United Nations Development Programme

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Country: Republic of Armenia

Project Title: Future Skills and Jobs for Youth in the Regions of Armenia
Project Number: 00112632/00111069
Implementing Partner: Ministry of Territorial Administration and Development
Start Date: 01.02.2019   **End Date:** 31.01.2021   **PAC Meeting date:** 17.12.2018

Brief Description

Young people are one of the most underprivileged groups in Armenia. Having the energy and capacity to perform, this age group is stuck in apathy, unemployment, migration and disengagement. While recent months showed new opportunities for self-expression of youth groups, the employment situation is yet lacking behind. The project will offer new frameworks for regional youth building on the accumulated positive energy of youth, underpinned by direct democracy and revolutionary trends and growing self-employment opportunities, including in creative industry / crafts. UNDP Armenia, a pioneer in application of social innovation approaches, suggests a manifold response to the context. The project will cover four especially vulnerable regions of Armenia (Shirak, Lori, Tavush and Gegharkunik) and will help with (i) needs assessment and identification of future job opportunities; (ii) agile skill building among large groups of young people, especially – but not only - in the IT sector (traditionally strong in Armenia and growing faster than the rest of the economy) and eventually (iii) set up of regional resource centers to ensure self-employment and startup opportunities for local youth – building on the results of other UNDP and other UN agencies' projects, funded by Russia.

UNDP will embrace the platform approach in implementing the project, constantly reaching out to new user groups and engaging new local and international partners. Two major Russian counterparts will inform and guide the project – Skolkovo School of Management (academic and methodological support) and Incubator of Social Technologies (business support and start-up coaching). Significant partnerships are also foreseen with ILO.

The project is unique in reaching out to the most vulnerable youth groups in the regions of Armenia with an offer of ambitious economic opportunities. The project results include not only positive dynamics in formal employment, but also increase in self-employment and freelance opportunities, preventing urban migration and internal brain drain inside the country.

Contributing Outcome (UNDAF/CPD, RPD or GPD): By 2020, Armenia's competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities.		
	Total resources required:	**$800,000**
	Total resources allocated:	
Indicative Output(s) with gender marker: Local capacities strengthened to develop and implement innovative and diversified income-generating practices that are sustainable and employment and livelihood intensive targeting most vulnerable groups. GEN 2	**UNDP TRAC:**	
	RTF:	**$800,000**
	Government:	
	Parallel UNDP:	$810,460
	Unfunded:	

Agreed by (signatures):

UNDP	Implementing Partner
Dmitry Mariyasin	Suren Papikyan
UNDP Resident Representative a.i.	Minister of Territorial Administration and Development
Date: 17.12.2018	Date: 17.12.2018

I.   DEVELOPMENT CHALLENGE

Young people aged 15-29 are considered as one of the most vulnerable groups of the Armenia's population, affected by poverty, lack of **employment opportunities,** as well as **social inequality** and a certain degree of industrial and **institutional degradation**. Armenian youth are at risk of becoming dis-invested in the country's future. A recent comprehensive study found that 60% of young people surveyed are considering migrating to find better work; 9% have already made the decision and are organizing the move.

Officially, the rate of unemployed youth hovers around 36.6% for the age group of 15-24 and 20.2% for 25-29, however this rate is considered low because it reflects those who register and are counted as unemployed and does not consider most of youth in the country drifting, wasting time wishing they had better opportunities with little understanding of their own role or ability to develop their capacity for advancing themselves. 78.4% of urban youth of 25-29 age with vocational and higher education is unemployed. The divide between the pursued education and employment opportunities is growing in Armenia. According to "Independence Generation 2016" study by F. Ebert Foundation, "Only 35.4 per cent of them work in their chosen profession and 13.5 per cent have jobs related to their specialisation. Professional work is presented as an «unprofitable» occupation. Only 18.9 per cent have a private income; the remainder are forced to rely on others for support."

The situation where economic opportunities are uncertain, social benefits do not multiply into a sustainable value and social recognition places youth into the marginal niche, a generation of future-negative young people is walking into the arena. Traditional education system doesn't provide a response to the situation. Education suggests a slow and very uncertain solution to youth. Young people are more inclined to choose the easier path of outmigration rather than investing into longer term development objectives. This trend is true both within Armenia (internal urban migration) as well as beyond its borders (outbound labor migration).

Where formal education is declining, Non-formal education, self-coaching and cultivation of soft skills come to compliment and often to replace the traditional linear models. Research finding demonstrate, that departing from national mentality, "receiving education is not seen as a means of acquiring knowledge or getting a professional job in the future. Instead, it is perceived as a means to strengthen social ties, receive social recognition, and confirm the social status of being a young person. Thus, social capital is more valued than cultural capital"[1]. In the meantime, global trends offer a range of opportunities, which allow an individual to emancipate from his context and to pursue an individual development path. This includes self-employment and self-coaching opportunities, a liberalized access to networks and opportunities, a faster development track for a motivated and capacitated person.

In response to this context, UNDP Armenia proposes a consolidated approach, targeting at youth and adolescent age groups and focusing on the regions of Armenia. The overarching goal of the project is **to build aspiration towards positive future and expanded economic opportunities for Armenian youth**. The targets will be achieved through a combination of situation analysis and capacity building approaches, including a) comprehensive assessment and foresight of regional employment opportunities; b) capacity building towards future digital skills; c) creation of regional resource centers to encourage and catalyze local initiatives.

