015, which calls for a greater people's engagement in participatory governance, shows that when people are shut out of decision-making spaces and their voices are ignored, they find other means to demand entry into more formal decision-making spaces. They can challenge the formal and informal institutions of governance, demanding greater accountability and responsiveness from those in power, whether governments, corporations or multilateral agencies. The studies also show that when governments take the initiative to leverage volunteerism for peace and development, the majority of volunteer engagements take place in invited spaces. When people seize the initiative, the greater part of such engagements takes place in claimed spaces, at least in the beginning. In later stages some of the action may move to invited spaces. The report highlights the need to create enabling environments where more diverse voices can play a part, and where formal and informal volunteer contributions can't be overlooked especially in the governance sphere: "while it is recognised that not all activists are volunteers, many activists are volunteers and many volunteers are activists" (p. xiv).

Given that the traditional stakeholder model does not work in the complex societies in which the networked youth operates, the project proposes the following approach:
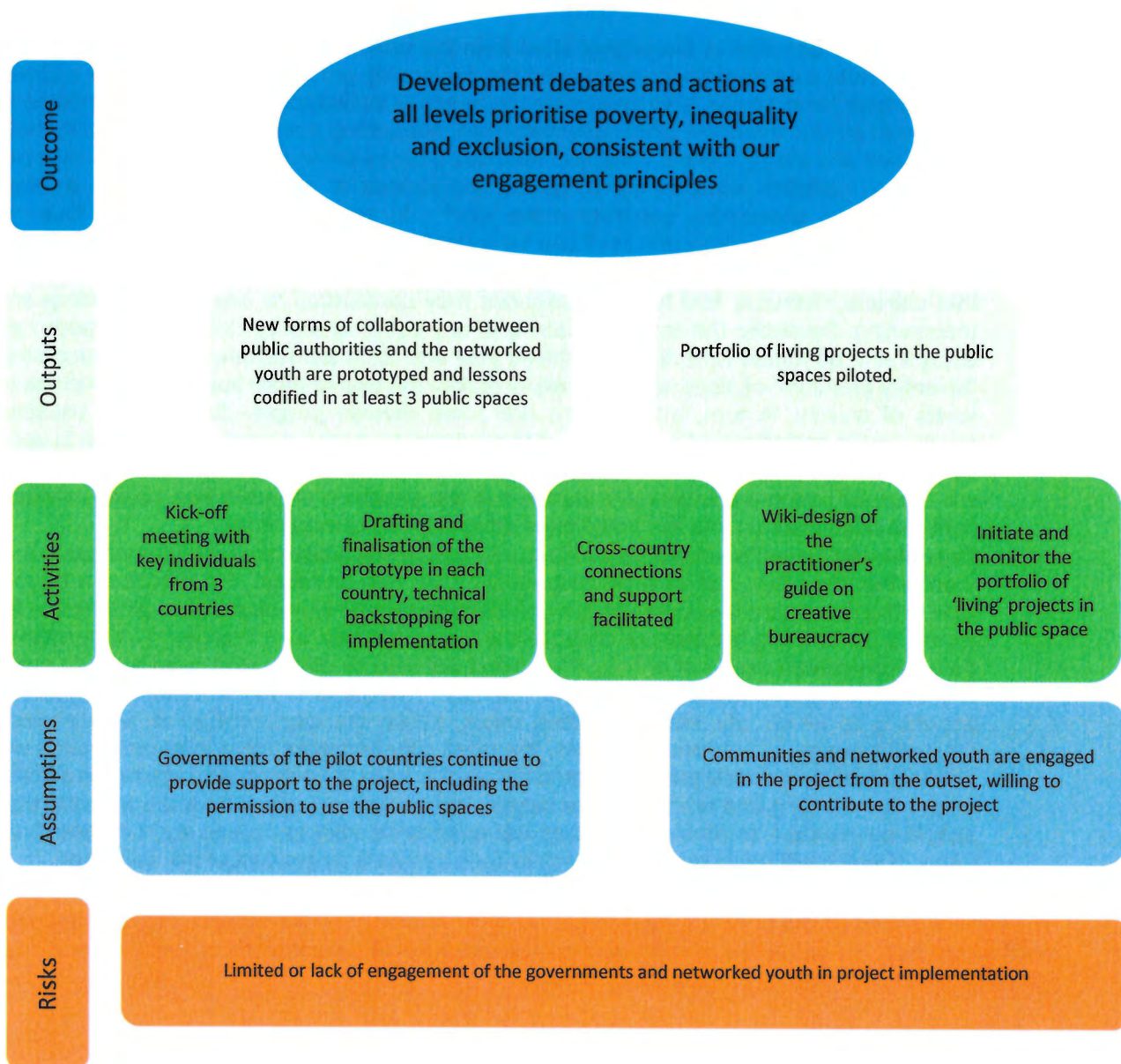
1) introducing common action, and therefore creating an all-important collaboration link among public institutions, networked youth and wider communities (by 'action' we imply selecting a pilot public space where all interested groups, formal and informal, can come together and legitimately pursue their individual entrepreneurial and social good initiatives); and

2) using that collaboration to further strengthen the web of collaboration across civil society initiatives, and between them and government institutions.

The new form of collaboration will be tested through a learning-by-doing-together approach focusing on urban regeneration, where public spaces (streets, squares, green spaces, buildings) are earmarked for community-driven initiatives (building new biking lanes, incentivizing new uses of public parks for common action around healthy life styles, etc.). Public spaces are selected as they generate benefits for the highly vulnerable people as well as general public, because they i) are *mobilizing*: many people may feel detached from high-level policy problems, but everyone has an opinion on the street design in their neighbourhood; ii) *thrive on diversity*: streets and districts thrive in providing pure public goods such as safety and social mobility; iii) are *public*: they belong to everyone and generate public services that everyone can appropriate; iv) are *connectors*: by physically connecting all projects they host, they turn initiatives from being stand-alone to becoming nodes in a network of innovation where each node increases the value of all others; v) *build relationships*: enabling initiatives to take place around a single public space ensures that they are not done in isolation and maximises their value.

In this project, one public space (street, square, park/garden or a building) is allocated in each pilot country, and is used as a platform for diverse interaction and citizen and community-driven governance innovation over a period of one year. Using a public space as a platform is meant to maximise the network effects of innovation, because by being physically close on the same physical platform, attempted innovations increase each other's value and impact, as well as accelerate cross-pollination and peer-to-peer learning. With the common action among the networked youth, local communities and public authorities, the project also expects to devise and prototype solutions to youth unemployment and the breakdown of social cohesion, making use of inexpensive technologies and data.

