

PROJECT DOCUMENT
UNDP Pakistan

Project Title: *Kamyab Jawan: Youth Empowerment Programme***Project Number:** 93478**Implementing Partner:** Direct Implementation (UNDP)**Start Date:** 1st January 2018**End Date:** 31st December 2022**PAC Meeting date:****Brief Description**

It is estimated that 1.8 billion people living in the world today are aged between 10 and 24 years. More than 90% reside in developing countries and deal with poverty, economic inequality, and political instability in their daily lives. Pakistan is home to a population of 207.7 million people- making it the fifth most populous country in the world. Recent estimates indicate that 68% of the population is under 29 with the youth bracket representing 27% of the total population.¹ A large segment of this youth population is exposed to multidimensional and inter-sectoral vulnerabilities resulting from a lack of opportunities for meaningful social engagement and economic empowerment. Furthermore, Pakistan has suffered one of the highest instances of terrorism in the last two decades which resulted in the deaths of more than 70,000 people and economic losses of more than USD 120 billion.² In spite of these challenges, the NHDR 2017 has highlighted a number of positive aspects of the 'youth bulge' which, if harnessed effectively, can lead Pakistan on a path of economic growth and progressive social transformation. These include low dependency ratios (with more young people in the working age group), high levels of political awareness, and a generally optimistic outlook about Pakistan's future amongst youth. In this regard, the Report calls for strategic investments in education, employment, and positive engagement of youth which will enable them to positively contribute to the society, economy, and politics of Pakistan.

The Kamyab Jawan: Youth Empowerment Programme is UNDP's strategic response to the challenge posed by the 'youth bulge' in Pakistan. The Programme will provide opportunities for economic growth and positive social engagement to 100,000 young people in the country under the following three outputs;

- **Output 1:** Sustained and up-streamed interaction and collaboration between youth and key policy actors on civic and social issues leads to better informed youth who can actively participate in and influence inclusive decision making (target 80,000 youth-50% women) (SDG 16.7)
- **Output 2:** Youth in public sector and religious education establishments acquire the knowledge and skills needed to succeed in an inclusive society through the promotion of a culture of peace and tolerance, global citizenship and appreciation of diversity (target 20,000 youth- 50% women) (SDG 4.7)
- **Output 3:** Youth's potential to contribute to inclusive and sustainable economic growth harnessed and catalysed (target 50,000 youth-50% women) (SDG 8.6)

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

UNSDF Outcome 6: Enhanced resilience and socioeconomic development of communities**Country Programme Output 6.2:** Revitalization of productive capacities that are sustainable and generate employment opportunities and improvement in sustainable livelihoods as part of broader stabilization efforts

Total resources required:	USD 30 MILLION	
Total resources allocated:	USD 8.247 MILLION	
	Japan:	USD 3,908,217
	Norway:	USD 3,288,990
	USAID	USD 1,049,878
	In-Kind:	-
Unfunded:	USD 21.752 MILLION	

¹ Pakistan Labour Force Survey 2017-2018

² 'Impact of War in Afghanistan and Ensuing Terrorism on Pakistan's Economy' published in the Pakistan Economic Survey 2017-18 (source: http://www.finance.gov.pk/survey/chapters_18/Annex_IV_Impact%20of%20War.pdf)

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I. DEVELOPMENT CHALLENGE

Country Context

Pakistan is home to 207.7 million people⁴- making it the fifth most populous country in the world. Recent estimates indicate that 68% of the population is under 29 with the youth bracket representing 27% of the total population⁵. A large segment of this youth population is exposed to multidimensional and inter-sectoral vulnerabilities resulting from a lack of opportunities for meaningful social engagement and economic empowerment. Furthermore, Pakistan has suffered one of the highest instances of terrorism in the last two decades, resulting in the deaths of more than 70,000 people⁶ and economic losses of more than USD 120 billion⁷. In spite of these challenges, the NHDR 2017 has highlighted a number of positive aspects of the 'youth bulge' which, if harnessed effectively, can lead Pakistan to a path of economic growth and progressive social transformation. These include low dependency ratios (with more young people in the working age group), high levels of political awareness, and a generally optimistic outlook about Pakistan's future amongst youth. The Report calls for strategic investments in education, employment, and positive engagement of youth which will enable them to positively contribute to the society, economy, and politics of Pakistan⁸.

Understanding the needs, challenges, opportunities, and aspirations of Pakistani youth and finding channels to catalyse youth capacities and potential is essential if Pakistan is to succeed in its efforts to promote a sustainable, inclusive development process and achieve the Sustainable Development Goals as outlined in the Government of Pakistan's Vision 2025 Roadmap. The Government of Pakistan is cognisant of this challenge and has in recent years launched several youth centric development initiatives at federal and provincial levels. The National Youth Development Framework (NYDF), provincial Youth Policies, the establishment of Provincial Youth Departments, the Prime Minister Youth Programme, numerous Innovation Challenges and Entrepreneurship opportunities for youth, and the general inclusion of youth in the political process all point to the active role of young people in the future development trajectory of Pakistan.

Despite these efforts, there continues to be a trend of young people's increased propensity to become involved in intolerance, aggression, antagonism and criminal behaviour which is interconnected and overlapping with deep roots in years of structural neglect marked in areas pertaining to education, employment, basic infrastructure, security, and opportunities for constructive engagement. The

⁴ 'Block-wise provisional summary results of the 6th Population and Housing Census' published by the Pakistan Bureau of Statistics (PBS) (source: <http://www.pbscensus.gov.pk/content/block-wise-provisional-summary-results-6th-population-housing-census-2017-january-03-2018>).

⁵ Pakistan Labour Force Survey 2017-2018

⁶ 'National Action Plan: A Road to Peaceful Pakistan' Issue Brief published by the Institute of Strategic Studies Islamabad (source: http://issi.org.pk/wp-content/uploads/2018/06/IB_Asad_June_14_2018.pdf)

⁷ 'Impact of War in Afghanistan and Ensuing Terrorism on Pakistan's Economy' published in the Pakistan Economic Survey 2017-18 (source: http://www.finance.gov.pk/survey/chapters_18/Annex_IV_Impact%20of%20War.pdf)

⁸ UNDP Pakistan, National Human Development Report, 2018

relationship between these domains is layered and marked by complex inter-linkages. For instance, education and / or skills development is intrinsically linked with future employment. Similarly, employment and opportunities for economic growth may influence a young person's decision to indulge in crime and violence and vice versa. UNDP's "Pakistan Human Development Report 2016: Tapping Youth's Potential for Sustainable Development provides a detailed account of some of the specific development challenges Pakistan's Youth faces today, as summarized below:

Education

Educational quality and quantity in Pakistan remain suboptimal. It is estimated that there are more than 22 million out of school children in the country⁹. **Net enrolment and primary school completion rates remain low at 77%¹⁰ and 71.5%¹¹** respectively, while longitudinal surveys have repeatedly exposed low instructional quality, inadequate school infrastructure, weak student competencies, and out-dated public school curriculum¹². In this regard, apart from improving the overall access to education, there is a need to better align existing educational curriculum with job market requirements to prepare young people for employment in the 21st century¹³. Institutional efforts should also be made for providing 'soft' skills like leadership and critical thinking skills to students in schools, colleges, and universities to 'help them make the right choices for themselves and promote global citizenship' as envisaged in the Government of Pakistan's National Education Policy Framework¹⁴. Furthermore, there are more than 32,000 Deeni Madaris in Pakistan providing free education to an estimated 3.2 million children and young people¹⁵. These institutes mostly focus on imparting traditional religious education which does not equip young people for the modern job market¹⁶.