The suggested intervention resonates with the priorities and strategies of the Republic of Armenia. The 2015-2025 State Youth Policy Concept envisages promotion of active youth participation in the political, economic and cultural life of the country, as well as increasing employment and socio-economic opportunities for young people. The Concept is implemented through two-year action road maps. Following the completion of 2015-2017 implementation cycle, Armenia is currently developing the new 2018-2020 Strategy, where UNDP participates as a task force contributor.

Main authorized body for the implementation of National Youth policies in the country is the Ministry of Sports and Youth Affairs (MSYA), which will be one of the key partners for UNDP in this initiative. The Ministry has sought the support of UNDP Armenia in the past to create Youth Studies Institute inside the system of the MSYA. The Institute acts as a thinktank of youth policy in the country and informs the decision makers on youth aspirations, employment needs and trends, as well as country's position on the global youth map. The Ministry will be running a concurrent initiative on "Youth Friendly Villages", which also created synergy opportunities with the current project. Operationally, as the proposal is focused on

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[1] http://library.fes.de/pdf-files/bueros/georgien/13149.pdf, Independence generation, F.Ebert Foundation, 2016

activities in Armenian regions, the project will be led by the Ministry of Territorial Administration and Development.

The project will be also aligned with the **Armenia's Digital Agenda 2030**, which outlines the forward-looking developments of the digital strategy in Armenia. The Agenda is currently in the process of elaboration in close consultation with UNDP Armenia, including through the SDG Innovation Lab (a joint initiative of the Prime Minister's Office and UNDP, funded by Russia). The importance of the initiative is validated not only in the domestic obligations of the Armenian Government, but also in its international commitments. Youth is a crosscutting target group for many of the Strategic Development Goals (SDGs). Of the 232 indicators of the Global Sustainable Development Framework, 68 provide information, directly or clearly, relevant to youth development, while a further 18 provide information that may be highly relevant to youth. Having nationalized and aligned the SDGs with the Armenia Development Strategy 2014-2025, Armenian Government has committed to advance socio-demographic situation and to build conducive environment for youth development.

Having an experience of co-designing a strategic youth agency in Armenia, providing ongoing technical support to key government agencies, capacitating youth for policy input, as well as serving as the custodian of SDG implementation in the country, UNDP is well positioned to support policy level transformation in the country towards effective and ambitious youth development.

II.   STRATEGY

Goals and Objectives:

The project seeks **to enhance opportunities of employability as well as promote self-employment and entrepreneurship amongst youth in the regions of Armenia.**

The project will pursue the following specific objectives, which are aligned with the Youth Window priorities:

Obj. 1) Support future-oriented youth employment and harness youth innovation potential

Obj. 2) Develop young people's digital skills and create alternative employment opportunities

Obj. 3) Promote resources for income-generation and improved wellbeing in the regions

Intervention Strategy:

UNDP Armenia is a recognized global leader in development innovation. Back in 2013 UNDP Armenia has created the first social innovation lab in the country, which was also the first one in UNDP global network. Since then the country office has had many "firsts" in its portfolio – the first crowdsourced citizen challenges, first social startups, first government open data hackathons, first innovation challenges inside the government for public servants, first crowdsourced strategy design of the government and many more.

Building on the experience, in 2017 UNDP Armenia has launched the first SDG Innovation Lab and the ImpactAim impact investment vehicle – both being implemented with the generous financial support of the Russian Federation. Those three pillars form the foundation of UNDP Armenia innovation work, positioning the country office as the pioneer and role model of platform approach in development. Armenia's innovation portfolio is featured in the UNDP Strategic Plan 2018-2021 as a guiding annex.

Throughout the experience UNDP has built a reputation of a trusted innovation partner among many stakeholders, including national and local government, civil society organizations, and most importantly – the citizenry.

UNDP Armenia will leverage on the existing experience and networks but will also build new capabilities during the suggested project.

The project has identified four target regions (marzes) for the intervention – Lori, Tavush, Shirak and Gegharkunik. The regions represent most densely populated but also poorest areas of Armenia, with high level of unemployment and migration. UNDP with the support of RTF has already invested considerable efforts in these regions, particularly through its Russian funded Integrated Support to Rural Development (Tavush) project and Integrated Rural Tourism Development Project.

Taken the importance of findings and complexity of the regions, UNDP will invite a multistakeholder task force as a research board in this component. The Task Force will include youth-focused NHDR 2018 researchers, along with representatives of ILO, GIZ, UNFPA, IDEA Foundation and EU Delegation.

Innovation:

To nurture innovation into the core of the project implementation strategy, UNDP Armenia will apply the three P-s of Innovation.

- **Process Innovation** - Innovation can be stimulated by applying relevant processes in the existing systems. UNDP Armenia will use the arsenal of innovation tools and approaches to offer new process innovations. These will include signature tools like Crowdsourced idea challenges to nudge citizen innovations, foresight researches and idea incubation/acceleration. The actual project implementation process will also follow the logic of agile, enabling the project team to deliver high-priority high-quality products and constantly validating the outputs with the end-users.
- **Product Innovation** - The project outputs include several innovative products. For the first time, the team will design future maps of each targeted region, allowing local communities to formulate and materialize desirable scenarios of the future. Social Startups will be the major product delivered during the project. Startups create a possibility for self-employment for regional youth, but also create a new way of pursuing a triple bottom line business from the starting stage.
- **Paradigm Innovation** - Process or product innovation will not be sustainable if a conducive ecosystem is not providing for their longevity. The project will help to nurture such environment by running a robust social media and offline information campaigns. The campaigns will include signature products as TEDx and PechaKucha events, Café talks, unconferences and outreach events in the regions.