This approach is inclusive and cohesive, shifting away from focusing on differences in approach and ideology and towards rethinking each actor as a collaborative team member rather than a counterpart. It is based on the principles of involving diverse groups and featuring gender balance, learning by doing and incentivizing groups to build concrete projects, and investing in the relationships built across different societal actors. The engagement based on common action is expected to lead to a governance model where strong relationships exist between government official and the networked citizenry, and, more importantly, where government has acquired the ability to spot and support citizen initiatives that advance its own goals. This, in turn, will increase the efficiency of government action, as the public sector makes space for this new actor in public service provision, and therefore is able to redirect its resources to remaining underserved areas.

Theory of Change

Outcome

Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles

Outputs

New forms of collaboration between public authorities and the networked youth are prototyped and lessons codified in at least 3 public spaces

Portfolio of living projects in the public spaces piloted.

Activities

Kick-off meeting with key individuals from 3 countries

Drafting and finalisation of the prototype in each country, technical backstopping for implementation

Cross-country connections and support facilitated

Wiki-design of the practitioner's guide on creative bureaucracy

Initiate and monitor the portfolio of 'living' projects in the public space

Assumptions

Governments of the pilot countries continue to provide support to the project, including the permission to use the public spaces

Communities and networked youth are engaged in the project from the outset, willing to contribute to the project

Risks

Limited or lack of engagement of the governments and networked youth in project implementation

The project's key result aims at designing a new form of collaboration between the authorities (government) and the networked youth. We are testing the hypothesis that the by-product of this new form of collaboration in this project will be the increase in employment and revenue generation, and more equitable provision of social services:

- **Employment benefits** in the project stem from the need for sustainability of the initiatives therein. While the pre-project assessment did not identify groups and NGOs which address employment issue per se, they recognise the needs of an independent source of income to be able to pursue their core goals (planting trees, supporting pedestrian rights, making data more open and accessible etc.). Many of them are already solving that problem with revenue-generating activities such as cafés, co-working spaces or other initiatives that, as they become more successful, generate more jobs[8]. In some cases achieving a financial sustainability for a public space itself can be counted as a criterion of success.
- **Social cohesion benefits** stem from a number of sources. Firstly it is the sense of ownership that citizens invariably feel for public spaces they contributed to designing, building and maintaining. Secondly, the non-excludability of any public space: by definition, anybody can enjoy them, no matter how disenfranchised they are. Both are reinforced by the Jacobsian "diversity premium" of cities: a high diversity makes the district more bustling, and increased levels of activity, in turn, attract more and more diverse people. Cooperation between governments and citizens on a number of tasks and over a longer period is expected to open up the realm of public policies that can benefit from grounded data and creativity. Citizens will naturally become advisers and partners in the provision of public and social services, both the ones planned and the novel ones driven by young innovators.
- **Data literacy benefits** stem from two features. One is the insistence on documentation and monitoring, the other side of rapid prototyping. One can prototype, for instance, a bicycle lane with almost zero bureaucracy, but you have to commit to evaluate your prototype – for example by counting the number of cyclists who use the bike lane in a day. This generates data which can be used not only by the project but also by others who need them to make any evidence-based decision making for the city. The other is the time-honored tradition according to which city architects need maps. When the city architect is a collectively intelligent swarm of networked citizens, the need only becomes more intense. Groups will need to organize an intelligent, structured knowledge base to keep track of where the planted trees are, how long and how broad the bicycle lane, how many and where the wifi antennas should be installed. In other words, they will need to be able to access and produce data, many of which will be spatial data (which in itself can be a by-product of this initiative).

The project, based on the previous experience of UNDP and UNV on the subject, the different geo-political situation, as well as the commitment and capacities of the country offices and their partners, identified three countries as the project countries:

1. Armenia

   Armenian youth are at risk of becoming dis-invested in the country's future. A recent comprehensive survey study found that 60% of young people surveyed are considering migrating to find better work; 9% have already made the decision and are organizing the move. Youth policy is the responsibility of the Ministry of Youth and Sports, which seems to have a sophisticated understanding of the terrain and operation mode. The Ministry's main policy document "Youth Concept" (updated 2014) lists ten directions for its own work: two of them, "support to international youth collaboration and intercultural dialogue" and "support to youth mobility" support the objectives of this project. The latter is also a priority of the 2013-2017 youth strategy. The Armenian Ministry of Youth has a tradition of empowering young people to do

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[8] Prinzessinnengarten, a community-run public garden in Berlin, supports three community-started businesses: a café, a nursery service and a greenhouse growing fruit and vegetables. They generate about 30 jobs, as well as providing volunteering opportunities for local people.

their own projects. Armenia has been one of the three countries which UNDP supported through the "Spot the Future" initiative.

2. Egypt

Youth unemployment in Egypt is viewed as an issue of the highest importance. Over 50% of the population is youth, and it is estimated that 600,000 young Egyptians enter the labour market each year; there seems to be a consensus that traditional labour policies are not going to be able to absorb them all. Egypt's leadership is focused on encouraging entrepreneurship to create new jobs, in fact, 2015 was declared "the year of youth". The Egyptian government is working with the main stakeholders to build an ecosystem conducive to entrepreneurs reaching their full potential. Many efforts are directed towards building funnels that find entrepreneurial ideas and bring them to market in the form of start-ups. For example, the Technology Innovation and Entrepreneurship Center, a public accelerator, is focused on building the capacities of young tech-entrepreneurs. Social entrepreneurship/social innovation is also attracting attention: there are many ideas being formulated in response to local development challenges. For example, one main area for grassroots activities are green technologies (solar, water sanitation, waste recycling etc.). Egypt is one of the three countries which UNDP supported through the "Spot the Future" initiative, and which UNV supported through the Arab Youth Volunteering for a Better Future regional programme. Through these and other initiatives, the Innovation Team of UNDP Egypt as well as UNV have established a good relationship with the government.