This gap in educational service delivery is creating a large segment of the population that will become part of the large pool of intermittently employed unskilled labour force in the country and vulnerable to negative influences. The geographical disparities in terms of youth education can be seen in the key statistics below where Balochistan and (former) FATA display low levels of youth literacy and net enrolment at primary schools and are especially low when we look at the female literacy rate (as low as 13% in FATA and just under 30% in Balochistan).

Youth Literacy Rate						
	Pakistan (overall)	Punjab	Sindh	Balochistan	Khyber Pakhtunkhwa	FATA
Male	77.8%	78.8%	75.3%	66.1%	82.7%	59.4%
Female	61.8%	68.8%	59.1%	29.9%	45.1%	13.6%
Net Enrollment Rate at Primary Level						
Male	72.0%	73.0%	67.0%	67.0%	78.0%	27.4%
Female	62.0%	67.0%	54.0%	42.0%	62.0%	43.5%
Source: Pakistan Social and Living Standards Measurement (PSLM) 2014-15 ¹⁷						

Employment

Pakistan's total unemployment rate in 2018 was estimated at 4.20 in 2018¹⁸; youth unemployment is significantly higher at 7.95¹⁹ (in 2018). It is estimated that Pakistan needs to create at least 1.5 million jobs

⁹ 'Pakistan Education Statistics 2016-17' published by Ministry of Federal Education and Professional Training, Government of Pakistan (source: <http://library.aepam.edu.pk/Books/Pakistan%20Education%20Statistics%202016-17.pdf>)

¹⁰ UNESCO Country Database (2016) 'Pakistan: Net Enrolment in Primary Schools' (source: <http://uis.unesco.org/en/country/PK>)

¹¹ EPDC (2014) 'Pakistan: National Education Profile' (source: https://www.epdc.org/sites/default/files/documents/EPDC%20NEP_Pakistan.pdf).

¹² 'Annual Status of Education Report: ASER Pakistan 2016' (source: http://www.aserpakistan.org/documents/Report_Final_2016.pdf).

¹³ See Supra Note 3.

¹⁴ Government of Pakistan (2018) 'National Education Policy Framework' published by the Ministry of Federal Education and Professional Training, Islamabad (source: http://aserpakistan.org/document/2018/National_Educaion_Policy_Framework_2018_Final.pdf)

¹⁵ 'Pakistan Education Statistics 2015-16' published by Ministry of Federal Education and Professional Training, Government of Pakistan (source: <https://academiamag.com/wp-content/uploads/2018/08/Pakistan-Education-Statistics-2015-16.pdf>)

¹⁶ Rauf, A, and Sobia, R. (2015) 'Madrassah Reforms in Pakistan: A Historical Analysis' (source: https://ndu.edu.pk/issra/issra_pub/articles/issra-paper/ISSRA_Papers_Vol7_Issue1_2015/05-Madrassah-Reforms-in-Pak.pdf)

¹⁷ Pakistan Social and Living Standards Measurement, Islamabad: Statistics Division, Pakistan Bureau of Statistics.

every year to accommodate growing numbers of young people who join the work force annually²⁰. The country's economy, saddled with institutional weaknesses and resource shortages, is failing to produce the millions of quality jobs demanded by a rapidly expanding young workforce. The UNDP NHDR (2017) and national labour force data show that the youth cohort in Pakistan has the highest unemployment rate, with significant penetration of underemployment across urban and rural areas. **Young women in particular have low labour force participation rates and experience higher unemployment (9.1%)²¹.**

There is a need to promote youth led economic growth in Pakistan which can be achieved by providing market responsive technical skills to young men and women for job placements in local industries and service sector. This will provide employment to a growing number of young people who join the labour market every year and stimulate growth and expansion of private businesses and local manufacturers. Moreover, strategic investments are required to improve value chains of private businesses in the country leading to improved business productivity and better working conditions for thousands of young people who are informally employed (in often hazardous conditions) and contribute to these value chains.

Extensive empirical evidence²² shows that sustained unemployment and underemployment register deep and disempowering psychological consequences for individuals. In youth particularly, unemployment contributes to increased vulnerability to crime and anti-social behavior. The nexus between security and economic development cannot be ignored. According to a UNDP research on the role of inclusive development in preventing violent extremism, job creation and economic opportunities can play a crucial role in containing anti-social and criminal tendencies among young people by providing positive alternatives and creating an environment where there is little space for negative activities.²³

Labour Force Participation Rate ²⁴						
	Pakistan (overall)	Punjab	Sindh	Balochistan	Khyber Pakthunkhwa	FATA
Male	81.1%	81.7%	83.8%	83.4%	74.6%	56.4%
Female	24.3%	31.2%	20.5%	20.5%	16.6%	8.6%
Unemployment Rate						
Male	9.2%	5.2%	4.4%	3.6%	6.6%	7.2%
Female	4.7%	8.3%	8.2%	7.0%	16.3%	7.5%

Access to Information Technology and Digital Space

Pakistan has seen an exponential increase in the number of internet users, most of whom are young people. **Latest statistics highlight that as of 2018, the total number of internet users in Pakistan account for 22.2 % of the total population.** This is a significant increase from the year 2000 when only 0.1% of the country's population used the internet²⁵. 50% of the urban population are young people below the age of 20 years who are likely to have internet access²⁶. Increasing digital footprint in Pakistan has created opportunities for harnessing the internet's potential for stimulating economic growth and societal uplift through innovative social enterprises.

¹⁸ International Labour Organization, ILOSTAT database

¹⁹ International Labour Organization, ILOSTAT database

²⁰ ILO (2015) 'The Islamic Republic of Pakistan Decent Work Country Programme' (source: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_562091.pdf)

²¹ UNDP Pakistan, National Human Development Report, 2018

²² Nordin, M. and Almen, D. (2016) 'Long term unemployment and violent crime' published in Empirical Economics, February 2017, Vol.52, Issue 1, pp 1-29.

²³ UNDP, 2016, Preventing Violent Extremism by Promoting Inclusive Development, <https://www.undp.org/content/dam/norway/undp-ogc/documents/Discussion%20Paper%20-%20Preventing%20Violent%20Extremism%20by%20Promoting%20Inclusive%20%20Development.pdf>

²⁴ Labour Force Survey 2014-2015, Islamabad, Statistics Division, Pakistan Bureau of Statistics.

²⁵ Internet World Statistics: Pakistan (source: <https://www.internetworldstats.com/asia/pk.htm>)

²⁶ Digital Entrepreneurship Eco-system in Pakistan 2017: How Pakistan can build a World Class Digital Eco-system' published by Mobilink Jazz (source: http://www.jazzfoundation.com.pk/assets/uploads/2017/10/Digital-Entrepreneurship-in-Pakistan_1.pdf) .

In 2017, it was estimated that the number of digital enterprises in Pakistan will increase by 44% every year²⁷. In this context, Pakistan is well positioned to leverage the emerging entrepreneurial eco-system if steps are taken to provide the required skills and knowledge to young people (across the geographical and class divide) to productively utilize the new opportunities offered by this digital revolution. Finally, the expansion of broadband services to rural areas can be instrumental in introducing innovative and disruptive digital technologies to reinvigorate rural economies and generate youth employment.

It is also important to note that the relatively impersonal and unregulated environment provided by social media platforms on the internet have exposed young users to violent extremist narratives²⁸ and fake news. Thus, the possible negative consequences of uninformed access to the digital space must also be addressed.