Web presence of the project will also diversify engagement channels and allow a safe to fail environment for starting innovators.

Rationale and Actions:

Objective 1: In order to validate the approach against the current situation, as well as to mitigate the future developments, the project will start with a comprehensive manifold **assessment**, comprised of (i) situation analysis, (ii) mapping of region-specific jobs; and (iii) mapping of possible future opportunities for each region.

The proposed approach implies a combination of situation analysis, labor market mapping and future job foresight. The first will assess the existing market situation in each region. The analysis will help to identify the gaps and opportunities of the existing employment market. It will provide recommendations to policy makers and lifelong education providers on immediate capacity building response.

The second approach, job market mapping, targets at a longer-term development perspective (5-10 years) and builds on the methodology of *"Atlas of Future Professions"*, tested by the Skolkovo School of Management and ILO in Armenia, with funding from the Russian Federation. The methodology includes structured analysis of existing industries and economic development potential in each region to identify a) future and obsolete jobs for strategic manpower planning and career guidance; and b) key skills that will be demanded by the sector in the near, medium and long-term perspective. The original methodology will be replicated into the regional context, considering region-specific factors like outgoing migration, tourism capacity, environmental risks, disaster hazards, strong engineering disciplines, arts and crafts capacity, etc. Skolkovo School will be involved in the project as the major academic and methodological partner, shaping the research on labor market mapping and future job foresight. The academic team will have on-sight presence during the inception stage of the project to train a pool of local researchers and will lead the overall process during the implementation both acting as a remote coach and engaging in the process on the sight.

The SDG Innovation Lab will be involved as a knowledge partner to support the research process and feed information from/to the Armenia Development Strategy 2030. Furthermore, the Lab will utilize the findings of the exercise in a number of behavioural experiments aimed at reducing the gap between labor market supply and demand.

The first component will complete with a comprehensive mapping of future opportunities, which will help to reveal unplanned but possible future scenarios for each target region. The exercise will create 4 scenarios of futures with relevant action plans for each region. The exercise will complement the existing Armenia 2030 Strategy and will inform policy makers on micro-level scenarios of development.

Objective 2: Following the profound research and analysis component, the project will focus on building necessary skills to meet the identified short and long-term demand of the local economy. The component suggests a systemic approach to skills building, offering crash VET education rather than conventional training approach.

By drawing a map of future development trends, labor market demands and human resource potential in the regions of Armenia, UNDP project will serve as an insightful customized desk manual for elementary and high school students and their parents, which that mitigates uncertainty and offers motivation; and a policy investment guide for decision makers on possible intervention vectors.

As part of this project, UNDP suggests building on the recommendations of the research component and to introduce rolling skill building for each targeted region, enabling the young and deprived populations with new opportunities for **self-employment and re-employment**. In doing so, UNDP will collaborate with VET educational institutions in each region. In the past UNDP has already invested in reforming vocational education in Armenia and has built up capacity and networks to advance the approach.

With this project, UNDP suggests providing specially crafted courses which aim to increase the beneficiaries' knowledge and skills. The project is supported with a highly specialized agile skills syllabus adapted to the Armenian context, using various methodologies, materials, role-playing and interactive dialogue to deliver in-person facilitated blended-learning. The component targets at youth and other vulnerable groups of the labor market and includes the following activities: The learners will acquire hands-on skills in basic software development, robotics, web design and other skills revealed by the project research components. The trainings will be embedded into the VET schools spread across the country, thus also capacitating local educational institutions. The project will provide the learners with a menu of opportunities to pursue remote jobs and access global markets.

Objective 3: UNDP through its RTF-supported Integrated Rural Tourism Development project has already created pilots of economic impact accelerators, established on the basis of the universities or city libraries across Armenia. Four such hubs are currently operating, creating startup opportunities for regional youth in the regions of Armenia, empowering a new generation of brightest young entrepreneurs, innovators and game changers through localization, creation and promotion of descriptive business strategies.

Building on this, as part of this project UNDP will further empower the regional capacity by capacitating regional Resource and Development Centers with extended functions of idea incubation and startup support. The Centers will support youth to incubate ideas into the start up working business units and spin off on the level of growth to maturity stage of the company life cycle. This will ensure the sustainability of the unit. The Centers will provide the idea owner with free physical premises, equipment, management, staffing, administrative support marketing, sales and as well as seed funding to incubate the idea and transfer it into the operational businesses.

The main objective of the Resource and Development Centers is to involve youth and newly graduates into the sector, capacitate and train, provide practical opportunity and also chance to specialize in the sector and be able to start own business or continue working in the sector. So far, 4 such centers were established in Tavush, Lori, Shirak and Gegharkunik Marzes.

The Resource and Development Centers will target more than 1000 youth annually with the goal of establishing more than 50 operational business units (startups).

The concept of "one for all and all for one", chain investment to be used, meaning each created unit will invest/participate in creation of another unit. The sustainability of the R&D Centers will depend on revenue sharing from the created units. Business unit can spin off completely after returning the full investment directly to the foundation or through investment in other units.