3. Georgia

Georgia views itself as having successfully completed the transition from socialism to a market economy. Its main strategic goal is the "deep integration" within the international community. The Georgian government has a track record of swift, firm commitment to internationals standards, particularly of the European Union. Also, the transition away from the Soviet era left Georgia with an unusually high level of trust in its youth. It is not unusual for Georgians in their mid-20s to be in relatively senior position. The government's Public Service Development Agency has an Innovation Lab with a broad mandate to explore and apply innovations in public service provisions, which has a high legal and administrative capacities and with good working relations with UNDP. There is active civil society which work for various issues including greening the urban area, creating spaces for relaxation for citizens, promoting healthier and more sustainable lifestyle, various open data initiatives, etc. UNDP Georgia maintains a high-trust dialogue with these and other organisations. Georgia is one of the three countries which UNDP supported through the "Spot the Future" initiative.

III.   RESULTS AND PARTNERSHIPS

Expected Results

The project is expected to achieve two outputs:

Output 1: New forms of collaboration between public authorities and the networked youth are prototyped and lessons codified in at least 3 public spaces;
Output 2: Portfolio of active projects in the public spaces piloted.

Using a public space (street, square, park/garden or building) as a platform is meant to maximize the network effects of innovation because by being physically close on the same physical platform, attempted innovations increase each other's value and impact, as well as accelerating cross-pollination and peer-to-peer learning.

The project's intervention will focus on i) **building a diverse team** through alliance of authorities and networked youth around an earmarked public space capable of working in collaborative environments, ii) **co-identifying the public spaces** in which the project activities in each country takes place (the identification of a public space to be done in discussion between public authorities and change makers); iii) **co-designing new rules of engagement and processes** within the team and the earmarked space[9], including how to measure the progress (the 'new rules of engagement' to be done jointly between all stakeholders and on the basis of inclusivity, with a caveat that since the analysis for this project was done there have been several cases of similar 'rules' done in other places, see here and here, iv) **co-managing 'enabling fund'** meant to help networked youth initiatives grow, creating new employment while providing public services (important note: the project will not fund activities but provide seed support for those that are already being considered but fail to harden because of material constraints- that seed support will be the initiation of the 'enabling fund' that may evolve into different business models depending on the local context in each country), and v) distilling learning from prototyping the new forms of collaboration into a **blueprint for creative bureaucracy**

These will contribute to the achievement of the UNDP Strategic Plan Outcome 7 "Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles" through following UNDP Regional Programme for Europe and the CIS outputs:

Output 4.4.: Tools and methodologies for citizen- driven innovation are developed and applied into programme design

Output 4.5.: Mechanisms in place to identify innovative development solutions and expertise from outside UNDP, share knowledge about them and quickly prototype them.

Given the difference in local context, the project takes a flexible approach in the tools, methodologies and the mechanisms to apply, rather than introducing a one-fit-for-all blueprint. Appropriate tools and methodologies are discussed, in close consultation among parties involved, once public spaces are agreed upon and the community actors are on board in each country.

This will also contribute to the achievement of the UNV Youth Global Programme to facilitate the engagement of youth in global peace and sustainable human development through volunteerism, bringing the voices of youth into the development discourse and helping young people to realize their fully social, economic and human potential. In particular it will contribute to the following outputs:

Output 1.3: Inclusion of youth in institutional decision-making processes through volunteerism, with special attention to marginalized groups is integrated in development programmes

Output 2.4: Increased capacity of youth and youth-led volunteering organizations for internal governance, accountability and programming

Given the project works on public spaces (streets, squares, green spaces, buildings), it makes sure that the environmental consideration is made throughout the project, including the selection of the spaces, as well as the activities the youth will implement in those spaces. Participants will receive training on environmental sustainability prior to the selection of the venue and activities. Moreover, the project will take full consideration on the environmental sustainability of the selected locations and activities by conducting an informal SESP before implementing the activities in each country.

Partnerships

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[9] This might require the physical unplugging of government officials from their workplaces. UNDP and UNV are uniquely well placed to provide the facilitation for citizens and officials to meet and collaborate on a neutral territory that has all the legitimacy of government but a lot more freedom.

UNDP Country Offices in Armenia, Egypt, and Georgia:

The Country Offices in the target countries play an important role in the project implementation. They lead, in close cooperation with the project manager, the country-level initiatives. In particular, they 1) identify the core networked youth the project works with in respective country and engage them; 2) engage the government institutions through regular discussion with them; 3) bridge the networked youth and the government institutions and create collaborative environment; and 4) implement the space enhancement initiative in the respective country, monitor the progress, communicate it to the wider audience, and report key issues to the project manager for her/his attention. They will also support the participation of the networked youth and government officials in a project kick-off workshop planned to be held in Istanbul, Turkey.

UNDP Regional Hub for Europe and the CIS:

Based on its experience in engaging networked youth in addressing development challenges in a participatory and inclusive manner including through Post-2015 consultations, micro-grant scheme as well as through "Spot the Future" initiative, the Regional Hub for Europe and the CIS provides technical advice, in close collaboration with UN Volunteers programme, as well as with the Country Offices. It will, through a project manager located in the Hub, 1) oversee the overall project implementation, monitoring and reporting including financial issues; 2) coordinate the initiatives in 3 countries, provides oversight and technical backstopping, and codify and analyse lessons learnt; 3) organise a project kick-off workshop planned to be held in Istanbul, Turkey.

UN Volunteers Programme:

Based on its long-standing experience in engaging young people as volunteers as well as to facilitate the engagement of youth in global peace and sustainable human development through volunteerism, UNV will provide technical support to the project together with the UNDP Regional Hub for Europe and the CIS and other partners. Volunteer groups and networks in the target countries/regions will collaborate closely on this project, contributing to the achievement of outputs building on their volunteering capacities and knowledge, and in order to broaden the outreach, with a particular view to ensuring the participation of women and marginalized segments of the societies.

EdgeRyders:

EdgeRyders is a global community of people from diverse background, holding a non-profit organisation status, which takes actions against the social, environmental and economic challenges humanity is facing. It has an extensive experience and expertise in identifying the networked youth working on common issues communities face and bring them together to make a greater impact for development. They are the winner of the UNDP "Spot the Future" call for proposal, and successfully implemented the initiatives in Armenia, Egypt and in Georgia, the result of which this project is based upon. EdgeRyders will, with the guidance of the Project Manager and CO teams, act as Responsible Party to 1) organise and deliver trainings for collaboration; advise on community building activities (community management, engagement, outreach); 2) assist the project team in crafting the narrative and design community workshops; 3) ensure regular platform management assistance and support.

Risks and Assumptions

An analysis conducted prior to the project formulation is as below.

