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Ministry of Communications
and Information Technology

Project Document
Cairo, Egypt

Project Title: Supporting ITI Activities – Phase III
Project Number:
Implementing Partner: Information Technology Institute
Start Date: January 2020 **End Date:** December 2024 **PAC Meeting date:**

Brief Description
The Information Technology Institute (ITI) and the United Nations Development Program in Egypt (UNDP Egypt) have a long history of successful collaboration for over 10 years. The Cooperation Programme has been implemented over two main phases, the first phase in the duration between 2007 and 2011(concluded) and the second phase in the duration between 2012 and 2016 (concluded). Through the past decade, both establishments have cooperated to develop human capital, foster innovation and entrepreneurship as well as enrich the Egyptian ICT community with qualified cadres and innovative ideas. The UNDP has been working closely with ITI since the year 2005 to support its activities and service provision for the public and private sectors with strategic frameworks, policies and procedures as well as high standard IT professionals. Cooperation between the UNDP and ITI witnessed several accomplishments including supporting and working with high impact professional skills development programs with average employability of 85% as well as strategic cooperation alliances within South-to-South cooperation frameworks and outreach extension for skills development worldwide. The Institute's operation, its past cooperation with the UNDP as well as its plans for future cooperation are in full alignment to the national priorities reflected in the 10 year national development plan (2012-2022) of the government as well as the currently developed strategies and compliant to the United Nations Development Assistance Framework (UNDAF). The lines of cooperation through Phase II were directly compliant with the CPAP in areas namely such as Capacity Development, South to South Cooperation, Gender Equality and women Empowerment (through the provision of equal opportunity high end capacity development programs and providing opportunities in areas were the female population is marginalized). The streamlined cooperation areas have been compliant with the UNDP MDGs and continue to be compliant with the newly introduced SDGs. This also involves Poverty Reduction, business development, entrepreneurship skill building, improving employability, social entrepreneurship and increasing jobs and income using ICT solutions. This is in addition to supporting local employment creation and knowledge management. Current goals and cooperation also aims at improving environmental sustainability through ICT education which leads to the development of green ICT solutions.

Contributing Outcome (UNDAF/CPD, RPD or GPD): Indicative Output(s) with gender marker: Start date:2020 End Date:2024

Total resources required:		**500,000**
Total resources allocated:		**500,000**
	UNDP TRAC:	
	Donor:	**217,000**
	Government:	**283,000**
	In-Kind:	
Unfunded:		
Total Project:		**500,000**

Agreed by (signatures)[1]:

Government	**UNDP**	**Implementing Partner**
H.E. Ambassador Soha Gendi **Director of the Department of International Cooperation for Development** **Ministry of Foreign Affairs**	**Ms. Randa Aboul-Hosn** **Resident Representative** **United Nations Development Programme**	**H.E. Dr. Amr S. Talaat** **Minister of Communication and Information Technology** **Ministry of Communication and Information Technology**
Date: 3/12/2019	**Date:**	**Date:**

DEVELOPMENT CHALLENGE

Employment and Job Opportunities

More than 60% of the African continent's population occupy unpredictable low paying jobs with very weak job security and very reduced or non-existent job benefits. A problem of pressing urgency such as employment is considered a critical obstacle that hinders the development of economies and the betterment of the standard of life. Hence, it is of extreme importance that a structured counter unemployment systematic approach is introduced with the aim of transforming the unemployed or those occupying insecure, low paying jobs into a higher niche of job profiles. As the educational system talent pool is considered one of the main channels that supply labour force to the employment ecosystem and as educational systems are still in the process of growing and maturing, arose a need for an integration between the traditional educational system and the Market/Skill based required capacity development.

This project aims to assist in bridging the existing gap between the market requirements and the skill profiles of graduates and undergraduates. This is done through mainly targeting skill profiles within the Information Technology and Information Technology Enabled Services sector. This skill gap is identified quantitatively and qualitatively causing a mismatch in job profiling and "lengthy School-to-work transitional period". This leads to unemployment and the prevalence of a sluggish job creation cycle even with the increasing number of African Youth graduating from higher education rising from 4.9 million in the year 2009 to 10 million by the year 2020. This analysis is backed by the Egyptian case in which recent studies show that unemployment rates amongst university graduates reached 34.9% in the year 2007. Several reports have stressed the importance of interventions aiming to bring the traditional educational systems more into the market skill requirements. This was crystalized in the General Employment Trends for 2013 report by the International Labour Organization stating that "Governments should step up their efforts to support skill and retraining activities to address the gaps between demand and supply of work skills and qualifications and to address long-term unemployment." It was also clear in the report by the Economic Commission on Africa and the African Union in 2013 stating that "Education and training policies need to meet the specific human capital needs of labour markets". According to past experiences in the field of capacity development and feedback from the multiple stakeholders in the employment ecosystem; one of the main root causes of unemployment is not only (and often not primarily) the shortage in numbers of job opportunities but the shortage in qualified personnel to fill in the available job vacancies or the absence of a sufficient talent pool capable of attracting investment and drive the creation of job opportunities. This analysis was further confirmed by the Economic Report on Africa in 2010 connecting the lack of proper job creation (Growth) to the

skills mismatch as well as the "lack of employment-focused macroeconomic and sectorial strategies". Hence; and moving from this perspective, it became evident and clear that the creation of job opportunities is not only a function of developing an economically conducive environment but also the development of the necessary sufficient and adequate human capital.

Based on the previous, it was identified that the presence of qualified and talented resources is almost equivocally important to having an economic framework that is conducive to investment. Employers persistently stressed that one of the main drivers of expanding businesses is the availability of a sustainable and qualified flow of Human Capital that can sustain and support business growth. This was confirmed in the ILO report of 2013 stating that some companies are "either not reacting to stronger growth or cannot find sufficient numbers of job applicants with the right mix of skills and competencies" continuing to say that there is an "increasing availability of vacancies despite high unemployment rates in several developed economies". Moving to the job seeker demographic (including senior year undergraduates and unemployed graduates) it was verified that there is an obvious skill gap between what is required by employers (in terms of skills) and the available skill profile in the talent pool. In this regards and consistent with those findings; a very clear recommendation is set in place in the African Statistics Yearbook of 2013 stating the following:

"Training for youths needs to be more responsive to the demands of the jobs market and to the development agendas of individual countries. To this end, African labor market institutions, in particular the public employment services, should develop their professional capacity in manpower planning and labor market analysis."

Such a pressing matter necessitated a strong, systematic and consistent approach. A very strong recommendation came forward in the Global Employment Trends Report by the International Labour Organization stating that governments must "Address labour market mismatch and promote structural change" in order to recover from job gap dip. The report describes the bulk of the employment crisis as "cyclical" and prompts policy makers to "tackle structural problems that intensified with the crisis, such as skill and occupational mismatches"

All previously outlined evidence indicate that there is a compelling need and a very strong drive to adopt systematic guided interventions with the aim to bring the traditional educational systems closer to the dynamic market skill requirements, particularly in the ICT sector. With the previously given at hand, addressing job creation and employment is a key point for poverty reduction through the promotion of sustained, inclusive and sustainable economic growth, full productive employment and decent work for all.