Lack of Opportunities for Civic Participation and Recreation

According to the NHDR 2017, Pakistan is one of the three countries that slipped from medium to low levels of human development between 2010 and 2015. This decline is largely attributed to low levels of political (estimated at 69%) and civic participation (estimated at 58%) among youth in the country²⁹. Young women are particularly restricted from participating in the public space and deliberative discourse. **Pakistan continues to rank 143 out of 144 countries in the Gender Inequality Index.** The district sports infrastructure remains under-equipped and marked by an incessant shortage of funds. Socio-cultural activities are constrained because of lack of interest, shortage of funds, rise of anti-social behaviour and intolerance for culture, arts and music.

According to the British Council's Next Generation Report 2014, almost 22% of the young people in Pakistan (surveyed) were either direct victims of violence or had families or friends who had been affected by it; 42% of the respondents stated that youth commit acts of violence to escape poverty; and 37% of the young people included in the survey identified political disputes as the primary cause of violence in Pakistan. Similarly, only 11% of the young people included in the survey had a favourable opinion of political parties in Pakistan and only 14% trusted the national government (opinions about provincial governments were somewhat favourable at 28%)³⁰. However, in spite of these challenges, young people have proved to be more optimistic about the country's future than those above 30 years of age³¹. This points to an urgent need for creating conditions for constructive exchange between youth across the political, class, and geographical divide and between young people and policy makers in Pakistan.

In a diverse country, weak engagement linkages contribute to exclusion and social divisions, which is preyed upon by anti-social and criminal groups offering destructive narratives, modes of engagement and participation³². Research studies have underscored that young people who form the rank and file of unlawful activities are compelled by multiple factors which include socio-economic deprivation and pressure from families and kin groups³³.

Pakistan has made significant progress towards increased social and economic development of youth. There have been various approaches by the government, civil society and political actors to target youth with a range of positive and affirmative action messaging and activity initiatives for their constructive engagement in socio-political and economic processes. Broadly speaking, these include: 1) sports and cultural activities; 2) on-campus extra-curricular activities; 3) positive narrative messaging, civic awareness / education and sensitization; 4) political engagement and rights activism leadership building; and 5) employment and skills building. In turn, these have generated a significant amount of youth-led narrative and action in the same areas and covering a range of

²⁷ Ibid

²⁸ Seraphin, A., Frau-Miegs, D, and Hassan, G (2017) 'Youth and Violent Extremism on Social Media: Mapping the Research' published by UNESCO (link: <https://unesdoc.unesco.org/ark:/48223/pf0000260382>).

²⁹ See supra note 3.

³⁰ Siddiqui, N. (2014) 'The Politics and Economics of Pakistan's Youth' published by UNDP Pakistan (source: <http://nhdr.undp.org.pk/wp-content/uploads/2015/02/Niloufer-Siddiqui-The-Politics-and-Economics-of-Pakistan-Youth.pdf>).

³¹ The British Council (2014) 'Next Generation: Insecure Lives, Untold Stories' (source: https://www.britishcouncil.org/sites/default/files/pakistan_the_next_generation_report.pdf).

³² 'Youth in Pakistan: Priorities, Realities, and Policy Responses 2016' published by the Population Council (source: https://www.popcouncil.org/uploads/pdfs/2016PGY_YouthInPakistan.pdf).

³³ Basit, A., "Countering Violent Extremism: Evaluating Pakistan's Counter-radicalization and De-militarization Initiatives", *IPRI Journal* XV, no.2, Summer 2015, pp. 44-68, <http://www.ipripak.org/wp-content/uploads/2015/10/3-art-s-15.pdf>.

creative, thought, knowledge, entrepreneurial, political activism and rights-based activities initiated, mobilized and resourced by the youth, with support from policy and donor communities³⁴.

Youth Programmes in Pakistan

This section will provide a brief overview of the youth programmes being implemented at the federal and provincial levels by the Government of Pakistan.

- The **Prime Minister's Kamyab Jawan Youth Empowerment Programme** is the Federal Government's apex youth centric intervention being implemented across the country. The Programme provides opportunities for gainful employment and entrepreneurship through skills trainings and access to interest free loans. The Programme is also supporting young people to gain digital skills and benefit from the broadband revolution in Pakistan by providing laptops.
- The Government of Punjab has set up e-Rozgaar centres in 36 districts under the **E-Rozgaar Programme**. The initiative aims to provide trainings to educated young people who are interested in earning a livelihood through internet based freelancing. Under the initial phase of the Programme, the Government will provide skills trainings to 10,000 young people in the province.
- The Government of Sindh established the **Benazir Bhutto Shaheed Human Resource Research and Development Board** through an Act of Parliament in 2013. To date, the Board has developed the capacities of 320,000 young people engaged involved in 89 employment sectors.
- The **Khyber Pakhtunkhwa Information Technology Board (KPITB) under the Government of Khyber Pakhtunkhwa initiated the Youth Employment Program**. The Program provides on demand and tailored digital skills to young people from the province to harness the emerging opportunities for online income generation.

The Programmes mostly focus on employment and income generation, whether through job placements after completing trainings or self-employment through entrepreneurship (conventional and digital). There is a need to focus on creating sustainable platforms for the constructive social engagement of young people in Pakistan.

II. STRATEGY

UNDP Approach to Youth Empowerment

UNDP's approach is aligned with the UN Security Council Resolution 2250 on Youth, Peace and Security (2015), which focuses entirely on the role that young men and women can play in sustainable peace, by positioning youth and youth-led organizations as important partners in global efforts for peace and development. As part of our work in more than 170 countries, UNDP partners with young people, youth organizations, civil society, private sector, other UN organisations, and mostly importantly the host governments to promote youth-focused and youth-led development.

Under the Kamyab Jawan: Youth Empowerment Programme, UNDP's work with young people in Pakistan is aligned internationally with the United Nations Youth Strategy, 'Youth 2030: Working with and for Young People' which calls for engaging youth in the following five priority areas;

1. Engagement, Participation and Advocacy- Amplify youth voices for the promotion of a peaceful, just, and sustainable world.
2. Informed and Healthy Foundations- Support young people's greater access to quality education and health services.
3. Economic Empowerment through Decent Work- Support young people's greater access to decent work and productive employment.
4. Youth and Human Rights- Protect and promote the rights of young people and support their civic and political engagement.

Peace and Resilience Building- Support young people as catalysts of Peace and Security & Humanitarian Action.³⁵

³⁴ Siddiqui, Dr. Niloufer A., "Youth-led Solutions to Preventing Violent Extremism: Pakistan Case Study" for UNDP Pakistan, September 2017.

³⁵ 'Youth 2030: The United Nations Strategy on Youth' (source:

UNDP Pakistan Youth Empowerment Strategy

UNDP Pakistan's Youth Empowerment Strategy is based on the lessons learned during the first phase of the youth programme in Karachi and Khyber Pakhtunkhwa and the main findings of the National Human Development Report (NHDR) 2017.