		Armenia	Egypt	Georgia
Gov't	Priority of youth employment	high	very high	high
	Priority of youth engagement	high	very high	low

		Ministry of Youth & Sports	Ministry of Communication and ICT; Ministry of Housing	Innovation Lab at the PSDA
	Recommended government-side partner	Ministry of Youth & Sports	Ministry of Communication and ICT; Ministry of Housing	Innovation Lab at the PSDA
	Gov't Dept. in charge of youth portfolio	Ministry of Youth & Sports	Ministry of Youth & Sports	Ministry of Youth & Sports
	Gov't Dept. capacity	high	medium	high
	Gov't support	high	high	high
Civil Society	Established NGO capacity	high	medium	medium
	Grassroots movements capacity	medium	very high	very high
UN	UNDP CO senior level support	high	very high	high

Based on the analysis, the key risks identified as well as the proposed mitigation measures are as follows:

- Lack of capacity and/or support from the host government:

Risk: There is a risk that the project approach and methodology may be unfamiliar and non-traditional for the host government. In some countries youth issue is not a priority, and in others the government capacity is not optimum.

Mitigation measures: COs are very supportive of the project ideas, and are engaged in the project concept formulation, and show confidence in getting continuous buy-in from the respective governments. In its preparation phase, the project identified potential government counterparts (the perceived level of their commitment and interested is highlighted in the table above) who are supportive of the project idea, and willing to learn new ways of consultations with the youth. Project will use them as the entry points to identify further champions in the local government units to strengthen the trust and partnership with the government by a regular project meeting. Frequent updates from the COs will enable Project Manager and the Project Board to make timely decision when problems arise. A project kick-off workshop will give another opportunity of trust building and peer-to-peer learning among the project partners. Country specific trainings are provided during the project period to address major capacity gaps.

- Low level of engagement of the networked youth:

Risk: Insufficient experience of the networked youth in working collaboratively with other entities might delay the project activities.

Mitigation measures: The feasibility assessment identified an active civil society willing to make an investment of trust in the process that the project proposes (See Annex 7). Those at the core of interventions will self-select themselves in the community building phase, by gaining network reputation and credibility. A project kick-off workshop will give another opportunity of trust building and peer-to-peer learning among the project partners. Country specific trainings are provided during the project period to address major capacity gaps. Volunteer groups will help ensure outreach to networks and communities of volunteers.

The comprehensive list of risks and the mitigation measures is in the Risk Log section of this document.

Stakeholder Engagement

- Target Groups:

Networked youth:

One of the core target groups is the **networked youth.** The project will engage them in designing, validation and execution of a number of well-planned initiatives in public spaces. The strategy for doing this entails two major components:

(1) space-making by literally offering youth assets they can build and capitalize on without having to compromise their freedom to act; and

(2) community building by designing a set of social norms that are conducive to collaborative action and learning in meaningful ways. The section on Project Management further below details engagement activities.

Prior to the formulation of the project document, a mapping was carried out in three countries. Information is available in <u>Annex 5</u>.

Volunteers:

Each country where the project will operate has established **volunteer groups** and networks with whom UNV and UN agencies have been collaborating. The project would aim to demonstrate how by taking responsibility and engaging in self-help and self-responsible type of initiatives, the young people strengthen their own engagement and productivity, in a way of their own choice. Some of the volunteer and networked youth target groups may indeed overlap and the project will encourage their collaboration and mutually reinforcing action.

Public institutions:

Another core partner is **public institutions** which govern the locations of project intervention. By engaging them from the outset of the project, it aims to showcase the capacity and the commitment of the networked youth in planning, implementing, and monitoring of the project initiatives, and support creation of the collaborative spirit between the public institutions and the networked youth. It also aims to identify the capacity gaps in the public institutions (legal framework, culture and social norm, organisational structure as well as the skills, knowledge and experience of the individual staff) and address the key pain point in creating a collaborative environment. The project also aims to nurture champions within the public institutions for possible scaling-up of the initiative.

Citizens and the general public:

Citizens and the general public, is also crucial for the project's success, as these are the guarantors of long term impact. Many community leaders are already in touch with UNDP, and will be themselves part of the project to act as entry points to the locals in each countries; through social networks and Internet. Those early involved will signal to less visible groups what the project is doing. Each step is validated through the credibility of the people passing the word around, generating an initial investment of trust. The sheer diversity of people and projects in Future Makers will ensure the door stays open to equally diverse populations in every activity, while the network environment will speed up and spread the use of new services.

Women and girls:

In three of the project countries, women's employment rates are considerably lower than those of men[10]. Women's underrepresentation in decision-making is also prominent[11]. Moreover, equal access to public spaces, and of societal well-being at large is an important component of the project. In many cities, including those in the 3 countries the project selected, the perception of a danger of street violence, violence committed by youth groups, sexual harassment and sexual violence often creates a feeling of insecurity in public spaces. This reduces especially women's and girls' freedom of movement, their possibility to

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[10] Labour force participation (women/men) in Armenia is 54.2%/72.6%, Egypt is 23.7%/74.8%, and Georgia 56.5%/72.6%. GNP per capita (women/men) in Armenia is USD6,042/USD10,089, in Egypt USD4,928/16,049, and in Georgia USD4,887/USD9,718 (data: HDR 2015).

[11] Share of seats in parliament held by women is 10.7% in Armenia, 2.2% in Egypt, and 11.3% in Georgia (data: HDR 2015)

participate in public life, and their access to essential services. The project addresses this problem by making sure that the spaces are attractive in a diverse way, welcoming to all and animated, while highlighting their public goods nature. While the feasibility assessment of the civic initiatives in the 3 selected countries shows that the leaders and most active members of these initiatives are reasonably well gender-balanced[12], the project makes sure that young women and girls are equally engaged in all the project activities as active contributors to the design of the prototypes and their implementation. The project will also include gender-equality components in the planned trainings tailored in each project country, and ensure gender considerations, e.g., creation of public spaces that will enhance young women's and girls' capabilities and safety in living a public life, are fully incorporated in the project activities and its results. Similarly, the project will support youth-led volunteering organizations owned and led by women and strengthen their capacity for internal governance, accountability and programming and ultimately strengthen their engagement in communities.