The ICT Sector

The Egyptian ICT sector is one of the nation's most promising sectors. With an Egyptian competitive edges in geographical centricity, a high potential workforce and a significant youth population, the ICT sector in Egypt has been witnessing major leaps over the past two decades and continues to show further promise in the time to come.

The Government of Egypt (GoE) continuously views the Information and Communications Technology (ICT) sector as a strong enabler of economic growth as well as a powerful tool for the development of the human infrastructure as well as the services infrastructure and quality of life. The ICT sector is viewed as a catalyst to growth and job creation. As one of the main tools for job creation, the ICT sector provides the economy with the opportunity to create high value added and significantly rewarding jobs both directly and indirectly. Having said so, the rapid evolution of technology and the dynamic nature of the worldwide technology landscape requires continuous development of skills and competencies.

The Egyptian Ministry of Communications and Information Technology (MCIT) has always been a proactive and observant of the worldwide technology landscape. With continuous drive to develop and expand the national ICT sector, the MCIT relentlessly aims to foster skills development, job creation, entrepreneurship and innovation within the Egyptian community. Realising that all the former objectives are built upon the provision of qualified human cadres, the MCIT recognizes the necessity of equipping Egyptian youth and professionals with state of the art leading technology education to match and lead the technology trends worldwide. This in turn will enable the fulfilment of currently existing job opportunities as well as attract investments and drive the creation of new job opportunities.

The Information Technology Institute (ITI)

Established in 1992, the Information Technology Institute (ITI) is an affiliate of the Egyptian Ministry of Communications and Information Technology (MCIT) in charge of providing the capacity development frameworks and services that assist in the creation of a sustainable flow of highly qualified cadres to cater for the growth of the ICT industry. The Institute creates strategies, frameworks and programs that match the rapidly evolving international technology landscape and matches the needs of international ICT establishments in a manner that helps them expand and grow their operations in Egypt. With a full range of programs and services, the Institute is positioned as a reliable and vital element in the local and regional technology landscape.

The Institute also operates closely with other Egyptian governmental entities to serve their technological human capacity development needs. The Institute's flagship capacity development program (The Professional Training Program – PTP) is one of the region's leading programs for ICT capacity building. The program's graduates yield an average employment rate of 93% prior to graduation of their studies. With this success, the institute continuously develops and rolls out several customizable capacity development programs to serve various segments of the Egyptian and international communities.

The Institute is currently present in five different locations nationwide and adopts an ambitious South to South Cooperation Strategy aiming to foster and develop ties among developing countries with the aims of enhancing the dissemination of knowledge and development best practices. The Institute's vision is to continuously work to remain a global reference for development the cadres and young professional leaders in information and communication technology sector.

Information Technology Institute Objectives

1. Develop world-class ICT professionals able to match and lead international technology trends and employment requirements
2. Bridge the gap between the outputs of the undergraduate and graduate educational systems and the labour market requirements
3. Advance the skills of existing ICT practitioners through continuous and dynamic development
4. Provide Capacity Development programs and services to various segments of the Egyptian community inclusive of children and young adults, digitally illiterate segments and marginalized and underprivileged communities
5. Create strategic frameworks to foster and empower capacity development for ICT
6. Develop knowledge exchange and development partnerships with developing countries through South to South and Triangular cooperation partnerships
7. Provide youth and Institute graduates with assisted opportunities to pursue post graduate education in international partner universities

Thus, and in light of the institute's mandates, lines of operation and with respect to the priorities and work Programme of the UNDP in Egypt, the CPAP and UNDAF both parties have engaged in joint cooperation and have expressed their interest to build upon their existing cooperation.

I. STRATEGY

As employment and job opportunity creation are main drivers for economic growth, the challenge of unemployment and sluggish job creation cycles pose a continuing obstacle to economic development. In the Egyptian case, where a significant portion of the population is within the youth segment, the challenge and solution are deeply entwined. Having said so, the government of Egypt (represented by the Ministry of Communications and Information Technology and its capacity building affiliate, the Information Technology Institute) has engaged in labour and employment intensive policies to boost sectorial and national economic growth.

Problem Definition

With unemployment being identified as a major umbrella problem that contributes to poverty amongst other major problems (including crime rate, arrests, suicide rates and psychological disorders); unemployment in the ICT sector directly associates to the general unemployment problem. There are two main challenges that are usually associated and contribute to the unemployment problem:

1. The Lack of Qualified Human Resource.
2. Lack of Job opportunities.

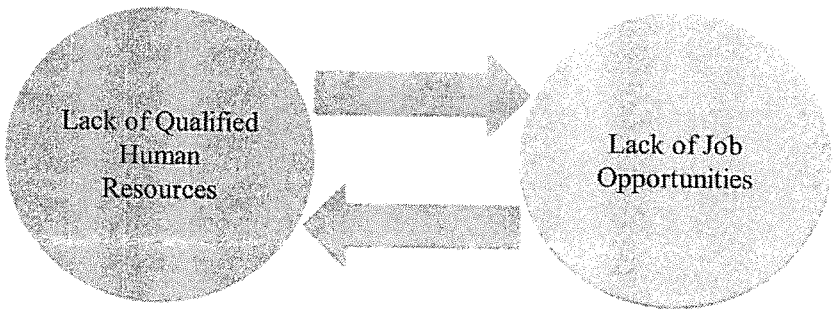


Figure [1]: Problem Definition

This problem can be described as "Low Qualified Resources Supply, Low Business size Demand" (LRS – LBD). These two issues are critical inhibitors for employment as when they are combined together they constitute a crippling factor for economic growth. Countering such a combination of factors necessitates that unemployment policies must be integrated in national strategies in order to empower a problem solution over two main directions:

- **First Direction:** The creation of an investment ecosystem that is conducive enough to the establishment of new business and growing the existing business as well as branding strategies,

- **Second Direction:** The establishment of a sufficient qualified resource supply steady enough to feed the existing and job vacancies and drive the creation of new job opportunities.

The necessity of having an overall national framework for unemployment policies is driven by the fact that countering unemployment requires an integration of different initiatives in different verticals entailing domestic resource mobilization, financing, regulatory frameworks as well as Capacity Development for employment.

Intervention Strategy within the Scope of this Project

As previously mentioned, countering unemployment requires an overall strategic vision and an integration of efforts and resources that mandate the existence of an overall framework and coordinated action. This strategic intervention must be driven and supported by governments in cooperation with development partners (United Nations Development Programme) to ensure that the unemployment problem is comprehensively addressed. This strategic intervention within the scope of this project works towards sustaining a supply of qualified resources thus also at the same time catalyzing demand for qualified resources and creating job opportunities.