The objectives of the Activity will be achieved through thematic idea challenges in response to the development targets identified through component 1. The pipeline of ideas received from local and diasporan youth will be further incubated into business projects through tailored business incubation support.

III.   RESULTS AND PARTNERSHIPS

Expected Results

Output 1: Future-oriented opportunities for Youth

The project will start with a comprehensive situation analysis, systemizing existing data and revealing specific development trends for each targeted region of Armenia. The situation analysis will aim to identify long-term employment opportunities aligned with the **Armenia Development Strategy 2030 in**

cooperation with the SDG Innovation Lab. The project will also capitalize on the Tourism Resource Inventory, carried by the RTF-supported Integrated Rural Tourism Development project of UNDP Armenia, as well as on the youth local cadre trained on community governance and development by UNDP via SDC-funded Women in Local Democracy project In addition, UNDP initiated development of National Human Development Report (NHDR) 2018 devoted to Youth issues, and the recommendations and conclusions of the Report as well as data and analysis will also inform the study.

The upcoming shortfall of labor age people is expected in many sectors of the industry in Armenia. Accelerated speed of technology and social change along with automation, digital transformation and other global economic trends increasingly disrupt Armenia's labor market. Still, **qualification mismatch** is by far the most intensely studied type of mismatch in Armenia. Academia is increasingly failing to supply the industry with necessary cadre to address the challenges of today's economy. The existing framework of national professional standards is slow in its systemic reflection and has been creating parallel worlds in **formal** and **real** labor market demand for a long while already. This mismatch is further accentuated due to the choices of students and their families to opt for "elite" faculties and professions without much deliberation about the market demands and future job prospects. The SDG Innovation Lab therefore foresees behaviourally-informed interventions (i.e., nudging students and their families to opt for faculties and professions with real demand in the market) that would contribute to the success of this Project.

The situation is worse in the periphery, where the development is more fragmented and outgoing migration creates shortfall of minimum necessary workforce for the regions. However, the recent RTF-supported mapping of tourism capacity in the communities of Armenia, carried by UNDP Armenia, demonstrated that much untapped capacity and economic potential is hidden in the regions. UNDP suggests identifying **future-positive opportunities** for each region and to build necessary human capacity towards those opportunities.

Activity 1: Situation Analysis

UNDP will initiate a comprehensive situation analysis, targeting at 4 pre-identified regions of Armenia, on the status of economy, employment needs, volunteering/internship/apprenticeship, youth employment aspirations, labor unions and worker rights. In doing so UNDP will partner with the leading employer associations and dominant industry actors in each region, as well as formal academic institutions, NGOs and non-formal and informal education providers. These will be done both by desk research where the existing data is sufficient, as well as through data collection in the regions where the data has not been collected in the past. As a result of the research, situation analysis report will be published and disseminated among regional and national decision makers.

Activity 2: Mapping of region-specific jobs

Following the situation analysis, UNDP will look into future possibilities of labor market development, by applying the Skolkovo-tested labor foresight methodology in the targeted regions. The mapping will help to identify emerging and obsolete jobs, new trends and "black swans" in the labor market of each region in a 5-10-year timespan. The research will be carried in partnership with ILO, Skolkovo School of Management, Armenia National SDG Innovation Lab and GIZ. As a result of the analysis, a comprehensive map (atlas) of future professions of each region will be published.

Activity 3: Mapping of future opportunities

To manage development uncertainty in a longer strategic perspective, UNDP will validate its intervention logic with a future mapping exercise. As a result of the exercise, four possible scenarios of futures will be co-created by citizens, policy makers, industry and academia representatives through hackathon and co-design events. The scenarios will be published and publicized for each region to enforce the future-positive perceptions through posters, performances, campaigns and blog posts.

Output 2: Digital Skills for Youth

After more than two decades of gradual progress towards a market economy, **wage employment,** especially in the public sector, constituted the most sought-after job of the young Armenian population surveyed (45.5 per cent of young students aspired to a government job). As a result, self-employment was viewed by youth as a marginal employment track and is rarely associated to entrepreneurship and startup opportunities. Only 10.5 per cent of young men and 5.0 per cent of young women were own-account workers or employers (combined). As a positive side of self-employment these young people indicate the desire for greater independence, more flexible work hours and the ability to earn higher income. Less percent (26.4) of the self-employed indicated that they turned to self-employment because of the inability to find paid employment or they were required by their family to do so. The ILO research demonstrated that self-

employment was viewed more negatively in rural areas as a higher share of young self-employed took up self-employment as a second choice when unable to find paid employment.[3]

In 2016, Armenia sought the consultancy of Israeli counterparts, in designing a start-up conducive ecosystem in the ICT sector. The Israeli model proves that start-up hubs and self-employment opportunities have been one of the major boosts in the repatriation movement in Israel. Despite the public perception of ICT sector ruining the labor opportunities, even the global picture analysing 140 years of data, demonstrates that high tech has created much more jobs than destroyed.

Rapid growth of ICT sector in Armenia, allows the for the emergence of several new employment opportunities, including in the "freelance" segment. Where formal education is slow to react, internships, apprenticeship and volunteering opportunities address the agile demand for new skills.

Soft skills and self-coaching are becoming some of the crucial competences for youth. Employees of the future will be required to independently understand emerging labor profiles and constantly design and redesign own educational roadmap.