Vulnerable and excluded populations:

Public spaces benefit everyone, including the most vulnerable and excluded populations in the areas where the project activities take place. While the project primarily targets existing networked youth as the project implementer, it ensures to involve these "hard-to-reach" populations to be reached out for their active participation in the activities. In fact the project will work to identify and partner with the networked groups representing and led by the vulnerable and excluded groups rather than merely reaching out. When reaching out the vulnerable and the excluded populations, a tailored approach is taken depending on the specific context of each participating country. UNDP Country Offices of the participating countries will lead this, based on their knowledge and experience in engaging these populations. Various means of communications, including radio, billboard, fliers, twitters, and other social media is used to encourage participation of various actors into the project activities.

In addition to the above, private sector, academia and research institutions are involved as the local context requires.

South-South and Triangular Cooperation (SSC/TrC)

The project embeds the South-South and Triangular Cooperation elements from the outset. Three selected middle-income countries aim to prototype new ways for public authorities to collaborate with the networked youth, while maintaining a dense web of regional/cross regional collaboration. The progress of the activities, challenges each team faces, lessons learnt and new information acquired are shared across the three countries and beyond in real time on the collaborative network, where project participants are encouraged to help solve the challenges and learn from others. While most of the communications are done online, the planned kick-off workshop gives an opportunity to the project participants to get to know each other, to establish a collaborative environment among them. The lessons learnt during the project duration is codified in the form of a flexible guide, and shared widely towards the end of the project, to explore possibilities for scaling-up of the initiative.

Knowledge

The project will produce a guide for the practitioners, a document which navigates the (groups of) practitioners who aim to implement a similar project. The document details various steps, capacity issues, inclusion of women, vulnerable and excluded population, as well as how to establish and maintain a collaborative partnership among the networked youth, government institutions, and other actors in society.

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[12] 46 women, 40 men, and additional 9 people of unconfirmed gender

In addition to the guide for practitioners, the project will communicate its progress through various media including Twitter, blog posts, Flickr and Youtube to reach out those who are working on similar initiatives around the world, to share the project experience, learn from the citizen experts out there, and explore potential partnerships with them.

Sustainability and Scaling Up

Sustainability:

The project engages two core partners, the networked youth and the government institutions, from the outset in the identification of the space, setting the rules, selection of the training programmes, to agreeing on the measurement of the project progress. This way, the core partners are offered learning-by-doing type of support, together with necessary focused training. This project implementation approach also helps build and strengthen collaborative environment among the stakeholders. Furthermore, the project stays away from giving grants, focusing rather on supporting coordination and development of new activities, and the transition to revenue generation. This approach is not only sustainable, but self-reinforcing as more initiatives attract more people, which means economic opportunities increase, which attract even more initiatives.

Scalability:

There are non-exclusive two paths of scalability: one for in-country scaling, another for scaling to countries beyond the selected three.

In-country scaling bases on three mechanisms:

1) After the project, each country will have a legacy of a small group of government officials that are trained in forms of collaboration with the networked youth, as well as with their peers in other two project countries. The project codifies lessons learnt that will position them as the go-to people for collaborative governance, and create further demand for this type of intervention in their administrations. They are likely to act as champions for the government-youth collaborations.

2) Similarly, after the project each country will have a legacy of a number of leaders and influencers in civic initiatives who have strong ties with the aforementioned government officials, based on past constructive collaboration, with familiarity with the ways to work with the public institutions. This is likely to facilitate further collaborations, reduce conflicts due to miscommunication and misunderstanding, thus, make the networked youth into a resource for collaborative government projects.

3) Careful documentation of the project activity provides a library of tools, practices and experiences that can be accessed also by people, networks and organisations that have not participated directly. This also helps global scaling.

Global scaling bases on two mechanisms:

1) The global nature of the United Nations. By being placed under UN management, Future Makers enters the cognitive space of what is in a sense the ultimate global organisation. The UN has decades of experience in preserving and circulating its organisational learning. The two channels already in place for Future Makers are: the involvement of the Istanbul Regional Hub in its core team; and its mechanisms for south-south cooperation.

2) Careful documentation of Future Makers activity provides a library of tools, practices and experiences that can be accessed also by people, networks and organisations that have not participated directly.

The initial project design included country analysis of three additional countries, namely Belarus, Morocco and Ukraine. These countries will be given priorities when replicating lessons and good practices. While the initial analyses address the context in those countries from several different perspectives, a follow-up analyses will be required to update the situation before finally deciding the venues of global scaling. Scaling up to these countries are pending fund availability.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The overall **efficiency** of the project lies in making use of available infrastructure instead of building a new one from scratch in a number of areas.

- Physical infrastructure:

  The project aims to increase vitality, utility and exposure of existing public assets (street, square, park/garden or building) in collaboration with the public institutions. This is likely to be cost-efficient, as no grant is given by the project. The networked youth brings their own skills, experience and expertise for no cost, and the good will to enhance the community. The project aims that this becomes a model of choice in the future, which eventually informs the policies.

- Human infrastructure:

  The project aims to act as a catalyst, which supports individuals and groups already doing promising work in the respective countries, facilitates their learning, connects them with the public institutions, and fills in the capacity gaps of both the networked youth and the government officials through training programmes. The project expects these empowered youth start operating at a larger scale, attracting interests of other public institutions, and becoming full-fledged societal partners.

On **effectiveness**, the project aims to turn public spaces into platforms where participation and connectivity becomes abundant, exceeding their current ability to foster opportunities for engagement and social cohesion. The home-grown networked youth, who already have solid trust and support from key constituencies and solid track records of community mobilisation backed up by knowledge and experience, will enable the activities effective, and the impact of the intervention sustainable.

Project Management

The project will be directly implemented by UNDP's Regional Hub for Europe and the CIS, located in Istanbul, Turkey (hereafter referred to as the IRH), under the Direct Implementation Modality (DIM). The Regional Innovations Specialist, based in the Regional Hub in Istanbul, will coordinate the project implementation in three countries (Armenia[13], Egypt, Georgia). The Manager of the UNDP Regional Hub for Europe and the CIS will act as Executive and take the overall responsibility for the overall management, backstopping and monitoring of the project. The project is implemented in close coordination with participating three UNDP Country Offices, UN Volunteers programme (UNV), and the UNDP Regional Hub for Arab States. UNDP Country Offices will make sure to coordinate with similar initiatives in the respective project sites both implemented by the UN agencies and by other entities. UNV contribution will be provided in parallel funding modality and will be maintained in UNV10 Business Unit with the relevant development effectiveness and direct project costs structure included in the project budget. This management approach allows UNV to link its programme funds to the UNV Programme Tree in Atlas. UNV will be a member of the Project Board with a Senior Supplier function. Project Assurance for the UNV related activities will be performed by the Programme Specialist in UNV Programme Coordination Section in full coordination with UNDP Istanbul Regional Hub. To facilitate smooth operational support of project activities, project budget department can be set-up at the UNDP Istanbul Regional Hub with second and third authority approval rights. Project manager role for the UNV component can also be granted to UNDP Istanbul Regional Hub Project Manager with first authority approval rights.