The 'Kamyab Jawan: Youth Empowerment Programme' is an integration, diversification, and expansion of the first phase of UNDP's youth programme in Karachi and Khyber Pakhtunkhwa. In Karachi, the Programme provided skills trainings to 14,229 young people from crisis affected areas of Sultanabad, Lyari, and Korangi, out of which a total of 10,690 youth (40% women) were able to secure employment in the local garments industry. In Khyber Pakhtunkhwa, the project provided institutional support to the Home and Tribal Affairs Department in making informed policy decisions on youth, peace, and development in the province. This was achieved through the development of a Virtual Platform for Peace and Development (VPPD) and completion of three researches on the triggers of violence among youth in Khyber Pakhtunkhwa. The downstream component of the project was implemented in underdeveloped areas of D.I. Khan and Bannu where UNDP organized sports and cultural activities for 90,000 youth; provided livelihood skills trainings and mentorship support to 1,938 young people (775 women); and established 6 multi-function community centres to serve as hubs of village level cultural, development related, and recreational activities.

The second phase of the Programme is based on the lessons learned during the first phase (2018-2015) whereby;

- UNDP will focus on linking youth with key power actors in the Federal and Provincial Governments through meaningful dialogues to inform youth centric policy formulation and implementation in Pakistan.
- Develop lasting institutional linkages between UNDP and the Government of Pakistan's existing programmes, policies, and frameworks (on youth) for synergized and sustainable actions for youth development.
- Develop young people's capacities to innovatively harness the opportunities offered by the expansion of the start-up ecosystem and digital technologies. Provide market responsive skills trainings to youth for employment in an increasingly competitive economic environment.
- Provide critical skills, career and psychological counselling, and platforms for meaningful co-curricular engagement to young people in universities and colleges.
- Focus on marginalized young people in Deeni Madaris and Juvenile detention centres.

The second phase is in line with the key findings of the NHDR 2017 which calls for focussing on providing quality education, employment, and engagement opportunities to young people to positively impact the society, economy, and polity of Pakistan³⁶.

Based on this extensive consultation and analysis, UNDP Pakistan has devised the Youth Empowerment Programme, Kamyab Jawan (*successful youth*), which seeks to support the Government of Pakistan at the national and sub-national levels with the implementation of the key recommendations of the Human Development Report in line with the recently approved UNDP Pakistan Country Programme Document 2018-2022 and the Vision 2025 Strategy of the Government of Pakistan (as well as other relevant federal and provincial policies).

In the Vision 2025 document, the Government recognizes the vulnerability of young people and has called for concerted efforts to promote comprehensive investments in human and social capital:

"Pillar 1 - Putting People First: Developing Human and Social Capital: 'rapid scaling-up of investments in education, health and social development, generating jobs and prospects for the youth bulge, harnessing the rising power of a socially aware population, gender equality and women's development, inclusion of vulnerable segments, interfaith harmony and religious diversity, promotion of art, culture and heritage, raising sporting standards, and moving towards a knowledge-based, ethical and values driven society'.³⁷"

http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Youth/UNDP_Youth-Strategy-2014-17_Web.pdf

³⁶ See supra note 3

³⁷ Vision 2025, Ministry of Planning, Development and Reforms, Government of Pakistan, <http://pc.gov.pk/vision/pillars>.

Pakistan's core developmental (Vision 2025, Provincial Youth Policies) and national security policy documents (National Counter Violent Extremism Guidelines prepared by NACTA and the National Internal Security Policy) demonstrate a long-term institutional commitment to put Pakistan on a sustainable growth trajectory through a combination of social and economic approaches with youth at the forefront. There is a wider national understanding and consensus that any new public policy initiative for peaceful and sustainable development and economic growth needs to factor youth as a core actor and provide them new avenues for policy, economic, social engagement and influence.

As the youth of Pakistan remain a key target group for UNDP Pakistan's portfolio during the current programming phase, it is foreseen that the *Kamyab Jawan* project will act as a framework to coordinate youth inclusion and empowerment across the portfolio in areas such as SDG planning and advocacy, elections and political participation, rehabilitation and stabilization, local governance, human rights, rule of law and climate change. As such cross-fertilization between relevant UNDP projects will be promoted and facilitated by frequent coordination and communication in order to maximize its impact on youth empowerment.

Through the implementation of the *Kamyab Jawan* programme, UNDP seeks to work with the Government of Pakistan at the national and sub-national levels as well as directly with excluded youth and other key stakeholders to ensure that **"Equal opportunities exist for all youth to participate in Pakistan's social, political and economic development processes so that youth feel an empowered part of the society with a major stake in its future"**.

UNDP approaches youth empowerment through an inclusive development lens in line with the Agenda 2030 Sustainable Development Goals (SDGs), and particularly Goal # 16 for promotion of peaceful, just, and inclusive societies for sustainable development. Both concepts are mutually reinforceable given that sustainable development underpins sustainable peace, and more peaceful and inclusive societies create an environment conducive to sustainable development. Sustainable peace is both an enabler and an outcome of sustainable development.

Theory of Change

UNDP recognizes that there is a greater need to streamline, coordinate and synergize government and development organizations' efforts through a framework that galvanizes and supports Pakistan's on-going efforts to tackle the roots of inequality, poverty and poor governance.

Based on this premise, UNDP aims to ensure that youth engagement, self-actualization and empowerment are leveraged as means and ends to sustaining peace and inclusive development in Pakistan.

UNDP's Theory of Change for the *Kamyab Jawan* programmatic framework envisages that:

IF ...Youth are actively engaged in leadership development, policy dialogue and debate with state institutions and key stakeholders to inform, influence and lead policies and development initiatives that are relevant to youth's interests and aspirations and that have a direct stake of young people;

...Excluded youth, especially in remote regions, madrassas and other disadvantaged groups, are provided critical life, livelihood and social inclusion skills for gainful opportunities and active citizenship;

...Excluded youth are provided skills, technical education, guidance, mentorship and equitable economic opportunities and job placements by leveraging private sector partnerships and investments in youth development through innovative models/solutions;

AND

...Relevant government institutions have an increased capacity to formulate and implement effective policies to create an enabling environment for sustaining peace and development in partnership with youth;

THEN ...

...Equal opportunities exist for all youth to peacefully participate in inclusive social, political, and economic development processes and all youth feel an empowered part of society with an equal stake in its future.

Strategic Framework and Implementation: “Kamyab Jawan Pakistan” (Successful Youth): Youth Empowerment Programme

Based on the abovementioned theory of Change, UNDP has developed a cross-sectoral programme for Pakistani youth's engagement, self-actualization and empowerment. UNDP's 'Kamyab Jawan Pakistan' (Successful Youth) Youth Empowerment Programme (YEP) will support a range of interventions aimed at creating opportunities for knowledge, skills and leadership development; active citizen and policy engagement; and economic empowerment while creating alternative and constructive narratives, pathways and opportunities that interest, influence and drive youth and other key stakeholders to further the SDGs: Agenda 2030.

The Kamyab Jawan programme is based on the collective lessons learned from the Youth and Social Cohesion Project (funded by the Government of Norway), the Youth Employment Project (funded by USAID) and the pilot Economic Development Projects implemented in KP, Sindh and Balochistan provinces. As of 1st January 2018, all four projects have been operationally brought under the Youth Empowerment Programme these will be managed jointly under this second-generation programmatic framework in line with UNDP's five-year Pakistan Country Programme 2018-2022.

i) Programme Outputs

- Output 1: Sustained engagement and collaboration between youth and key policy actors on civic and social issues leading to better informed youth who can actively participate in and influence inclusive decision-making (SDG 16.7);
- Output 2: Youth in public sector and religious education establishments, as well as juveniles who are/were incarcerated, acquire the knowledge and skills needed to succeed and promote a culture of peace, tolerance, global citizenship and appreciation of diversity (SDG 4.7);
- Output 3: Excluded youth's potential to contribute to inclusive and sustainable economic growth harnessed and catalysed through job placements, private sector partnerships and investments in innovative models/solutions (SDG 8.6).