Activity 1: Regional Road Maps

UNDP will use online crowdsourcing, analogue town halls and expert focus groups to localize and validate the findings of its research component. Based on the recommendations, region-specific action **road maps** will be compiled, featuring short and long-term interventions. As a result of this activity, each region will have a customized strategy of labor market development and will validate any next intervention against the assumption of this strategy.

Activity 2: Skills Syllabus

UNDP will design customized skills syllabus for each target region, offering learning opportunities towards skills gaps and necessities identified by the research. At least 2 rounds of learning will be carried in each region, allowing an ongoing skill acceleration for the young population to meet the labor market demand. Sustainable capacity will be embedded in local VET educational institutions to run the skill building sessions on rolling basis.

Activity 3: Building local pool of trainers

UNDP will ensure rolling training courses for youth and adolescents throughout the lifecycle of the project and beyond it by building a local training capacity through TOT courses in the vocational education institutions across the country. As a result of the activity, local NGOs, educational institutions, municipal authorities and businesses will be trained in agile operations. UNDP will pass the developed training syllabus and guidelines to locally trained lifelong education coaches and trainers.

Activity 4: Internship and Apprenticeship Schemes

To ensure sustainability of the collaboration between the job market supply and demand holders, UNDP will encourage internship and apprenticeship opportunities for young people with local and national job providers. The activity builds on the existing experience of UNDP Youth Career Trail projects and offers on-job trainings (through paid internships) to young and unexperienced employees. UNDP's flagship Youth Career Trail (paid internship for newly graduates) initiative was designed to provide young graduates with internship opportunities and early access to labor market. Building on the experience, the Integrated Rural Tourism Development project has recruited 41 interns as employees in its regional centers for a 6-month period. After the six-month period successful interns could then apply for Start me up component that provides support to innovative ideas in tourism sector and enables seed start-up projects, creating self-employment opportunities. So far 2 start-ups are initiated where about 5 job placements are in-place.

Activity 5: Annual Career Fairs

UNDP will further cement the dialogue between the employers and job seekers by organizing matchmaking events - Annual Career Fairs – in each region. The Fairs will bridge the emerging labor supply with the industry but will also present yet inexistent labor opportunities and self-employment opportunities to adolescents.

Output 3: Regional Resource Centers for Youth

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[3] http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/publication/wcms_314022.pdf , page 28

The project will largely rely on the experience of RTF supported Integrated Rural Tourism Development Project, in the framework of which Regional Research and Development Centers were established in Tavush, Gegharkunik, Shirak and Lori marzes. Regional universities were chosen to become human capacity and business development hubs in the regions to support the long-term institutional development of the tourism industry. Tourism Research and Development centers have been established on the basis of the regional universities to research, assess, support, develop, educate, link, and promote the regional tourism development. These Centers are fully renovated, furnished and equipped and are focused on the marketing and promotion of the marzes, monitoring of projects implemented by the Project main team or partners. The main objective of the Resource and Development Centers is to involve youth and newly graduates into the sector, capacitate and train, provide practical opportunity and also chance to specialize in the sector and be able to start own business or continue working in the sector

The interns recruited through Youth Career Trail model as well as youth from regional universities have been involved in several ILO Moscow developed trainings of trainer's courses as well as marketing skills and business plan development courses to learn and share their knowledge and experience and promote the development of their respective marzes including in the tourism area. So far around 86 youth from the regions participated in the trainings and developed capacities in starting up new business.

As part of this project UNDP will further enhance the regional capacity by providing the regional Resource and Development Centers with extended functions of idea incubation and startup support. The Centers will support youth to incubate ideas into the start up working business units and spin off on the level of growth to maturity stage of the company life cycle. This will ensure the sustainability of the unit. The Centers will provide the idea owner with free physical premises, equipment, management, staffing, administrative support marketing, sales and as well as seed funding to incubate the idea and transfer it into the operational businesses.

UNDP will also consider the experience of Youth Leadership Camps, initiated by its WILD (Women in Local Democracy) project. With the aim to foster youth participation in community life, "I AM the Community" has engaged 132 active young people interested in the future of their communities, from all regions of Armenia, with predominance from Syunik and Vayots Dzor regions. After the camp, participants are engaged in post-camp community initiatives, which requires six-month engagement in the community to share the knowledge and experience in the communities. As a result of three camps, 44 community initiatives are implemented by 59 young people in 29 communities of Armenia.

UNDP will also build on the experience of RTF-supported ImpactAim impact accelerator, as well as the Kolba Lab venture incubator, to create institutionalized startup support capacity in the regions of Armenia. The assumption of the component is that by providing targeted start-up support to motivated and capacitated youth (through Output 2), UNDP will create a future-positive energy and will trust the development of the regions to the end-users. The component will include a combination of idea challenges, acceleration and institutional capacity creation.

UNDP will closely collaborate with key partners in each region. In Shirak, the project will build on Government supported Kumayri Revival Investment Fund and will focus on tourism incubation and urban development initiatives directly involving youth. While in other regions the focus will determined during the inception stage and will be region-specific. The project allows to expand the geography of UNDP-RTF joint works to more underprivileged regions and to reach out to the most vulnerable populations.

Thus, the project will create twofold employment opportunities: both **traditional full-time employment** with an identified employer and **alternative self-employment** scheme for those whose skills do not fit into the labor market of the region.

UNDP will capitalize on the existing experience in boosting self-employment in the regions and providing alternative income generating opportunities through its Integrated Support to Rural Development (Tavush) project.