The project aims to achieve the following objectives:

1. Develop professional cadres in state of the art and latest technology trends
2. Contribute to the development of a national knowledge society, evangelize digital literacy and digital citizenship
3. Foster the skills and practices of innovation and entrepreneurship through capacity building
4. Work with international partners through bilateral, triangular and South to South Cooperation partnerships for coordinated development efforts and development assistance.

Theory of Change and Selected Approach

The theory of change on which this project is based hinges on the development of a continuous flow of qualified personnel to support the growth and expansion of the ICT sector. The project's theory of change pivots on the development of human cadres along with the actuators necessary to maintain and empower such development. The below diagram provides an overview of the development model:

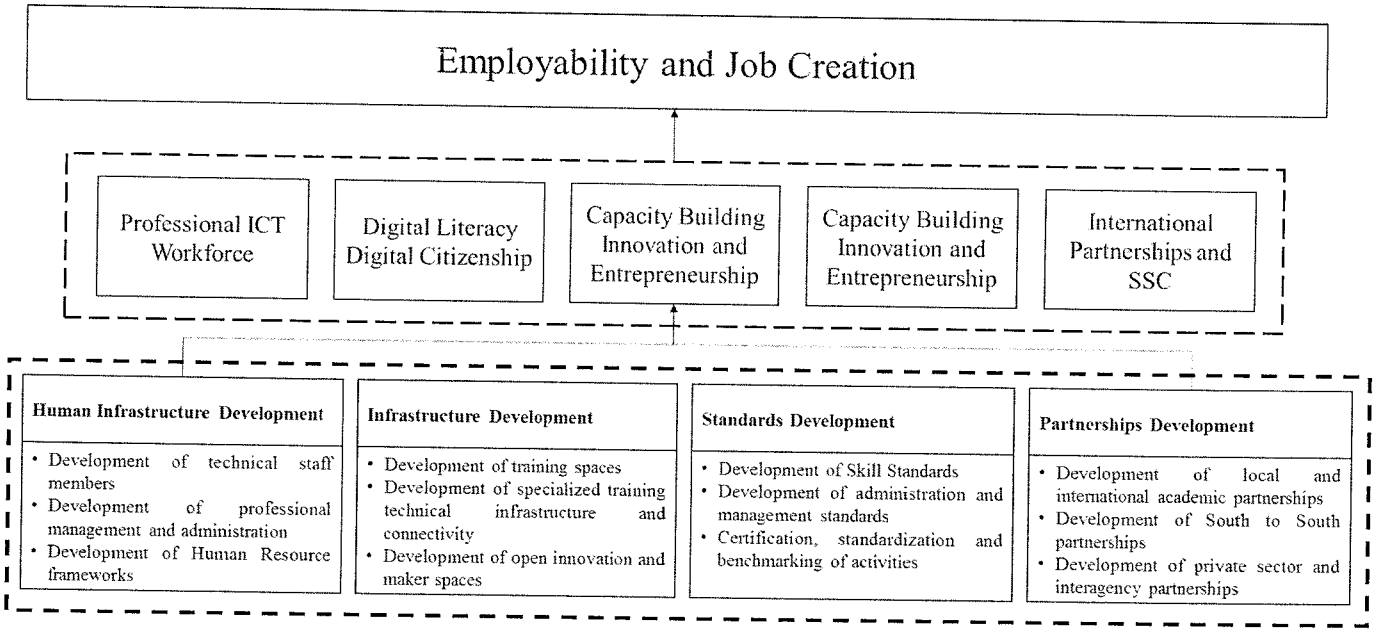


Figure (2): Overview of the Project Development Model – Theory of Change

Gender Equality and Vulnerable Communities

Gender equality, the empowerment of women as well as the vulnerable communities remain one of the key aspects of project implementation and delivery. Through all of its programs, its past cooperation with the UNDP, the Information Technology Institute has been committed and remains committed to empowering women, providing equal access and opportunity to all activities included in the project work.

The Institute, in cooperation with the UNDP and partner agencies ensures that significant awareness work is done on the grassroots levels to raise awareness of the importance of women participation in capacity building and educational programs. Project work also includes assisting in the implementation of skills development programs, events and hackathons in marginalized, borderline and remote communities. All project work adopts an equal opportunity policy.

This is through Catalyzation of the attraction of foreign investments to create new jobs driven by the existence of a sustainable flow of qualified personnel. The project also aims to contribute to the development of a national knowledge society and the evangelization of the concepts of digital literacy and digital citizenship nationwide through a wide range of programs and activities. Additionally, the project aims to foster the skills and practices that drive innovation and entrepreneurship throughout its capacity building and development activities. Furthermore, the project aims to work with international partners through different partnership models to drive development in the ICT sector through capacity building.

Addressing the Development Challenge

Selected Approach and Rationale

The project delivery approach places the individual (Citizen) in the centre of the development cycle. Work is done to deliver project results on various levels:

- Community based development through symposiums and community development events in ICT.
- Direct delivery of capacity development programs for target segments locally and internationally.
- Establishment of international cooperation partnerships with the relevant stakeholders in professional, academic and developmental fields.

Project delivery adapts different concurrent approaches to deliver results and address the development challenge:

1. Working at the grass-root level through over 73 dispersed mini-centres to deliver capacity development services nationwide. This ensures that project
2. Working with Egyptian and international academic establishments to promote capacity development best practices and increase access to project services.
3. Qualifying key enablers within the Institute and the Egyptian capacity development ecosystem to ensure sustainable development of human cadres.

EXPECTED RESULTS

- **As the project work and objectives aims to develop enhanced results within the area of employment and job creation, all activities and work to be done is highly interconnected and directly related to this objective. The set of activities and work to be done is categorized as follows:**
  - Activity A: Capacity Building of Youth and various societal segments
  - Activity B: Enhance Employability of youth and assist the creation of job opportunities
  - Activity C: Promote and Engage in South to South Cooperation
  - Activity D: Promote International Cooperation on academic and professional levels

Planned Interventions

Activity A: Capacity Building of Youth and various segments of Citizens

- A.1: Launching segment based and sectorial capacity building programs
- A.2: Development of internal technical and managerial competencies
- A.3: Development of educational and developmental content
- A.4: Creating and Integrating Online and lifelong learning solutions
- A.5: Holding ICT and skills development events, Hackathons and symposiums
- A.6: Establish a Capacity Development Academy to provide services to individuals, public and private sector partners
- A.7: Equip physical infrastructure spaces required for capacity development programs

Activity B: Enhance Employability of youth and assist the creation of job opportunities

- B.1: Initiate and maintain partnerships with employment stakeholders
- B.2: Knowledge transfer with public and private sector, local and international employers
- B.3: Create employment and skills Development networks
- B.4: Implement Career Development and Guidance Programs
- B.5: Develop standards and frameworks for employment and capacity development
- B.6: Foster innovation within the Capacity Development lifecycle

Activity C: Promote and Engage in South to South Cooperation

- C.1: Partner with international South to South cooperation organizations
- C.2: Provide Consultancy and Capacity Development Services to partners within the global South
- C.3: Engage in South to South research and development practices to disseminate best practices in SSC.