UNDP will supplement these core thematic areas with outputs and activities in **two cross-cutting thematic areas of Youth as agents of Sustainable Peace and Youth as Partners in SDGs Agenda 2030.**

ii) Implementation Strategy

The programme will follow a youth-centered development approach and build on UNDP's comparative advantage in the following strategic areas:

- ➔ **Convene** key stakeholders for dialogue and consultation
- ➔ **Catalyze** stakeholder response and consensus into collaborative action
- ➔ **Capitalize** stakeholder action for significant policy influence and enhanced programmatic impact.

Covering structural pathways from policy formulation to grassroots practice, the implementation strategy will ensure evidence-based research, advocacy and communication which will be applied across

the project outputs. *The strategy will focus on three cross cutting themes: Youth as agents of sustaining peace; Youth as partners in SDGs: Agenda 2030; and gender equality and women's empowerment.*

iii) Target Groups

Where funding allows, this programme aims to provide support at a national level, covering all four Provinces (Balochistan, Khyber Pakhtunkhwa, Punjab and Sindh) as well as the erstwhile Federally Administered Tribal Areas (FATA), Pakistan Administered Kashmir and Gilgit-Baltistan.

Primary Target Groups:

- **The Government of Pakistan including its federal, provincial and district level authorities as well as specialized agencies and departments**
- **100,000 excluded youth** (age: 15 – 29) – at least 50% women: Low-income, unskilled, uneducated/semi-educated, those in minorities (religious/ethnic/sexual), youth living with disabilities and emergency-affected youth), youth studying in public and religious education establishments.

Secondary Target Group

- Civil society including media, academia / teachers, religious scholars / ulema, youth activists, social impact entrepreneurs
- Private sector entities involved in youth empowerment, employment and entrepreneurship.
- Development partners and UN agencies

iv) Geographic Focus

While maintaining a national ambition, the *Kamyab Jawan* programme will initiate by capitalizing on its existing youth empowerment interventions in Khyber Pakhtunkhwa, Sindh and Balochistan. Expansion to other regions will be done in coordination with the Government of Pakistan and will depend on additional partnerships and funding.

v) Core Values, Guiding Principles and Approaches

- Building on institutional best practices and synergies with other partners.
- Focus on Innovative approaches and ideas to address complex challenges.
- Gender equality and creation of equal opportunities for young women.
- Focus on human rights based approaches.
- Partnerships to leverage and scale up successful initiatives.
- Knowledge, learning and evidence based programming.
- Linking grassroots solutions to policy makers.
- Alignment with government priorities and strategies.
- Strategic communications and media engagement for impact.

III. RESULTS AND PARTNERSHIPS

Expected Results

The programme's objective is:

"Equal opportunities exist for all youth to peacefully participate in inclusive social, political, and economic development processes so that all youth feel an empowered part of society with an equal stake in its future."

As outlined in the multi-year planning framework, the following results are expected at the output level:

Output 1: Sustained and up-streamed interaction and collaboration between 80,000 youth and key policy actors on civic and social issues leads to better informed youth who can actively participate in and influence inclusive decision-making (SDG 16.7);

- 80,000 youth **participate** in at least one of the programme's **engagement** initiatives
- 30,000 youth involved in targeted and inclusive **youth dialogue** (inter and intra youth dialogues across youth fault lines and with power actors such as policy makers, media and religious leaders)
- 5,000 youth leaders with certified **training and mentoring in dialogue, negotiation and leadership**
- 300 young women trained as leaders in the field of peace and security
- 20,000 youth benefit from the implementation of **Youth Policies** (3,000 youth implement innovation grants, 17,000 youth benefit from increased space for youth engagement/activities)

Output 2: 20,000 youth in public sector and religious education establishments, and juveniles who are/were incarcerated, acquire the knowledge and skills needed to succeed in an inclusive society through the promotion of a culture of peace and non-violence, global citizenship and appreciation of diversity (SDG 4.7);

- Work directly with the governing bodies of the public sector/religious education establishments (**Public Universities, Public Colleges, Madrasahs, Technical Training Institutes, Law Enforcement Entities, Youth Councilors**) to build **critical life skills** of 20,000 excluded youth through future-ready curriculum development, training and mentoring and on-campus extra-curricular activities and reintegration support.
- Support the government to design and implement research which will inform ongoing efforts to mainstream excluded youth

Output 3: 50,000 youth's potential to contribute to inclusive and sustainable economic growth harnessed and catalysed (SDG 8.6)

- **30,000 prospective youth** employees find employment
- **20,000 micro-entrepreneurs** get access to increased revenue streams
- Increased productivity of **100 SMEs** under the Suppliers Development Programme (SDP)
- **2,000 Social Entrepreneurs** receive training and mentorship
- **200 Private Sector** companies sign agreements with UNDP and/or the government to promote Youth Empowerment and SDGs

Knowledge, Visibility and Communications

The programme will incorporate a robust knowledge, visibility and communications plan for programme implementation. Knowledge and thought-based content generation will be a key objective of the programme's dialogue, consultation, engagement and research activities with stakeholders. One of the core objectives will be to produce new research and analysis on issues pertaining to youth development and activism in active partnership with relevant research actors, so that new evidence and perspectives can inform programming as well as policymaking and national narratives that are beneficial for youth.

UNDP will use its official mainstream and social media platforms for branding and information dissemination. Clear and coordinated messaging will also be communicated through GoP and other partners' outreach and communication channels to ensure maximum content amplification. UNDP will put special emphasis on building and utilizing capacities of GoP and implementing partners for programmatic communications in line with branding, visibility and communications guidelines of donors as well as the UN. Standard communications products will include programme fact-sheets, briefs, success stories, case studies, press releases, key messages and talking points, info-graphics, audio-visual content, live web-streaming, Twitter cafes and live streams, media monitoring reports, content on official UNDP, GoP and IP websites and social media platforms (Facebook, Twitter, WhatsApp, Periscope etc) and other IEC (information, education and communication) materials that capture results and impact in an intellectually convincing, visually appealing and thought-provoking manner to stimulate positive behaviour change among target audiences. Where needed and appropriate for sensitivity reasons,

programme activities will not be branded or provided media coverage to ensure programme effectiveness and security are not compromised.

A key component of the programme will be periodic public outreach campaigns on key thematic issues of the programme. These campaigns will use innovative communication techniques and best practices, in which youth will be given a leading role to create and share messaging content, both on-line and off-line. Youth will feature as lead voices and characters sharing their stories, experiences, perspectives and activities through both mainstream and social media platforms.

Resources Required to Achieve the Expected Results

For the programme implementation, UNDP will institute and deploy a technically smart programme management team having leader footprints that is positioned and empowered to successfully lead better implementing partners and effectively liaise with and support GoP counterparts (see Figure 3: YEP Organogram). Field teams will be strengthened for technically strong programme implementation at provincial levels. Emphasis will be put in creating knowledge-based and technical specialist team roles focusing on strengths in monitoring, evaluation & impact assessment, communications & advocacy, research & reporting, government liaison, key stakeholder partnership building etc.

**Please note that the Organogram outlined above is based on the current funding/team management structure. Should an increase in available funding for KP and Balochistan occur, the programme will consider increased field presence. The YEP team will also work in coordination with other UNDP project teams to promote inclusive youth development across the UNDP portfolio.*

Risks and Assumptions

The programme will be constructed with high and continuous attention to social, political and economic developments that might adversely impact programme implementation. It will assess the risks to the programme and staff. Security issues related to public events, activities and travel, as well as risks for local and international staff, will be evaluated systematically and on a case by case basis. Allocations for safety and security will be reflected in the budget.