Activity 1: Resource and Development Centers in key urban areas
To ensure sustainability and longevity of its impact, UNDP will invest in the support of regional resource and development centers on the basis of existing community centers (libraries, universities, community foundations). UNDP will upgrade the existing Resource and Development Centers created within the framework of RTF supported Integrated Rural Tourism Development Project into idea/knowledge resource

hubs. In the areas where popular empathy and trust are more inclined towards universities or non-profit centers, UNDP will partner with local entities to transform them into new generation hubs. Branded as Resource and Development Centers, the functions of such hubs will be co-designed with a human-centered design approach, considering the ethnographic findings of population perceptions, as well as youth aspirations.

UNDP will provide initial support for running the centers, embedding a financial sustainability model into its core. The centers will operate as a revolving fund, where the support to the startup ventures ensures return on investment, necessary for maintaining operations of the Center and ensuring ongoing capacity building for the ecosystem. The Centers will also offer co-working spaces for the mature startup graduated from the incubation and acceleration cycles, as well as freelance professionals trained through the Output 2 of this project.

In prioritizing the agenda of the Centers, UNDP will support synergies with its Integrated Rural Tourism Development project, Disaster Risk Reduction programs, School Forestry initiative, youth leadership component of Women in Local Democracy project. The regional focus of this proposal builds on the priorities of the above-mentioned existing interventions.

<u>Activity 2:</u> **Start-ups and Self-Employment**

Digital skills allow for a range of self-employment opportunities through start-up creation and remote freelance work. UNDP will cultivate the alternative employment ecosystem in the regions by enabling support channels for startup creation and self-employment.

UNDP will build on the cohort of trained youth (Output 2, youth trained by Integrated Rural Tourism Development project, existing 'I am the Community' network, other) to accumulate a pipeline of ideas on community development through regular thematic idea challenges (addressing recommendations of Output 1) and support the prototyped ideas through seed funding, mentoring and access to resources.

UNDP envisages two generations of startup ideas: (i) early stage startups, generated through UNDP-supported teaser ideation workshops or idea challenges will go through a full incubation cycle at the regional Impact Accelerators; (ii) more mature startups, which have already proved the viability in the context, will be supported by ImpactAim national Accelerator (its Climate Acceleration track is also funded by the Russian TF). This will ensure an ongoing evolution of startup solutions targeting at the emerging and existing complex development challenges.

The topics for each startup competition round will be identified based on the priorities of each region and highlights of the situation analysis. UNDP will prioritize preservation of **local cultural heritage and traditions** along with digital skills. Special attention will be given to rethinking local arts and crafts. UNDP plans to transform one of its Resource and Development Centers into a **co-working crafts space**, which will provide for rolling master classes and working space for those entrepreneurs, which will be interested in local arts and crafts.

<u>Activity 3:</u> **Outsourced and remote employment opportunities**

Labor market is not limited today within the constraints of geography. To expand the horizon of possibilities for local youth, UNDP through its regional Accelerators will provide a line of services ensuring an open access to global markets. The services will include mapping and regular publication of remote employment opportunities, freelance outsourced jobs, access to online sales for local producers, access to learning resources.

This service line will have not only a functional importance, but also a behavioral and motivational role, demonstrating a wider scope of opportunities for local youth.

Resources Required to Achieve the Expected Results

The Project will have the following human resources:
1. One full-time Project Coordinator with vast experience in implementing Youth related activities in the country. The PC will work under the direct supervision of UNDP Sustainable Growth and Resilience Portfolio Analyst, where the latter will also provide quality assurance and high-level coordination with government bodies. PC will be responsible for project implementation, development, monitoring of project activities, managing financial delivery and ensure planned outputs as per Project work plan. He will also ensure project liaison with the government, regional and local authorities, civil society organizations, ongoing UNDP initiatives and international partners to ensure information exchange, coordination and synergism.
2. One Project Assistant (PA) to provide assistance for project administration and operational issues.
3. The project implementation will require short term consultancy in the following components:
   a) Research and situation analysis;

b) Educational curricula development;
c) Visibility and event organization.

Moreover, the project will benefit from quite a lot synergies and collaboration as well as parallel funding from other UNDP projects (mostly RTF funded) which will implement activities the results of which will be further used by the project and either replicated or enhanced. In particular, the following projects will provide parallel funding: "National Human Development Report preparation" (data of the report will be used for the survey, $40,000), "Integrated Support to Rural Development: building resilient communities" (RF- support to self-employment, $30,000), "Integrated Rural Tourism Development" (RTF- trainings component as well as Resource and Development Centres furnishing and renovation, $230,000), "Addressing Climate Change Impact Through Enhanced Capacity for Wildfires Management in Armenia" (RTF- accelerators for youth, $40,000), "SDG Innovation Lab" (RTF-behavioural experiments, studies, $20,000), "Mainstreaming Sustainable Land and Forest Management in Mountain Landscapes of North-Eastern Armenia" (trainings, $30,000), "Support the Disaster Risk Reduction National Platform Capacities Project" (trainings component, $30,000), "Enhancing Human Security and Building a Resilient Society in the Disadvantaged Communities of Armenia" (trainings component, $100,000), "Women in Local Development", "Local Governance Program Phase 2" (trainings on youth empowerment and engaging in decision making, $140,460 and $110,000 respectively) and "Women Economic Empowerment in South Caucasus" (youth employment, $50,000). In total, the parallel funding from other UNDP projects to this project will be 810,460 USD.