Activity D: Promote International Cooperation on academic and professional levels

- D.1: Establish mutual accreditation partnerships with local and international academic bodies
- D.2: Conduct due diligence and knowledge transfer partnerships with relevant establishments

The above mentioned work items serve employment and job creation locally and internationally through focusing on the main employment and job creation actuators as follows:

Objective Actuator	Corresponding Activity Output
Physical Infrastructure	A.7
Human Infrastructure	A.1, A.2, A.6, A.5, B.4, B.6, C.2, D.1
Educational Content	A.3, A.4
Partnerships	B.1, B.2, B.3, C.1, D.1,D.2
Standards	B.5, C.3

Table [1]: Objective Actuator – Corresponding Activities

Activities and outputs within this agreement are highly relevant to the Country Program Directives, particularly the directives addressing Poverty Reduction entailing:

- The creation of micro, small and medium sized enterprises.
- Support local employment creation and institutional capacities
- Inclusion of women and youth in all of its economic empowerment activities whilst ensuring civic engagement and capacity building activities.

Partnerships

The Institute and the United Nations Development Program work together with partners from different affiliations to achieve project results. Engaged partners include:

1. **Government:** Working with the different ministries in charge of the relevant areas to foster ICT capacity development and the dissemination of innovative ICT solutions
2. **Civil Society:** Civil society organizations working on the relevant development challenges with high accessibility to human resources pools
3. **Academic Institutions:** The project works with several local and international academic partners to foster collaborative academic partnerships and mutual accreditation of programs.
4. **International Organizations:** International partners and organizations working within the South to South Cooperation area, Labour, Skills Development and professional bodies.

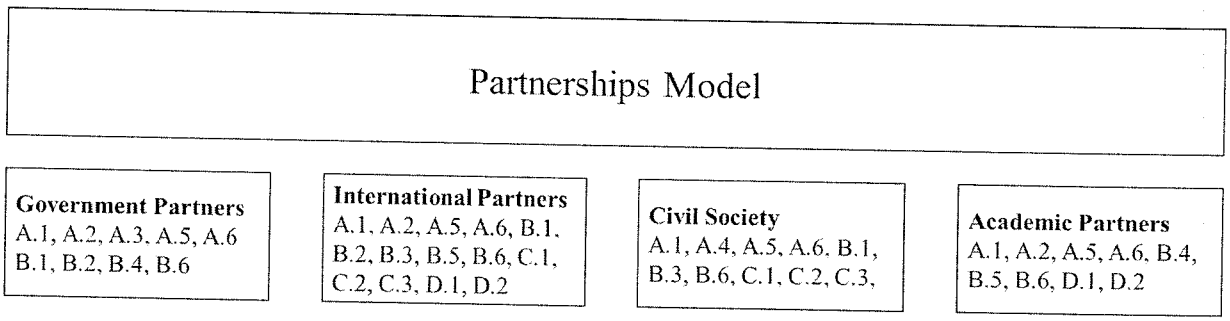


Figure [3]: Partnerships Model

Partnership Assumptions

All partners under the project work engage in addressing the development challenges stated either as part of their direct or indirect mandates and/or functions. All partners falling under the aforementioned categories work collaboratively with the United Nations Development Programme and the Information Technology Institute as well as the Ministry of Communications and Information Technology to implement development initiatives that directly/indirectly serve capacity development work and/or knowledge transfer partnerships.

Risks and Assumptions

The specific nature of project work does not involve a wide range of risks, yet the implementation of project objectives entails a limited set of risks under the following categories:

- **Financial Risks:** Lack or reduction of funding to support the planned activities
- **Societal Risks:** Resistance to change particular in marginal or border line under developed societies where education and development practices are not highly prevalent
- **Gender Based Risks:** Resistance to gender equality in employment and education in marginal and underdeveloped areas
- **Partner Dropout:** Unavailability of particular partners or change in partner's strategy

Stakeholder Engagement

Identify key stakeholders and outline a strategy to ensure stakeholders are engaged throughout, including:

- Target Groups: Government Partners, Development Organizations, Youth, Adult Learners, Undergraduates, Post Graduates.
- Stakeholder Engagement Plan: The project will conduct a full bi-annual stakeholder's analysis to include all beneficiary related project activities. The analysis will be used to build a comprehensive stakeholder management plan that will be updated twice every cycle.

South-South and Triangular Cooperation (SSC/TrC)

The project aims to capitalize on the Institute's significant experience in implementing South-to-South Cooperation projects in conjunction with the United Nations Development Programme to implement sustainable capacity development interventions in partner development countries. This will be done through:

1. Building capacities of native personnel in target partner countries.
2. Establishing centres of excellence in target institutions.
3. Enhancing and facilitating sustainable knowledge transfer.

Knowledge

The project aims to develop and document best practices in capacity development in addition to the development of core content in specialized technical and administrative areas. This includes:

1. Publications and research papers in conferences and journals.
2. Prototypes of innovative ICT solutions development by program beneficiaries.
3. Technical capacity development content.
4. Case studies of relevance to capacity development and international development cooperation.

Sustainability and Scaling Up

Sustainability is ensured through the adoption of basic sustainability principles within project solutions design. This includes the adoption of knowledge transfer partnerships as well as cost and environmental sustainability. The project will contribute to the development of national capacities locally and internationally through:

1. Provision of capacity development assistance to national governments in relevant areas.
2. Provision of sustainable capacity development programs with relevant stakeholders.
3. Provision of documented knowledge, case studies and best practices.

Transition arrangements within the project activities vary depending on activity implementation ecosystems, yet project transition phases include, sustainability planning, knowledge transfer, handholding and joint supervision, coaching and mentoring support.

III. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project delivery strategy aims to capitalize on a scalable approach where replicability is a core component. The project delivery methods will continuously seek to employ modular approaches which enable more flexibility as well as a higher degree of customization. This approach will also guarantee a significant degree of cost optimization through enabling and exerting more control on cost components and cost items. The following key aspects of project delivery are highly considered:

- **Scalability:** To ensure cost effectiveness, the project work will continuously seek to scale up the scope of project implementation through adopting state of the art technologies. This includes the utilization of online learning platforms, distance implementation techniques as well as a multiplier effect driven approaches. This will ensure that maximum outreach is achieved.

- **Multiple Engagement of Partners:** To ensure effectiveness and efficiency in resource mobilization, project management will seek multifaceted engagement of partners in various activities. Partners with technical subject matter knowledge will be engaged in a matrix structure with implementation partners and society representatives.

- **Portfolio Management and Cross Integration:** The integration of multiple partners in various clusters and configuration through capitalizing on the cross integration of functions. Implementation approach of the project will continuously encourage the creation of multiple function partner networks.