Within its project assurance role, UNV will also ensure that volunteer spirit is instilled in the networked youth and that volunteer groups and other youth volunteers are mobilized for the implementation of the different country-level action plans. This will create a multiplier effect.

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[13] Components on Armenia will be administered from the UNDP Regional Bureau for Europe and the CIS based in New York, USA.

In documenting the project, UNV will particularly identify the enabling factors for informal types of volunteers such as the networked youth to be a true asset for development and social stability.

V. RESULTS FRAMEWORK[14]

Intended Outcome as stated in the Regional Programme Results and Resource Framework:

SP Outcome 7. Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles (RBEC RP Outcome 4)

Outcome and output indicators as stated in the Regional Results and Resources Framework, including baseline and targets:

4.1. Extent to which the agreed post-2015 agenda and sustainable development goals reflect sustainable human development concepts and ideas

4.2. Number of East-East and Triangular cooperation partnerships and institutionalized assistance programs facilitated or established with UNDP Istanbul Regional Hub support. *Baseline: 2. Target: 4*

Regional Programme Output Indicators, baselines and targets:

4.4.1. *Number of prototypes initiated and funded with COs and national partners. Baseline: 0 Target: 6 per year,*

4.4.2. Number of new products and services scaled up with national partners (expanded, replicated, or sustained). *Baseline: 0 Target: 1 per year,*

4.5.1. Number of new public-private-other partnership mechanisms that provide innovation solutions for development. *Baseline: 0 Target: 3 per year,*

Applicable Output(s) from the UNDP Strategic Plan:

RBEC RP Output 4.4. Tools and methodologies for citizen driven innovation are developed and applied into program design (adopted based on SP Output 7.6)

RBEC RP Output 4.5. Mechanisms in place to identify innovative development solutions and expertise from outside UNDP share knowledge about them and quickly prototype them. (SP Output 7.7)

Project title and Atlas Project Number: Future Makers (Project No – tbc)

EXPECTED OUTPUTS	OUTPUT INDICATORS[15]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL	
Output 1 *New forms of collaboration between public authorities and the networked youth are prototyped and*	**1.1 Number of signed agreements between public authorities and networked youth on the approach/roadmap**	*Final documents which details the approach and roadmap on community*	0	2015	3 (1/ country)	--	--	--	--	3	*Direct observation of project board through progress reports*

	Indicator	Means of verification	Baseline	Year				Target		Target	Source
lessons codified in at least 3 public spaces		improvement activities									
	1.2 Existence of a practitioners' guide on creative bureaucracy created in a participatory manner	Actual document published online	0	2015	--	--	--	1	--	1(with inputs from government and networked youth from all 3 countries)	Direct observation of project board through progress reports
	1.3 Perception of the government representatives and the networked youth toward each other	Results of the perception survey	Negative	2015	--	--	--	Positive	--	Positive	Perception survey conducted within the project at the beginning and the end of the project
Output 2 Portfolio of active projects in the public spaces piloted.	**2.1 Number of prototypes launched in the public space**	Reports, blogs, listing of concrete initiatives being run in the public space with the source of data identified to monitor the results	0	2015	--	--	--	3 (1 per country)	--	3 (one per country)	Direct observation of project board through progress reports
	2.2 Women-men ratio of participants in the prototypes	Reports	53%[16]	2014	--	--	--	50%	--	50%	Direct observation of project board through progress reports
	2.3 Number of new services created in the public space	Reports and blogs	0	2015	--	--	--	3 (At least 1 per country)	--	3 (At least 1 per country)	Direct observation of project board through progress reports

16 Data from "Spot the Future" initiative in 2014

Indicator	Source	Baseline	Year	Target						Means of verification
2.4 Number of new jobs created in the public space, disaggregated by sex	*Reports and blogs*	0	2015	75 (At least 25 per country), of which at least half are women	--	--	--	--	75 (At least 25 per country), of which at least half are women	*Direct observation of project board through progress reports*

VI. MULTI-YEAR WORK PLAN [17][18]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. Services that will result in direct project costs need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1 **New forms of collaboration between public authorities and the networked youth are prototyped and lessons codified in at least 3 public spaces**	**1.1 Activity (M1-M2): Kick-off meeting with key individuals from 3 countries** • Recruit a community manager in 3 countries • Bring authorities and networked youth and the UN in a discussion around the Future Makers project • Provide basic training to core teams (inclusion and participation including on gender equality; collaborative environments, implementation of the work-pan etc.) • Co-identify problems the project addresses in each country • Agree on the approach and roadmap in each country • Provide training on volunteerism spirit to the community managers during the kick-off meeting	28,000	–	–	–	UNDP IRH (overall organisation of the meeting) UNV (technical inputs) UNDP COs (Country-level coordination for the meeting, stakeholder engagement, designing and implementation of the concepts/prototype) EdgeRyders (substantive meeting facilitation, technical backstopping)	UNDP (28,000)	Facilitator (2ppl * ½ month) Travel, DSA, catering (15ppl * 3 days)	7,000 21,000

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[17] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[18] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

Activity			Partners	Budget breakdown	Amount
1.2. Activity: Drafting and finalisation of the prototype in each country (M3-M6), technical backstopping for implementation (M7-M12)	9,000	147,000		UNDP (66,000)	Community Manager (1,500*12*3)	54,000
• Community engagement, management and social storytelling			UNDP IRH (overall coordination and oversight)	CO (90,000: 30,000 * 3CO)	Meeting/training (10,000*3)	30,000
• Engage the networked youth and the local government officials in each country			UNV (technical inputs)		Communications (2,500*6)	
• Practical trainings on collaboration (open and free)			UNDP COs (Country-level coordination for the meeting, stakeholder engagement, designing and implementation of the concepts/prototype)			15,000
• Co-identify the public space and obtain government permission					Travel (2,000*3)	
• Co-identify a comparable public space in the same city that will not undergo an intervention by the project and collect relevant data					Misc (2,500*6)	6,000
• Conduct an informal Social and Environmental Screening for selected activities/locations					Consultancy (technical support)	15,000
• Community design workshops to turn proposals into concrete project plans for the public space, fundraising and partnership strategies, prototyping			EdgeRyders (substantive meeting facilitation, technical backstopping)			36,000
• Mobilization of other youth and community volunteers for the implementation of the plan of action together with the networked youth						