Risk	Probability	Impact on Programme	Risk Management
Contextual & Political			
Resurgence of violence in FATA, KP, Balochistan and Karachi	Likely	It should be possible to carry out the programmes as planned., making adjustments as needed	With care the programme activities can be carried out in areas that are not directly affected by violence.

Local or widespread breakdown in law and order.	Possible	Limiting or disruption in programme activities	Programme planning and schedule will be reviewed for necessary adjustments
Political, ethnic or religious interests in the provinces regard the programme interventions as undesirable	Possible	Capacity to carry out activities affected because partners are exposed to harassment, threats, violence.	<ul style="list-style-type: none"> • Prioritize working with GoP institutions to ensure legitimacy, respect, acceptability and influence. • Non-governmental partners having strong local socio-cultural roots and recognition should be selected for implementation, where appropriate. • Regular monitoring and low-profile strategy of working through respected Pakistani institutions.
Lack of government commitment to youth policies implementation, resource allocation, and the adoption of a Human Rights-based agenda	Possible	Capacity to partner with GoP and influence policy directions reduced	Consistent advocacy and policy dialogue with stakeholders through government counterparts and public representatives
Partners are involved in unethical and illegal actions	Unlikely	Reputational risk for the programme	Use of diligence tools and careful selection of partners, commitment to ethical codes and regular monitoring
Programmatic			
Insufficient GoP institutional capacity	Likely	Reduced effectiveness	<ul style="list-style-type: none"> • Provide technical assistance to GoP to cover institutional lack of capacity
Unavailability of suitable Implementation Partners	Unlikely	Reduced effectiveness	<ul style="list-style-type: none"> • Criteria for partner selection • Strengthen partners' organisational capacity and agree on common protocol
Communication gaps between partners	Unlikely	Reduced efficiency	<ul style="list-style-type: none"> • Regular communications and project coordination meetings
Limited ownership of the Programme	Unlikely	Reduced effectiveness	<ul style="list-style-type: none"> • Continued engagement and selection of partners and stakeholders
Delayed implementation of activities	Possible	Extension of projects and programme	<ul style="list-style-type: none"> • Inform in advance donors, GoP and other stakeholders of programme extensions • Resource planning in advance to cover for programme extensions
Financial			

Fraud and corruption by staff or implementing partners	Possible	Misappropriation of funds	<ul style="list-style-type: none"> • Criteria for partner selection (transparency, due diligence, financial processes, audit) • Ensure compliance with UNDP policies and procedures
Political or social pressure from government authorities on Implementation Partners	Possible	Affects programme credibility and neutrality	<ul style="list-style-type: none"> • Engagement of project steering committee for consultative decision making and risk management
Lack of donor funding and GoP funding for the programme	Possible	Reduces programme life	<ul style="list-style-type: none"> • Continued fundraising efforts through programme life • Advocacy with GoP for ownership and commitment to cover programme costs

Sustainability and Scaling Up

UNDP has designed “Kamyaab Jawan Pakistan” programme to maximize the potential for sustainability through strengthened state and civil society institutions, investment in human resources at local as well as policy levels, knowledge generation and analyses, and youth groups’ ownership of programme. The investment in creating social and political capital will contribute significantly to the sustainability of both programme initiatives and impact. In addition, the programme will enhance the professional abilities of teams working for partner NGOs as well as government departments and other stakeholders with consistent, in-depth training on programme themes and cross-cutting skills.

Most importantly, the programme focuses on providing tools, information, skills and empowerment pathways to youth to become proactive citizens. Wherever possible, organic socio-cultural, political, systemic and economic mechanisms or other community-based activities will be used as the platform through which to engage youth and other stakeholders.

UNDP’s partner organizations and government partners will be enabled to scale up p interventions, policy and structural reforms in the programme’s thematic areas. The programme will yield a cohort of skilled, educated, aware, engaged, gainfully employed and leadership-capable national youth that will continue to lead socio-civic, entrepreneurial and economic initiatives and activism through policy advocacy, resource mobilization and stakeholder partnerships beyond programme conclusion.

South-South and Triangular Cooperation (SSC/TrC)

The programme has already established strong links with the UNDP Regional Bureau for Asia and the Pacific as well as relevant global UNDP programmes and other Country Offices, thus allowing for information sharing and learning across the board. The focus will remain on promoting exchange of ideas and best practices among youth and relevant stakeholders for scale and impact.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project strategy has been designed to deliver maximum results with available resources, based on UNDP experience in this field to date. UNDP will manage the project centrally from Islamabad using an existing field team in Sindh and additional support from the UNDP Provincial Offices in Quetta and Peshawar. The salaries of the staff involved in this project will be cost-shared between all contributors.

The programme will use innovation and technology to increase cost effectiveness. UNDP will launch competitive processes for youth groups to receive small grants to rehabilitate their community spaces and to carry out youth cultural and recreational activities. This will allow UNDP to target communities where youth are active and interested in playing a positive role in their communities, while reducing overhead costs and ensuring sustainability through youth ownership. Innovation challenges will be used to find alternative and appropriate solutions to development challenges.

While initial efforts to sustain youth employment focused on providing vocational training for youth, UNDP will build on its existing capacity for partnerships and job placement to help get employment for youth in line with the UNDP Private Sector Engagement Strategy. The programme will work closely with relevant UNDP and UN projects to ensure coordination and synergies and that youth empowerment continues to be a cross-cutting issue for programming.

Project Management

Under the direct supervision of the Assistant Resident Representative, Crisis Prevention and Recovery Unit, the project will be managed by the National Project Manager with the support of international Programme Specialist. The team will be based at UNDP office in Islamabad, supported by satellite units in Peshawar (Khyber Pakhtunkhwa), Karachi (Sindh) and Quetta (Balochistan), on a need basis and subject to availability of resources.

The project will be implemented through Direct Implementation Modality, where UNDP will follow its standard, global Programme and Operational Policies and Procedures for implementation of project activities. The project will be audited by the UNDP Office of Audit and Investigations. The project costs include direct project staffing and operational costs, including the costs of finance, procurement and HR services, premises management etc. UNDP's standard cost recovery policies for direct and indirect costs will apply to all donor contributions towards to the project.

V. RESULTS FRAMEWORK

EXPECTED OUTPUTS	OUTPUT INDICATORS	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 1: <i>Sustained and up-streamed interaction and collaboration between youth and key policy actors on civic and social issues leads to better informed youth who can actively participate in and influence inclusive decision making (SDG 16.7)</i>	Output Indicator 1.1: # of young women and men participating in meaningful engagement mechanisms in federal and provincial policy planning processes, structures and activities for positive impact	Internal evaluation of project progress Project reports & records, press releases, media reports, policy papers	0	2014-2017 (Phase-I)	2,000	4,000	5,000	5,000	4,000	20, 000 (50% women)	<ul style="list-style-type: none"> - Pre and post perception survey of youth participants. - Review of government records documenting policy changes (as a result of engagements). RISKS: <ul style="list-style-type: none"> - Perception surveys can be non-empirical and biased. - Government may not share official documents or not take policy actions altogether.