Taking into consideration that the project evolution may suggest possible budget revisions, the project will be able to hire additional subject matter experts for concrete activities.

Partnerships

UNDP Armenia believes in platform approach, which is also reflected in its innovation strategy. Platform approach expands the userbase and empowers each stakeholder and end-user to become a co-implementer of the project. Throughout the implementation of the project, UNDP will leverage on the existing experience of partners, including UN peers in ILO, UNFPA, UNICEF, and field leaders in GIZ, EU, IDEA Foundation. Moreover, close cooperation and synergies will be secured with SDG Innovation Lab. Line task forces will be invited to validate the approach at each stage of implementation and suggest agile amendments to the strategy as required.

Close collaboration with relevant state authorities and local governments will be key to successful implementation of the project. They will be involved in each stage of project implementation through consultations and feedback mechanisms. So far, in the Tourism project, national authorities welcome all initiatives and innovative approaches offered by the project as they really make difference and impact life of community members, contribute to creating employment opportunities for youth and generating interest in the community to new ideas, business models, tourism sector in general, etc. They are always ready to support the project with space (free of charge) and expertise as well as coordination and mobilization of community whenever needed.

UNDP has established academic partnerships with several innovation partners, including Skolkovo School of Management, Stanford University and UK's NESTA. As part of the project, the team will reach out to new partnerships too, including new academic and venture partners in Russian Federation.

The project will largely rely on partnership and coordination of local youth-oriented initiatives too. Regular task forces will be convened to advise and validate the actions of the project, involving main actors in the area as IDEA Foundation, GIZ, EU Delegation in Armenia, as well as UN-supported youth initiatives. UN Country team Youth Task Force will be used as a platform to coordinate and engage internal UN capacity in project implementation.

*Skolkovo School of Management

The School will provide methodological and expert support in the initial research phase of the project, by providing expertise on labor foresight and labor market research. The School will be the major academic partner of the initiative, advising at all stages of the researches and providing methodological "franchise" in running foresight of labor market.

*Incubator of Social Technologies (Теплица социальных технологий)

The project team will seek the mentoring and methodological support of the Incubator during the regional startup incubation phase of the project. UNDP already had a positive experience with the Incubator team

through its early Social Innovation Camps, where the founder of the Incubator Aleksey Sidorenko, guided the process as an expert.

Apart from the two key partners, the project team will reach out to leading **startup acceleration hubs** in Russia, including the Business Incubator of NRU Higher School of Economics (HSE Inc), ITMO University Business Incubator and other emerging business excellence leaders.

UNDP will also seek the technical support of the **UN country team**, including ILO, UNICEF, UNFPA and UNHCR offices in Armenia to leverage on the existing experience and resources in youth development.

A coordination mechanism will be set to make sure that **local development partners** are aware and supportive of the initiated project. UNDP has already set up constructive dialogue around youth issues with EU Delegation in Armenia, UK Embassy, USAID and GIZ.

Most importantly, the project team will engage the internal **UNDP experience** and codified knowledge on youth projects. UNDP in Armenia has a solid history of youth project implementation, which will be reflected and learnt upon.

Local Networks and Coordination:

UNDP will largely rely on the capacity created by national development partners, which will be engages in the advisory Task Force of the project to inform and coordinate efforts. National partners include the following:

- IDEA Foundation: The mission of the Foundation is to move Armenia from the mode of survival into a mode of prosperity. It's done through investment in capital construction, educational and community development initiatives.

- FAST Foundation: Foundation for Armenian Science and Technology is conducting ongoing research on industry trends focusing on labor market. The research is compiled around the mandate of the foundation – STEM disciplines.

- GIZ: GIZ focuses on community development in Armenia and leads the donor coordination efforts in this area. GIZ has also carried labor foresight in Armenia, which can inform the research component of this project.

- Save the Children Armenia: Save the Children Armenia manages and delivers a range of quality relief and development programs that benefited over 440,000 children. The organization is also leading in youth unemployment research, conducting regular qualitative and quantitative assessments of the situation.

- World Vision Armenia: World Vision in Armenia focuses in community development to overcome poverty and injustice. In doing so, the organization has created a network of youth leadership clubs in all regions of Armenia and pioneers development innovations in the regions through the youth forces.

Risks and Assumptions

Assumption	Project response
Youth is active and inspired for action after the velvet revolution.	The project will target largely at the youth segment, offering self-employment and rapid learning opportunities. The project will capitalize on the proactive wave to nudge citizen startups and community based social enterprises.
Armenia has human resource potential which is not fully utilized.	The project will serve as a talent lab to reveal, analyse and utilize at its best the hidden human resource capacity in the regions of Armenia. Where formal education and conventional employment do not provide a sufficient response, the project will offer alternative learning and employment opportunities.
Armenia has underutilized potential in tourism and agriculture.	Capitalizing on the existing natural resources, as well as the recent successes in rural tourism (supported by Russian Federation).

Risks: The project includes a number of experimental approaches, which will be tested in a complex social environment for the first time. This is why certain programmatic and operational risks are associated with its implementation. UNDP will analyse and plan proper mitigation strategy for each of the envisaged risks.