- The project delivery strategy is highly contextual and is based on the previous experience in cooperation between the Ministry of Communications and Information Technology, the Information Technology Institute and the United Nations Development Program. The project reflects on over ten years of partnership between the three parties through the "Supporting ITI Activities" project in phases I and II. The utilization of existing and new institutional resources (including infrastructure, knowledge, partnerships and human capital) from all parties involved will ensure that the project optimizes its resource allocation and expenditure.

The project's theory of change has been established and further validated through the two phases of the "Supporting ITI Activities" project. With a main focus on employability and job creation, the project delivery strategy utilizes the most efficient approach which capitalizes on innovative approaches in capacity development, research and digital literacy. The focused yet diverse range of activities that the project covers matches the areas of expertise of the Information Technology Institute and the United Nations Development Programme. This provides vast advantages for a comprehensive portfolio management approach. The Institute will cooperate with the United Nations Development Programme on monitoring and evaluation joint operations. This includes financial income and expenditure as well as project tracking.

Project Management

The project management approach is based on a strong functional allocation of responsibilities. The implementation of project activities will be modular to allow for more flexibility and accommodate for a high degree of customization.

The project management location and main operational office for the Information Technology Institute (ITI) in Smart Village, Cairo. The project will have implementation outreach through the Institute's four branches including Ismailia, Alexandria, Assiut and Mansoura (whenever applicable). This is in addition to the earlier mentioned headquarters. Project shared operational support and management will be held jointly between the Information Technology Institute and the United Nations Development Programme. The project will work closely with other projects within ITI and the UNDP in order to coordinate efforts towards joint objectives, share resources, knowledge and experiences. The project will also be continuously subject to the required audits according to UNDP procedures. Collaborative arrangements with related projects and UNDP as well as the country office Support will be set in place.

IV. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:
OUTCOME AREA 1: Equitable Economic Development

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:
The economic development; and knowledge, innovation and scientific research SDS pillars and the sub-pillar on technical and vocational training; the National Socio-economic Reform Programme; National Population Policy

Applicable Output(s) from the UNDP Strategic Plan:
UNDP SP O.1 Development plans, policies, partnerships and investments integrate the 2030 Agenda and the SDGs.

Project title and Atlas Project Number: 00103968

EXPECTED OUTPUTS	OUTPUT INDICATORS[2]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
Output A: Capacity Building of Youth and various segments of Citizens	*A.1 Launching segment based and sectorial capacity building programs*	Database and Reports	1	2017	1 Prog.	1 Prog.	1 Prog.	1 Prog.	1 Prog.	5 Prog.	Surveys and Reports
	A.2 Development of internal technical and managerial competencies	Database and Reports	0	2017	1 Round	1 Round	1 Round	1 Round	1 Round	5 Rounds	
	A.3 Development of educational and developmental content	Database and Reports	1	2017	2 Rounds	2 Rounds	2 Rounds	2 Rounds	2 Rounds	10 Rounds	
	A.4 Creating and Integrating Online and lifelong learning solutions	Database and Reports	1	2017	Continuous						
	A.5 Holding ICT and skills development events, Hackathons and symposiums	Database and Reports	2	2017	2 Events	2 Events	2 Events	2 Events	2 Events	10 Events	
	A.6 Establish a Capacity Development Academy to provide services to individuals, public and private sector partners	Database and Reports	0	2017	1 Opr.	1 Opr.	1 Opr.	1 Opr.	1 Opr.	1 Opr.	
	A.7 Equip physical infrastructure spaces required for capacity development programs	Database and Reports	0	2017	1	1	1	1	1	1	

[2] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output B: Enhance Employability of youth and assist the creation of job opportunities	*B.1 Initiate and maintain partnerships with employment stakeholders*	Survey	1	2017	1	1	1	1	1	5	Surveys and Reports
	B.2 Knowledge transfer with public and private sector, local and international employers	Survey	1	2017	1	1	1	1	1	5	
	B.3 Create employment and skills Development networks	Survey	1	2017	1	1	1	1	1	5	
	B.4 Implement Career Development and Guidance Programs	Survey	1	2017	1	1	1	1	1	5	
	B.5 Develop standards and frameworks for employment and capacity development	Survey	1	2017	1	1	1	1	1	5	
	B.6 Foster innovation within the Capacity Development lifecycle	Survey	1	2017	1	1	1	1	1	5	
Output C: Promote and Engage in South to South Cooperation	*C.1: Partner with international South to South cooperation organizations*	Survey	1	2017	1	1	1	1	1	5	
	C.2: Provide Consultancy and Capacity Development Services to partners within the global South	Survey	1	2017	1	1	1	1	1	5	
	C.3: Engage in South to South research and development practices to disseminate best practices in SSC	Survey	1	2017	1	1	1	1	1	5	
Output D: Promote International Cooperation on academic and professional levels	*D.1: Establish mutual accreditation partnerships with local and international academic bodies*	Survey	1	2017	1	1	1	1	1	5	
	D.2: Conduct due diligence and knowledge transfer partnerships with relevant establishments	Survey	1	2017	1	1	1	1	1	5	

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following r

Monitoring Plan

Monitoring Activity	Purpose	Frequency	
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.	Semi-Annually	Slower than exp management.
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 identifie to manage risk. Th identified risks anc
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.	Annually	Relevant lessons a inform managemen
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 management and performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, the project board an
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,	Annually, and at the end of the project (final report)	

	and any evaluation or review reports prepared over the period.		
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	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.

VI. MULTI-YEAR WORK PLAN [34]

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. All services which are directly related to the project 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	Y5		Funding Source	Budget Description	Amount
Output B: Activity A: Capacity Building of Youth and various segments of Citizens	*A.1 Launching segment based and sectorial capacity building programs*	15,433	15,433	15,433	15,433	15,433	ITI			38,582.5
	A.2 Development of internal technical and managerial competencies									38,582.5
	A.3 Development of educational and developmental content	15,433	15,433	15,433	15,433	15,433	ITI			25,721.7
	A.4 Creating and Integrating Online and lifelong learning solutions									25,721.7
	A.5 Holding ICT and skills development events, Hackathons and symposiums									25,721.7
	A.6 Establish a Capacity Development Academy to provide services to individuals, public and private sector partners	15,434	15,434	15,434	15,434	15,434	ITI			77,170
	MONITORING									
	Sub-Total for Output A									**231,500**

[3] 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

[4] 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.