	Output Indicator 1.2. # of young women and men mentored to create space for personal growth in their chosen fields, and offer opportunities for community service which can enable them to become leaders and actors for constructive change	Internal evaluation of project progress Project reports & records,	2,000	2014-2017 (Phase-I)	200	900	1500	1500	900	5,000 (50% women)	Participation perception surveys, project database of trainings, and mentoring, human interest stories RISKS: <ul style="list-style-type: none"> - Collected data maybe biased or inaccurate. - All participants may not fill survey forms.
	Output indicator 1.3 # of young women and men participating in sports, dialogue and cultural events that promote diversity, tolerance and peaceful co-existence	Project reports & records,	5,000	2014-2017 (Phase-I)	2,000	8,000	8,000	8,000	4,000	30,000 (50% women)	Participation perception surveys, project database of events, human interest stories. RISKS: <ul style="list-style-type: none"> - Collected data maybe biased or inaccurate. - All participants may not fill survey forms.
Output 2 Youth in public sector and religious education establishments acquire the knowledge and skills needed to succeed in an inclusive society through the promotion of a culture of peace and non-violence, global citizenship and appreciation of diversity (SDG 4.7)	Output Indicator 2.1. # of young women and men participating in "global citizenship", soft skills, critical thinking, counselling and civic education to promote diversity, tolerance and peaceful co-existence	Review of feedback from project participants Project reports & records,	0	2014-2017 (Phase-I)	1,000	3,000	6,000	6,000	4,000	20,000 (50% women)	Participation perception/behavioural change survey, project database, human interest stories. RISKS: <ul style="list-style-type: none"> - Collected data maybe biased or inaccurate. - Measurable behaviour change may not be possible during programme implementation cycle.

Output 3: Youth's potential to contribute to inclusive and sustainable economic growth harnessed and catalyzed (SDG 8.6)	Output Indicator 3.1: # of young women and men provided entrepreneurship education, career counselling, and support services to unleash the full economic potential of youth	Participants' feedback Project reports & records,	2,000	2014-2017 (Phase-I)	1,000	4,000	7,500	7,500	10,000	30,000 (50% women)	Project training database, pre and post training assessments, human interest stories. Risk: -Lack of political will/ capacity/ funding to design and implement strategies that lead to quality employment for youth. - Poor quality data leading to inaccurate measurement of programme impacts.
	Output Indicator 3.3. # of youth benefitting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex and other characteristics (derived from IRRF 3.1.1)	Project reports and records	2,000	2014-2017 (Phase-I)	1,500	3,000	3,750	3,750	3,000	15,000 (50% women)	- Partnership MOUs, - Project database of job placement and entrepreneurship support. Human interest stories Risk: - Private companies and training institutes may sign agreements to provide job placement but may not deliver on the commitments
	Output Indicator 3.4: # of micro, small and medium-sized enterprises utilizing supplier development platforms for inclusive and sustainable value chains (IRRF 1.3.1)	Project reports and records	30	2014-2017 (Phase-I)	20	40	50	50	40	200	- Database of industries involved in SDPs. - Success stories Risk: - SMEs don't comply with the methodology requirements leading to its failure during implementation.

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans for the entire five years of planning:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	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	Slower than expected progress will be addressed by project management.	Included in the M&E Officer salary
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.	Included in the PM salary
Knowledge managing and Learning	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.	Included in the policy analyst and PM salary
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.	Will be informed by the mid-term evaluation
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 steering committee and used to make course corrections.	Will be informed by the mid-term evaluation
Project Report	A progress report will be presented to the	Annually, and at the		Included in the M&E

	Project steering committee 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.	end of the project (final report)	Progress report detailing progress made against project indicators and activities as well as budget expenditure.	Officer and PM salary
Final report to the donor	The final narrative report will be submitted to donors within 3 months of operational closure and the final financial report will be submitted within 12 months of operational closure.	Once, with 3 months of operational closure (12months for the financial report)	Final report detailing the results and impact of the project as well as the lessons learned and sustainability strategy.	Included in the M&E Officer and PM salary
Project Review (Project steering committee)	The project's governance mechanism (i.e., project steering committee) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project steering committee 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.	Biannual	Any quality concerns or slower than expected progress should be discussed by the project steering committee and management actions agreed to address the issues identified.	

VII. MULTI-YEAR WORK PLAN

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
										USD
Output 1:	1.1 DIALOGUE: Inclusive dialogues to reduce regional, ethnic, religious and class fault-lines between youth, to reduce trust deficit between state and youth and create accountability of public representatives	40,000	-	-		-	UNDP/TBD	USAID	Contract for professional services and RPAs (72100/75700)	1,427,000
Output 1: Sustained and up-streamed interaction and collaboration between youth and key policy actors on civic and social issues leads to better informed youth who can actively participate in and influence inclusive decision making (SDG 16.7)		40,000	47,000	-	-	-		Japan		
		-	-	400,000	500,000	400,000		Unfunded		
<i>Gender marker: 2</i>	1.2 MENTORING & CAPACITY-BUILDING IN DIALOGUE, NEGOTIATION & LEADERSHIP FOR POLICY IMPACT: Build youth skills to effectively advocate their issues, inform, negotiate and	70,000	70,000	20,000	-	-	UNDP/TBD	Japan	Contract for professional services and RPAs (72100/75700)	1,160,000
		-	-	200,000	400,000	400,000		Unfunded		

	influence policy change in their favour									
	1.3 POLICYMAKING / POLICY PLANNING: Include and successfully position youth in federal and provincial policy planning structures and processes for positive impact	33,959	100,000	-		-	UNDP/TBD	Norway	LoA/Contractual services companies and individuals	1,010,000
		30,000	104,132	-		-		Japan	(75700/72100/71300)	
		-	-	141,909	300,000	300,000		Unfunded		
	1.4 POLICY IMPLEMENTATION: Position youth as active partners, stakeholders, drivers and managers in policy implementation structures and processes at federal and provincial levels	35,000	50,000	100,000	50,000	-	UNDP	Norway	Contract for Professional Services	1,980,000
		110,000	200,000	-	-	-		Japan	-72100	
		-	-	450,000	500,000	485,000		Unfunded		
	Research and Advocacy	8,000	20,000	22,000	-	-	UNDP	Norway	Contractual services companies	88,000
		-	-	20,000	10,000	8,000		Unfunded	-72100	
	MONITORING	-	-	170,000	150,000	21,603	UNDP	Unfunded		341,603
Sub-Total for Output 1 (A)										6,006,603
<i>Output 2: Youth in public sector and religious education and establishments as well as juveniles who are/were incarcerated acquire the</i>	2.1 PUBLIC UNIVERSITY STUDENTS: Co-create solutions with relevant stakeholders to develop targeted interventions for the promotion of peace and diversity among public sector university students (17-24)	30,000	80,000	-	-	-	UNDP/TBD	Norway	Contractual services companies- Individuals/ RPAs	920,000
		-	-	10,000	-	-		Japan	(72100/71300)	
		-	-	-	400,000	400,000		Unfunded		