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Activity				Responsible parties	Funding	Input	Amount
1.3 Activity (M1-M12): Cross-country connections and support facilitated • Continued distilling of processes and learnings from each country's experience • Proactive linkages between countries on issues of common interest • Training on emerging issues across countries	7,000	40,000	—	UNDP IRH (overall coordination of cross-country connection) UNV (technical inputs) UNDP COs (Coordination for the country-level inputs, codification of lessons learnt) EdgeRyders (Technical backstopping)	UNDP (47,000)	Consultant (oversight, coordination) Programme support cost Travel, incidentals, DPC	13,000 5,000 29,000
1.4 Activity (M7-12): Wiki-design of the practitioner's guide on creative bureaucracy • Continued iteration on the guide based on various experiences throughout the project period • Continued monitoring and data collection on the regional impact of prototypes		7,000	—	UNDP IRH (overall coordination of cross-country connection) UNV (technical inputs) UNDP COs (Coordination for the country-level inputs, codification of lessons learnt) EdgeRyders (technical backstopping)	UNDP (7,000)	Consultant (training on using the online platform, technical support, coordination)	7,000
MONITORING		2,000					2,000
Sub-Total for Output 1							240,000

Output 2 Portfolio of active projects in the public spaces piloted.				
2.1 Activity (M7-M12): Initiate and monitor the portfolio of 'living' projects in the public space	148,000	—	UNV (implementation)	Consultant (oversight, coordination	10,000
• Turning prototyped initiatives from the design workshops into 'living' projects			UNDP IRH (oversight, technical inputs)	Meeting/training (12,000*3)	36,000
• Setting up monitoring systems in place depending on the type of 'living' projects			UNDP COs (Country-level coordination for the meeting, stakeholder engagement, designing and implementation of the concepts/prototype)	Enabling fund (25,000*3)	75,000
• Capacity development of youth and youth-led volunteering organisations (in particular owned and led by women) for internal governance, accountability and programming				Travel – CO (3,000*3)	9,000
			EdgeRyders substantive meeting facilitation, technical backstopping)	Travel for kick-off mtg (1,500*2)	3,000
				Incidentals	15,000
MONITORING	2,000				2,000
Sub-Total for Output 2					150,000
EVALUATION *(as relevant)*					0
General Management Support					0
TOTAL					390,000

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VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:
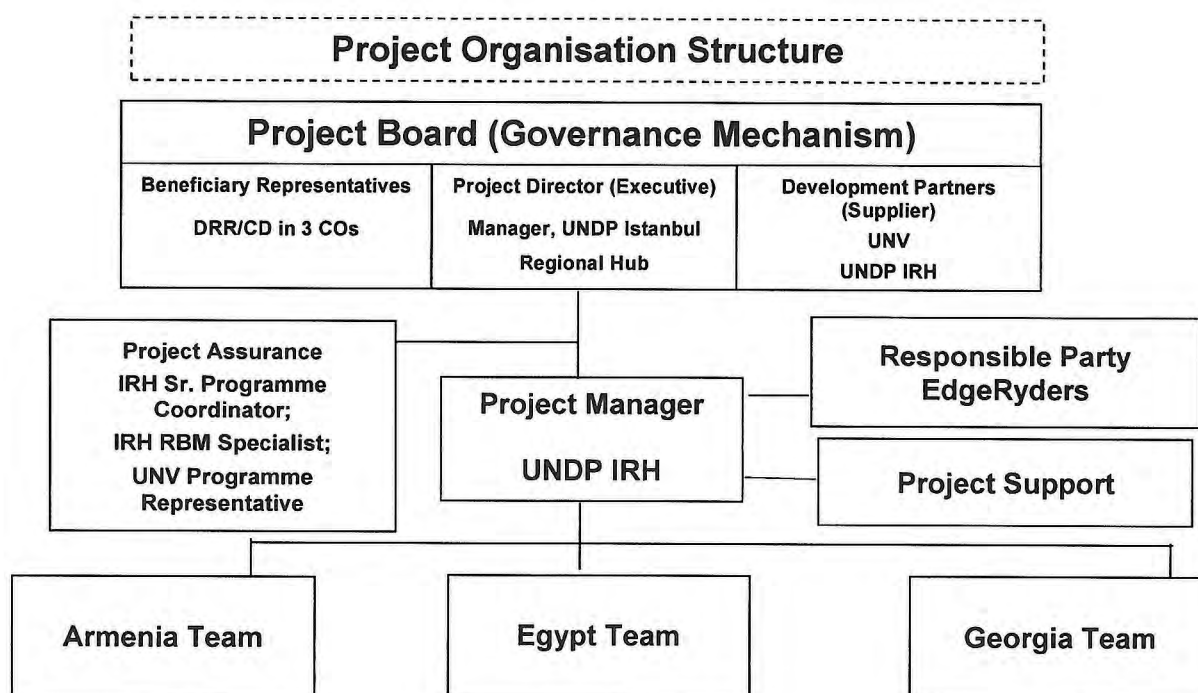
Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency stated for each indicator in the RRF.	Slower than expected progress will be addressed by project management.	UNDP IRH UNV UNDP COs	1,000
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP IRH UNV UNDP COs	500
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP IRH UNV UNDP COs	500
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP IRH UNV UNDP COs	500
Review and Make Course Corrections	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 project board and used to make course corrections.	UNDP IRH UNV UNDP COs	500

Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		UNDP IRH UNV UNDP COs	500
Project Review (Project Board)	The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP IRH UNV UNDP COs	500

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project will be directly implemented by UNDP's Regional Hub for Europe and the CIS within the delegated Direct Implementation authority for the Regional Programme implementation, in line with UNDP's Programme and Operations Policies and Procedures. UNDP Regional Hub will act as the Executive and be responsible for overall management, backstopping and monitoring of the project. While UNDP is responsible for overall coordination and oversight of the project, the respective costs for project management will be cost-shared and thus charged to both outputs (UNDP and UNV). UNDP will also ensure financial and administrative support to the implementation of both Outputs (UNDP and UNV), costs of which will be covered from UNDP's allocated resources to the project. The project will be implemented in close coordination and involvement of participating UNDP Country Offices as per the project organisation structure below.