Output B: Enhance Employability of youth and assist the creation of job opportunities	*B.1 Initiate and maintain partnerships with employment stakeholders*	2983.43	2983.33	2983.33	2983.33	2983.33	ITI			14916.75
	B.2 Knowledge transfer with public and private sector, local and international employers	2983.33	2983.33	2983.33	2983.33	2983.33	ITI			14916.65
	B.3 Create employment and skills Development networks	2983.33	2983.33	2983.33	2983.33	2983.33	ITI			14916.65
	B.4: Implement Career Development and Guidance Programs	2983.33	2983.33	2983.33	2983.33	2983.33	ITI			14916.65
	B.5: Develop standards and frameworks for employment and capacity development	2983.33	2983.33	2983.33	2983.33	2983.33	ITI			14916.65
	B.6: Foster innovation within the Capacity Development lifecycle	2983.34	2983.33	2983.33	2983.33	2983.33	ITI			14916.66
	MONITORING									
	Sub-Total for Output B									**89,500**
Output C: Promote and Engage in South to South Cooperation	*C.1: Partner with international South to South cooperation organizations*	5966.76	5966.66	5966.66	5966.66	5966.66	ITI			29833.4
	C.2: Provide Consultancy and Capacity Development Services to partners within the global South	5966.66	5966.66	5966.66	5966.66	5966.66	ITI			29833.3
	C.3: Engage in South to South research and development practices to disseminate best practices in SSC.	5966.66	5966.66	5966.66	5966.66	5966.66	ITI			29833.3
	Sub-Total for Output C						ITI			**89,500**
Output D: Promote International Cooperation on academic and professional levels	*D.1: Establish mutual accreditation partnerships with local and international academic bodies*	**8950**	**8950**	**8950**	**8950**	**8950**	ITI			**44750**
	D.2: Conduct due diligence and knowledge transfer partnerships with relevant establishments	**8950**	**8950**	**8950**	**8950**	**8950**	ITI			**44750**
	Sub-Total for Output D									**89,500**
TOTAL										**500,000.00**

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be executed by the Information Technology Institute (ITI). It is planned to run for 5 years commencing September 2017 to August 2022. The ITI will provide space for operations of the project and identify the space allocated with a distinct mark, a plaque by the door, in Arabic and English that states the name of the UNDP project.

Project Board: A Project Board will be established to take executive management decisions and to provide guidance to the National Project Director (NPD), including approval of project revisions, and of the project's annual work plan. Project assurance reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the NPD. The board contains three roles: an Executive Chair to the group, a Senior Supplier to provide guidance regarding the technical feasibility of the project, and a Senior Beneficiary to ensure realization of project benefits from the perspective of project beneficiaries. This group is consulted by the NPD for decisions when NPD tolerances (e.g., time and budget) have been exceeded.

The group will meet annually (or more frequently if necessary) and will be composed of:

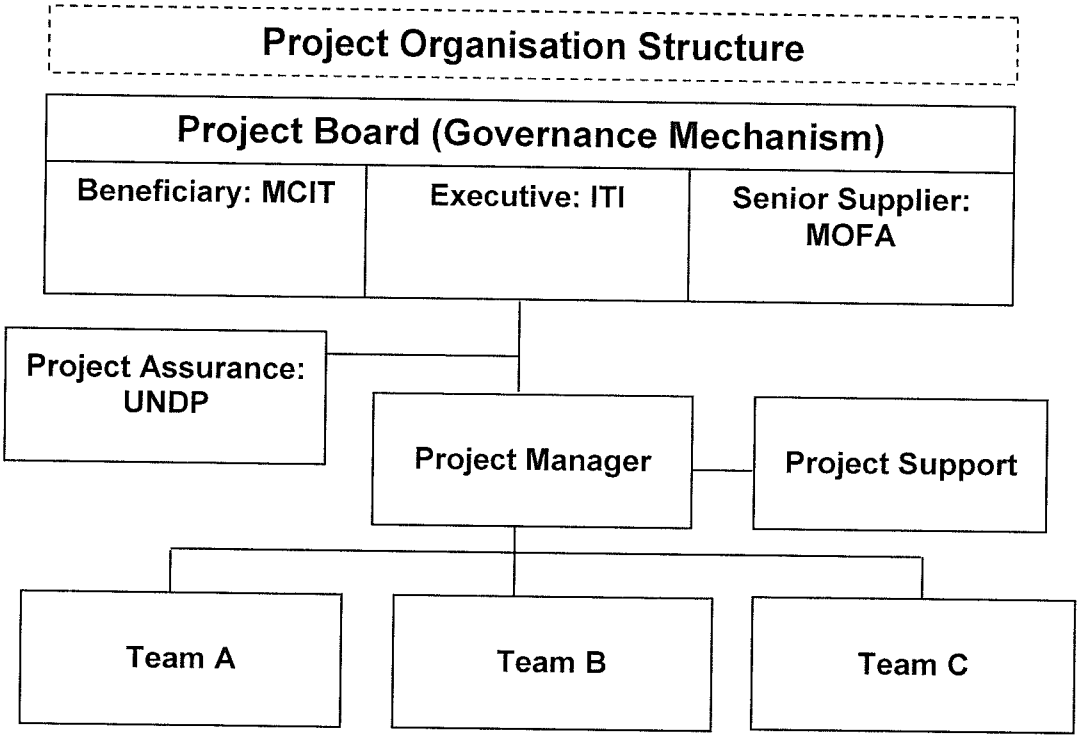
- Executive: The Information Technology Institute
- Senior Supplier: Ministry of Foreign Affairs, Ministry of Communication and Information Technology
- Senior Beneficiary: Ministry of Communication and Information Technology

The NPD will act as secretariat for the committee, being responsible for convening the minutes, preparing the agenda, overseeing preparation of materials for presentation to the meeting and for preparing and distributing minutes of the meeting.

Project Assurance: is the responsibility of each Project Board member, but the role can be delegated. The Project Assurance role will support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role of the Project Assurance ensures appropriate project management milestones are managed and completed. UNDP is responsible for designating a person to provide this oversight, which is mandatory for all projects.

National Project Director: The NPD will be recruited by the Information Technology Institute and will report directly to the Institute's Chair. The selection of the NPD will be in accordance with the principles of UNDP and should be transparent and open, giving full and equal opportunities to all candidates. Selection will be made on a competitive basis with paramount consideration to efficiency, competence and integrity. Selection should also be made by consensus between the Government and at least one UNDP staff member should be present on the interview panel. The Terms of Reference (ToR) for the post should identify the outputs, remuneration and evaluation process and should be agreed upon by both the Government and UNDP. The NPD appointment is on an annual basis and is subject to a performance review each year. The NPD will be responsible for the overall management of the project and will appoint and Output Manager for each of the outputs and these persons will oversee the day-to-day operations of the project. Terms of reference for the NPD and Output Managers are attached.

Output Managers: The output manager (OM) has the authority to run the project on a day-to-day basis on behalf of the project board within the constraints laid by the Project Board. The OM is responsible for day-to-day management and decision-making for the project, with a prime responsibility to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time. The OM will be responsible for coordinating the implementation of all project activities, developing action plans and reporting progress to the NPD as well as being responsible for coordinating, networking and soliciting the participation of all concerned. The OM will be responsible for the regular progress reports, identifying bottlenecks and suggesting corrective measures when necessary.