<i>knowledge and skills needed to succeed in an inclusive society through the promotion of a culture of peace and non-violence, global citizenship and appreciation of diversity (SDG 4.7)</i>	2.2 PUBLIC COLLEGES: Co-create solutions with relevant stakeholders to develop targeted interventions for the promotion of peace and diversity among public sector college students (15-19)	10,000	-	-	-	-	UNDP/TBD	Japan	Contractual services companies	1,020,000
		-	-	320,000	370,000	320,000		Unfunded	-72100	
Gender marker: 2	2.3 MADRASAHs: Co-create solutions with relevant stakeholders to develop targeted interventions for the promotion of peace and diversity among students at registered public-sector madrassahs (15-24)	10,000	-	-	-	-	UNDP/TBD	Japan	Contractual services companies	860,000
		-	50,000	-	-	-		Norway	-72100	
		-	-	200,000	300,000	300,000		Unfunded		
	2.4. PUBLIC TECHNICAL TRAINING SYSTEM: Co-create solutions with relevant stakeholders to develop targeted interventions for the promotion of peace and diversity among public sector technical training students (18-29)	20,000	-	-	-	-	UNDP/TBD	USAID	Contractual services companies	1,410,000
		-	-	470,000	460,000	460,000		Unfunded	-72100	
	2.5 JUVENILES WHO ARE INCARCERATED OR RECENTLY RELEASED FROM PRISON: Co-create (with law enforcement bodies, civil society, local government) tailored solutions for the reintegration of juveniles who are/were incarcerated into society	-	80,000	80,000	100,000	-	UNDP/TBD	Norway	LoA	260,000

	Research and Advocacy	17,000	33,000	-	-	-	UNDP/TBD	Norway	Contractual services companies	604,238
		-	-	44,000	-	-		Japan	-72100	
		-	-	-	300,000	210,238		Unfunded		
	Technical assistance and monitoring	-	10,000	10,000	20,000	-	UNDP	Norway		40,000
Sub-Total for Output 2 (B)										5,114,238
<i>Output 3: Youth's potential to contribute to inclusive and sustainable economic growth harnessed and catalyzed (SDG 8.6)</i>	3.1. HUMAN CAPITAL: Foster smart investment in the education and skills development of youth to produce inclusive human capital capable of fueling the economy	340,000	55,258	-	-	-	UNDP	USAID	Contractual services companies/L oA/RPAs/IC	3,152,434
		333,000	333,000	-	-	-		Japan	(72100/71300/75700)	
		-	91,176	300,000	-	-		Norway		
<i>Gender marker: 2</i>		-	-	300,000	700,000	700,000		Unfunded		
	3.2. MICROENTREPRENEURS: Create a favorable ecosystem for young micro entrepreneurs to flourish	65,763	-	-	-	-	UNDP	USAID	Contractual services companies	2,743,263
		200,000	500,000	177,500	-	-		Japan	-72100	
		-	100,000	200,000	100,000	-		Norway		
		-	-	500,000	500,000	400,000		Unfunded		
	3.3. SME DEVELOPMENT: Promote increased productivity and competitiveness of SMEs	20,000	-	-	-	-	UNDP	USAID	Contractual services companies/ Individual	980,000

		-	50,000	30,000	-	-		Japan	(72100/71300)	
		-	20,000	30,000	50,000	-		Norway		
		-	-	-	500,000	280,000		Unfunded		
	3.4. SOCIAL ENTREPRENEURSHIP: Create a conducive environment for innovative youth to become social entrepreneurs	-	50,000	100,000	200,000	-	UNDP	Norway	Contractual services companies/ Individual	2,228,281
		-	128,281	-	-	-		Japan	(72100/71300)	
		-	-	650,000	700,000	400,000		Unfunded		
	3.5 PRIVATE SECTOR AND SDGs: Co-create innovative solutions with private sector to promote investment in youth as a key partner in the SDG Agenda (Core business as well as CSR)	20,000	-	-	-	-	UNDP	USAID	Contractual services companies/ Individual	1,520,000
		-	50,000	50,000	-	-		Norway	(72100/71300)	
		-	-	-	700,000	700,000		Unfunded		
	Research and Advocacy	10,000	-	-	-	-	UNDP	USAID	Contractual services companies/ Individual (72100/71300)	10,000
Sub-Total for Output 3 (C)										10,633,978
Technical Assistance	Technical Assistance staff salaries – limit to NPM, P-3, Operations etc	-	50,000	120,000	90,940	-	UNDP	Norway	Technical staff salaries	2,666,964
		150,000	28,286	-	-	-		USAID	(71400/61100)	
		96,000	100,000	31,738	-	-		Japan		
		-	-	650,000	700,000	650,000		Unfunded		

	Other Direct Project Costs	26,348	80,898	80,000	25,040	-	UNDP	Norway	DPC	900,000
		30,000	2,875	-	-	-		USAID		
		57,000	40,000	13,000	-	-		Japan		
		-	-	144,839	200,000	200,000		Unfunded		
	Operational staff salaries	-	36,000	46,000	42,000	-	UNDP	Norway	Operational staff salaries	591,868
		38,000	10,000	-	-	-		USAID		
		24,000	50,000	45,868	-	-		Japan		
		-	-	100,000	100,000	100,000		Unfunded		
Project Management	Project operational cost including office rental, security, audit, travel and other	25,000	55,000	98,000	-	-	UNDP	Norway	Office rent & utilities	1,864,127
		133,000	8,927	-	-	-		USAID	and Audit and	
		125,000	330,000	189,200	-	-		Japan	staff security cost	
		-	-	300,000	300,000	300,000		Unfunded		
Total Project Management Support (D)										6,022,959
General Management Support	GMS	14,025	76,486	98,880	54,238	-	UNDP	Norway	GMS	2,222,222
		69,341	8,428	-	-	-		USAID		
		88,400	156,193	44,904	-	-		Japan		
		-	-	401,340	647,200	562,787		Unfunded		
TOTAL (A+B+C+D)										30,000,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This programme foresees two layers of Governance and oversight. A National Project Management structure will be put in place at the Federal level while a Provincial Project Review Board will be established in each of the participating Provinces to regularly monitor Provincial progress. Development partners will be invited to attend.

National Project Steering Committee: A Project Steering Committee (PSC) will be established to provide strategic guidance and oversight to UNDP's overall Youth Empowerment portfolio. It will be co-chaired by the Special Assistant to Prime Minister on Youth Affairs and UNDP Resident Representative. Representatives of the Provincial Governments (Planning and Development Department, Youth Department, and other related stakeholders), donors/development partners, civil society, private sector will also be invited to the PSC Meetings.

Provincial Project Steering Committees: For provincial level coordination, UNDP will convene meetings at provincial level to monitor progress, capture lessons learned and make the required changes to strategy design, focus and activities to achieve the main objectives within the given timeframe. The Additional Chief Secretary/Chair of the Planning and Development Board (in the case of Sindh) will be invited to co-chair this committee together with UNDP. Development partners and provincial stakeholders will also be invited to attend.

Project Management: The Project Management teams (led by the Project Manager and overseen by the Assistant Resident Representative, Crisis Prevention and Recovery Unit of UNDP Pakistan) is responsible for implementing the recommendations of the Project Steering Committee, preparing and implementing the Annual Work Plan and periodic progress reports. The Project Managers has the responsibility to report regularly on this progress to UNDP and the project stakeholders. The UNDP Programme Officer ensures quality assurance. Additionally, on a quarterly basis the Project Managers are required to prepare a Quarterly Progress Review which is discussed within the relevant programme unit to monitor progress, discuss risks and challenges and take remedial action. The project will have a dedicated Monitoring Officer to ensure that activities are being carried out as agreed in the Annual Work Plan. The Project Managers will manage all contracts with third parties, maintain communication with them and follow-up on their reporting requirements as per the overall monitoring framework.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Pakistan and UNDP, signed on 25th February 1960. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

RISK MANAGEMENT STANDARD CLAUSES

UNDP (DIM)

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds 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.
3. 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>).
4. 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.
5. 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 Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions. *From p.12.*
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Steering Committee Terms of Reference and TORs of key management positions**