Project Organisation Structure

Project Board (Governance Mechanism)

Beneficiary Representatives DRR/CD in 3 COs	Project Director (Executive) Manager, UNDP Istanbul Regional Hub	Development Partners (Supplier) UNV UNDP IRH

Project Assurance
IRH Sr. Programme Coordinator;
IRH RBM Specialist;
UNV Programme Representative

Project Manager
UNDP IRH

Responsible Party
EdgeRyders

Project Support

Armenia Team | **Egypt Team** | **Georgia Team**

The project will be directed by a *Project Board*, chaired by the Manager of the Regional Hub, who will serve as the Project Executive. The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with corporate UNDP standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Manager of the Regional Hub.

The project board will:
- Provide overall leadership, guidance and direction in successful delivery of outputs and their contribution to outcomes under the programme;
- Be responsible for making strategic decisions by consensus, including the approval of project substantive revisions (i.e., changes in the project document);
- Approve annual work plans, annual reviews, and other reports as needed;
- Meet at least once a year (either in person or virtually) to review project implementation, management risks, and other relevant issues;
- Address any relevant project issues as raised by the Project manager;

- Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks.

The project will be managed by a *Project Manager*, who has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document to the required standard of quality and within the specified constraints of time and cost.

Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project manager. The project assurance role for this project will be performed by IRH Sr. Programme Coordinator, IRH RBM Specialist, and UNV Programme Representative for the UNV component.

The Project Support role to the project will be ensured through UNDP. The *Project Support* role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

The Country Offices in the target countries play an important role in the project implementation. They lead, in close cooperation with the project manager, the country-level initiatives. In particular, they 1) identify the core networked youth the project works with in respective country and engage them; 2) engage the government institutions through regular discussion with them; 3) bridge the networked youth and the government institutions and create collaborative environment; and 4) implement the space enhancement initiative in the respective country, monitor the progress, communicate it to the wider audience, and report key issues to the project manager for her/his attention.

EdgeRyders will serve as the Responsible party and will be contracted to carry out *substantive* development activities under the project, with the direct supervision of the Project Manager, and the overall guidance of the Project Board. EdgeRyders is a global community of people from diverse background, which takes actions against the social, environmental and economic challenges humanity is facing. It has an extensive experience and expertise in identifying the networked youth working on common issues communities face and bring them together to make a greater impact for development. They are the winner of the UNDP "Spot the Future" call for proposal, and successfully implemented the initiatives in Armenia, Egypt and in Georgia, the result of which this project is based upon. EdgeRyders will act as Responsible Party to 1) organise and deliver trainings for collaboration; advise on community building activities (community management, engagement, outreach); 2) assist the project team in crafting the narrative and design community workshops; 3) ensure regular platform management assistance and support.

IX. LEGAL CONTEXT

1. This project 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 Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project 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."

2. This project will be implemented by the agency (name of agency) ("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.

3. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

4. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

5. Consistent with UNDP's Programme and Operations Policies and Procedures, 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).

6. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

7. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Form**.
3. **Risk Analysis**.
4. **Capacity Assessment:** Results of capacity assessments of Edge Ryders.
5. **Mapping of the existing networked youth**

OFFLINE RISK LOG

Project Title: Future Makers   **Award ID:**   **Date:**

#	Description	Date Ident-ified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Decreasing senior level governmental support for the project.		Political	Withdrawal of support will compromise the entire ability to deliver the project, due to the breakdown of institutional communication channels used to secure permission to use public spaces. P =3; I =4	Firm, formalized agreement at the beginning of the project, on the basis of which other partnerships will be formed. Develop tight connections with local authorities as backup strategy to secure alternative spaces.	Project manager and UNDP Partner			
2	Inability to secure permission to use agreed upon public spaces		Political	The ability to deliver the project in ideal conditions will be affected. The timeline of activities will need to be postponed to incorporate delays until further locations are secured. P=1; I=3	Have an initial list of 2-3 spots where the project would achieve maximum results. Should the first one indicate risk for failure, move on to the second early on, and so on.	UNDP and government partner			
3	Empty platform syndrome: communities unable or unwilling to buy in from the start		Strategic	Groups will wait until a track record is established and this will slow down project implementation, possibly also degenerating in a certain lack of trust. P=1; I=3	Secure strong initial partnerships with reputable community leaders: by involving them as part of the core team, or by offering them paid work opportunities in engagement, or by approaching them specifically in the community building process.	Core team, Support team			
4	Engagement efforts will not achieve targets:		Operational	Lower numbers of actions taken to provide services in the public spaces. Less	Engagement strategy created based on realistic targets and adapted to country contexts. Favour quality over quantity. If	Core team			

#	Risk	Type	Description	Mitigation	Owner
	failure to convene the community to contribute to projects in the public spaces		support at the community level for the project will diminish expected results: there will be fewer youth capacitated to take action and build opportunities for themselves, as well as lower awareness of young potential for innovation. P =1; I =3	needed increase the number of hyper local activities to support projects and decrease international activities.	
5	Informal groups will not be able to carry the projects themselves	Operational	This will minimize use of spaces and affect credibility of the project in the community. P=2; I=5	Ensure a prototyping or test phase precludes actual project implementation and include assessment in the Roadmaps released before interventions. Provision of training programmes tailored for the country context	Core team
6	Insufficiently inclusive culture	Strategic/ Political	Limited access of key groups, particularly those traditionally disenfranchised to develop actions for their constituencies or to benefit from newly created services. Inability to achieve results in community cohesion. P=3; I=5	Set in place clearly defined onboarding policy and online moderation policy. Instruct community engagers and community managers to go out of their way to reach out to those insufficiently skilled; target key community design workshops to specific groups in order to maximize opportunities; increase the number of trainings in collaboration and tailor them to specific needs	Core team
7	Partnerships failing to deliver	Strategic	External partner takes over the project and UNDP/UNV lose control over its activities P=1; I=5	Through regular virtual/face-to-face meetings, ensure all partners including the ones external to the UN are in full understanding of the overall objectives and activities. Makes sure that the external partner signs on the CSO Responsible Party Agreement and understands its terms and conditions including on duties and responsibilities.	Core team