1. In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged 3% cost recovery on government cost-sharing funds for the provision of general management support (GMS) by UNDP headquarters and country offices

2. Schedule of Payments:

Amount in USD*	Date
56,600.00	1 January 2020
56,600.00	1 January 2021
56,600.00	1 January 2022
56,600.00	1 January 2023
56,600.00	1 January 2024

*Transfers of instalments will be made in EGP in accordance to the exchange rate of the day of transfer

3. The cost-sharing contribution shall be paid in EGP, using the exchange rate of USD 1: EGP 18.14, to the following account, according to the schedule:
   Bank Name: Commercial International Bank (CIB) Bank Branch: Zamalek
   A/C Name: United Nations Development Programme A/C No.: 0790105183
   Swift Code: CIBEEGCX007

4. The value of the payment, if made in a currency other than the United States Dollar, shall be determined by applying the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the government with a view to determining whether any further financing could be provided by

the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

5. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

6. All financial accounts and statements shall be expressed in United States Dollars. Cost sharing amounts are to be paid in local Egyptian Pound.

7. If unforeseen increases in expenditures or commitments are expected or realised (whether owing to inflationary factors, fluctuation in exchange rate or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to mobilize additional resources.

8. UNDP is committed to support resource mobilization efforts in order to bridge the funding gap

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

10. The remaining cash balance from the Supporting ITI Activities: Phase II project will be transferred to this project accordingly and deducted from the schedule of payments. Therefore, all commitments and contracts for said project will be paid from this project.

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

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

VIII. LEGAL CONTEXT

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

This project will be implemented by the Information Technology Institute ("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.

IX. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, 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. To this end, 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.

2. 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 Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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.

4. 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).

5. 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.

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

7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner 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.

8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of

Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', 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 the Implementing Partner to find a solution.

10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

    Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

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

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

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, 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.

14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

ANNEX 1: Project Quality Assurance Report

STRATEGIC Quality Rating:

1. Is the project pro-actively taking advantage of new opportunities, adapting its theory of change to respond to changes in the development context, including changing national priorities? (select the option from 1-3 that best reflects this project)

3: The project team completed and documented a horizon scanning exercise in the past year to identify new opportunities and changes in the development context that require adjustments in the theory of change. There is clear evidence that the project board has considered the implications, and documented changes to the project's theory of change, RRF, partnerships, etc. made in response, as appropriate.

The project in addition to the carious programs it supports within the institute adopt a rigorous framework of industry and community partnership which enables the project and the institute's team to proactively forecast and determine the new inputs that constitute opportunities for project development and expansion.

Evidence

- Developing new capacity development tracks in light of the feedback from the ICT industry and market needs within the professional training program (PTP).
- Initiating and developing matchmaking platforms with industry providers to harness the potential for new partnerships, align to market needs, enhance employability and cater for future demand.
- Expanding the framework for South-to-South cooperation to include 10 countries in light of the growing demand for the Institute's services.
- Development of new capacity development programs and infiltration of new marginalized and border communities through the digital citizenship program in light of increased demand for ICT literacy programs in underdeveloped areas.

2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project)

3: The project responds to one of the three areas of development work as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas; implementation is consistent with the issues-based analysis incorporated into the project design; and the project's RRF includes at all the relevant SP output indicators. (all must be true to select this option)

Evidence:

The project is in complete alignment with the thematic focus areas of the UNDP strategy plans, namely "Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded". The project's main objective is to ensure sustainable development and growth through the provision of high quality and high impact human capacity development in technology. This is consequential to the improvement of employment rates and the creation of new job opportunities and availing equal opportunity. This is reflected in the Project's RRF inclusive of the relevant SP output indicators (Attachment 1).

3. Evidence generated through the project has been explicitly used to confirm or adjust the programme/CPD's theory of change.

Yes

No

3: The project team has systematically gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empowering women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true to select this option)

Evidence:

The project activities are founded on the principles of gender equality. Hence all project activities and opportunities offered ensure that prerequisites do not include gender criteria. Beneficiary statistics for main programs indicate women participation percentages of over 50%.

RELEVANT

Quality Rating:

4. Are the project's targeted groups being systematically engaged, with a priority focus on the excluded and marginalized, to ensure the project remains relevant for them? (select the option from 1-3 that best reflects the project)

3: Systematic and structured feedback has been collected over the past year from a representative sample of beneficiaries, with a priority focus on the excluded and marginalized, as part of the project's monitoring system. Representatives from the targeted groups are active members of the project's governance mechanism (i.e., the project board or equivalent) and there is credible evidence that their feedback informs project decision making. (All must be true to select this option).

Evidence:

Feedback is collected from all program's beneficiaries through evaluation forms, focus groups and feedback sessions to ensure all inputs are taken into consideration while conducting program evaluation.

5. Is the project generating knowledge – particularly lessons learned (i.e., what has worked and what has not) – and has this knowledge informed management decisions and changes/course corrections to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk? (select the option from 1-3 that best reflects the project)

3: Knowledge and lessons learned backed (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) by credible evidence from evaluation, analysis and monitoring have been discussed in project board meetings and reflected in the minutes. There is clear evidence that the project's theory of change has been adjusted, as needed, and changes were made to the project to ensure its continued relevance. (both must be true to select this option)

Evidence:

The assimilation of knowledge resulting from project implementation has been key to improving project performance. Lessons learned in different programs are systematically incorporated in management decision making. Regular and periodical meetings are held to improve and fine tune programs design for improved performance and enhanced accessibility. Namely, South-to-South development services are further developed after each cycle of implementation by documenting and implementing best practices and lessons learned in technical aspects, cross culture implementation and other various performance areas.

6. Are the project's measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and producing the intended effect? If not, evidence-based adjustments and changes have been made. (select the option from 1-3 that best reflects the project)

3: The project team has systematically gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empowering women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true to select this option).

Evidence:

Main project programs are based on equal opportunity and skills availability. There are no gender prerequisites in the process of screening. Any potential gender biases are reduced through automated online testing and evaluation of required skill sets. Additionally, screening panels are formed in a manner that eliminates any potential for gender bias.

7. Is the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change? (select the option from 1-3 that best reflects the project)

3: There is credible evidence that the project is reaching a sufficient number of beneficiaries (either directly through significant coverage of target groups, or indirectly, through policy change) to meaningfully contribute to development change.

Evidence:

The project is currently supporting programs and activities that span over 3,000 beneficiaries annually. Feedback from the industry and community stakeholder indicates that these activates are at a scale that provides adequate momentum for change. However, there is potential for scalability with population growth and industry demand.

SOCIAL & ENVIRONMENTAL STANDARDS

Quality Rating:

8. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project)

3: Credible evidence that the project aims to further the realization of human rights, specifically upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights are actively identified, managed and mitigated through the project's management of risks. (all must be true to select this option)

Evidence:

The project's different activities seek the realized of human rights without discrimination through leveraging human capacity and skills and empowering individuals with the proper technological education to attain proper employment and improve the quality of life. The programs supported by the project continuously aim to scale up its services and offerings to reach more beneficiaries.

9. Are social and environmental impacts and risks (including those related to human rights, gender and environment) being successfully managed and monitored in accordance with project document and relevant action plans? (for projects that have no social or environmental risks the answer is "Yes")

Yes

No

10. Are unanticipated social and environmental issues or grievances that arise during implementation assessed and adequately managed, with relevant management plans updated? (for projects that have not experienced unanticipated social and environmental risks or grievances the answer is "Yes")

Yes

No

MANAGEMENT & MONITORING

Quality Rating:

11. Is the project's M&E Plan being adequately implemented? (select the option from 1-3 that best reflects the project)

3: The project has a comprehensive and costed M&E plan. Baselines, targets and milestones are fully populated. Progress data against indicators in the project's RRF is being reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, including during evaluations and/or After Action Reviews, are used to take corrective actions when necessary. (All must be true to select this option).

Evidence:

Monitoring and Evaluation is conducted for all project's supported activities. Monitoring and Evaluation activities have no directly incurred costs as all project personnel are institute employees (Government Employees). Lessons learned are factored in within the decision making process for new implementation cycles.

12. Is project's governance mechanism (i.e., the project board or equivalent) functioning as intended? (select the option from 1-3 that best reflects the project)

3: The project's governance mechanism is operating well, and is a model for other projects. It has met in the agreed frequency stated in the project document and the minutes of the meetings are on file. There is regular (at least annual) progress reporting to the project board or equivalent on results, risks and opportunities. It is clear that the project board explicitly reviews and uses evidence, including progress data, knowledge, lessons and evaluations, as the basis for informing management decisions (e.g., change in strategy, approach, work plan.) (all must be true to select this option).

Project board is functioning as intended, annual reports are filed to the project board and project management team. Assimilated reports contribute to the decision making process and lead performance improvement. Inputs impact the number of accepted beneficiaries to the different programs depending on the evolution of national strategic objectives.

13. Are risks to the project adequately monitored and managed? (select the option from 1-3 that best reflects the project)

3: The project has actively monitored risks every quarter including consulting with key stakeholders at least once in the past year to identify continuing and emerging risks to project implementation and to assess if the main assumptions remain valid. There is clear evidence that relevant management plans and mitigating measures are being fully implemented to address each key project risk, and have been updated to reflect the latest risk assessment. (all must be true to select this option)

EFFICIENT

Quality Rating:

14. Adequate resources have been mobilized to achieve intended results. If not, management decisions were taken to adjust expected results in the project's results framework.

Yes

No

15. Are project inputs procured and delivered on time to efficiently contribute to results? (select the option from 1-3 that best reflects the project)

3: The project has an updated procurement plan. Implementation of the plan is on or ahead of schedule. The project quarterly reviews operational bottlenecks to procuring inputs in a timely manner and addresses them through appropriate management actions. (all must be true to select this option)

Evidence:

Project procurement is done mostly through the appropriate governmental channels for the involved programs. Other logistic requirements are satisfied in accordance with the UNDP rules and regulations and UNDP logistics provider partners.

16. Is there regular monitoring and recording of cost efficiencies taking into account the expected quality of results? (select the option from 1-3 that best reflects the project)

3: There is evidence that the project regularly reviews costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximizes results that can be delivered with given resources. The project actively coordinates with other relevant ongoing projects and initiatives (UNDP or other) to ensure

EFFECTIVE

Quality Rating:

17. Is there evidence that project outputs are contributing to the achievement of programme outcomes?

Yes

No

Evidence:

The project plays a key role in the development of a qualified and skilled youth workforce. This workforce employability averages over 80% before graduating the institute's flagship program (The professional training program). Other programs such as the Digital Citizenship program target the development of digitally skilled citizens nationwide. The program has reached over 3.000 individuals last year with a large stack of capacity development tracks.

18. Is the project is on track to deliver its expected outputs?

Yes

No

19. Have there been regular reviews of the work plan to ensure that the project is on track to achieve the desired results, and to inform course corrections if needed? (select the option from 1-3 that best reflects the project)

3: Quarterly progress data has informed regular reviews of the project work plan to ensure that the activities implemented are most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations and/or After Action Reviews) have been used to inform course corrections, as needed. (both must be true to select this option)

Evidence:

Quarterly progress reports are compiled to ensure the project stays relevant to its objectives. All programs involve comprehensive evaluations, recommendations and lessons learned.

20. Are targeted groups being systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results are achieved as expected? (select the option from 1-3 that best reflects the project)

3: The project is targeting specific groups and/or geographic areas, identified by using credible data sources on their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. There is clear evidence that the targeted groups are being reached as intended. The project has engaged regularly with targeted groups over the past year to assess whether they are benefiting as expected and adjustments were made

if necessary to refine targeting. (all must be true to select this option)

Evidence:

The project actively engages multiple stakeholders in the process identifying thematic priority areas and this is factored in the decision-making process. Stakeholders include the different marginalized and underprivileged sets in border areas and local communities. Inputs regarding the target beneficiaries are collected from the municipal government units and central agencies involved.

21. Are at least 40 per cent of the project personnel, regardless of contract type, hired by the project female?

Yes

No

Evidence:

The project staff are government personnel employed for the Information Technology Institute. Institute staff average over 60% female versus 40% male.

SUSTAINABILITY & NATIONAL OWNERSHIP

Quality Rating:

22. Are stakeholders and national partners fully engaged in the decision-making, implementation and monitoring of the project? (select the option from 1-3 that best reflects the project)

3: Only national systems (i.e., procurement, monitoring, evaluation, etc.) are used to fully implement and monitor the project. All relevant stakeholders and partners are fully and actively engaged in the process, playing a lead role in project decision-making, implementation and monitoring. (both must be true to select this option)

Evidence:

Government and non-government establishments including the private sector, the Ministry of Communications and Information Technology (MCIT) and civil society organizations are actively engaged in providing inputs, insights and recommendations that are incorporated in the decision-making process. Reports of programs are openly shared with the relevant stakeholders.

23. There is regular monitoring of changes in capacities and performance of national institutions and systems relevant to the project. The implementation arrangements have been adjusted according to changes in partner capacities. (select the option from 1-3 that best reflects the project)

3: In the past year, changes in capacities and performance of national institutions and systems have been comprehensively assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources. Implementation arrangements have been formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (both must be true to select this option)

Evidence:

The project works closely with other institutions to coordinate the delivery of capacity development programs in a complementary manner. Annual market surveys inclusive of the industry needs and available talent development programs are factored and taken into consideration while designing new cycles of program implementation.

24. The transition and phase-out arrangements are reviewed regularly and adjusted according to progress (including financial commitments and capacity). (select the option from 1-3 that best reflects the project)

3: The project's governance mechanism has reviewed the project's sustainability plan in the past year, including arrangements for transition and phase-out, to ensure the project is on track in meeting the

requirements set out by the plan. The plan has been adjusted according to progress as needed. (both must be true to select this option)

Evidence:

An extension of the current project is prepared and is awaiting validation for signature. Project lines of action and activities are proposed to be extended for the duration of 5 years to end in 2021.