Reluctance to engage: Specific risks are associated with the behavioural factors of the regional population, including young people, local businesses and self-governance bodies. In order to mitigate the risk, UNDP have pre-identified regions with prior collaboration and positive record with UNDP. The project has also planned active awareness campaign to nudge local youth and active groups for further engagement in the project.

Market readiness: Readiness of the market to deploy the new generation of professional cadre is another risk association with the project. UNDP will work with the local private sector companies and municipalities (which are the biggest employer in the regions) to lobby the importance of youth employment and apprenticeship. Annual career fairs will be organized to bring in new small and medium businesses into the network. Additionally, where the new skills do not fit into the local market, the project will suggest online/remote self-employment opportunities where global market employment will be presented to the trained constituency.

Stakeholder Engagement

Target groups: The project will target at the population of the four pre-identified regions of Armenia. To ensure outreach to wider population, UNDP will identify "mediators" among local youth in each region, which will facilitate the contact with youth groups and new audiences. UNDP has already prior solid history of working in these regions and the partner pool includes leading local organizations along with online communities engaged through social media channels. UNDP will further work with local Academia and high schools to engage the target group as early as possible in the capacity building events and career orientation.

Stakeholders: UNDP works closely with local administration bodies and regional governance through its socio-economic portfolio. Building on the constructive partnership record, UNDP will develop its partnership further to advance employment opportunities in these regions.

New and unusual stakeholders would include private sectors organizations, which will be engaged through national employer associations or through mediation of local CSOs. Unusual stakeholders also include local non-formal leaders, as show business or social media celebrities, who can be instrumental in inspiring youth for new achievements.

Knowledge

The project will create a bulk of knowledge products at each stage of implementation. The project will start with a comprehensive **situation analysis**, carried through commissioned surveys and desk researches. This stage of the project will set up the scene for further development, having identified main opportunities and bottlenecks of local employment market.

In the capacity building stage of the project, several **curricula** will be designed for alternative employment educational modules. Training materials will be further **posted online** and made available for audiences beyond the immediate target group.

Sustainability and Scaling Up

The project is designed as a catalytic intervention, testing a number of experimental approaches in 4 regions of Armenia. Having proved effective and incorporating the lessons learnt from each environment, the approach will be ready for application in other contexts too.

The sustainability of the project will be ensured through synergies with local initiatives, private sector partners and other UNDP and RTF-supported programs. It builds on the previous capacity in the region and will strengthen its sustainability by adding new income generating activities.

The impact sustainability will be also ensured by including TOT and local public servant training components into the learning curricula to ensure both localization of the knowledge base and buy-in from the regional authorities.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

In order to be cost-effective and work with high effectiveness the project management will rely to evidence on similar approaches in the country in order to deliver maximum results with available resources. By using theory of change analysis different options to achieve the maximum results with available resources will be explored. UNDP Sustainable Growth and Resilience (SGR) portfolio management mechanism will be used to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects. Project management board, SGR portfolio and project implementation unit with other stakeholders and partners will conduct joint monitoring of project activities or procurement process to increase the effectiveness.

Project Management

The project will be implemented by UNDP through "Support to National Implementation Modality (NIM) under coordination with the Ministry of Territorial Administration and Development (MTAD) as the Project Implementing Partner. The UNDP CO will ensure project accountability, transparency, effectiveness and efficiency in implementation. UNDP will provide the Implementing Partner with the following major support services for the activities of the project in accordance with UNDP corporate regulations: (i) Identification and/or recruitment of project personnel; (ii) procurement of goods and services; (iii) financial services, based on LoA on DPC costs.

Financial oversight, including approval of expenditures and independent audits, monitoring and mid-term and final evaluation of progress and results will be also ensured by the country office.

UNDP, as responsible partner, will establish a project team, which will ensure that the envisaged activities are carried out and the outputs are reached. The project team will be managed by the National Project Coordinator (NPC), who will coordinate project activities and serve as the financial authorizing officer.

NPC in close collaboration with Programme Officer on Socioeconomic Development will report to UNDP SGR Programme Analyst and will be responsible for all project operations. S/he will ensure the proper use of funds and that project activities are implemented in accordance with the agreed project document and project work plans. Management of project funds including budget revisions, disbursements, record keeping, accounting, reporting, and auditing will follow UNDP rules and procedures. NPC will be responsible for the project daily planning, implementation quality, reporting, timeliness and effectiveness of the activities carried out. NPC will be supported by support staff and experts.

V. RESULTS FRAMEWORK[4]

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

OUTCOME 1. By 2020, Armenia's competitiveness is improved and people, especially vulnerable groups, have greater access to sustainable economic opportunities

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator 1.1: Number and quality of policies to ensure decent work and an improved business environment in line with sustainable development principles.

Baseline: Insufficient adequate policies *Target:* Policies improved

Indicator 1.2: Global Competitiveness Index improved   *Baseline: 85 (2014)   Target: 80 (2020)*

Indicator 1.3 Poverty rate decreased *Baseline: 32 (2013) Target:18 (2020)*

Indicator 1.4: Unemployment and employment rates disaggregated by sex, age and regions, improved. *Baseline:* unemployment rate: 16.2 unemployed-by sex- Male: 14.4unemployed-by sex-Female: 18.1 unemployed-by urban/rural-Urban: 23.4 unemployed-by urban/ rural-Rural: 6 Youth (15–24) unemployment Rate-33.1 (2013) *Target:* unemployment Rate:13 Unemployed- Female: 15Unemployed- Male: 12 Unemployed-by urban/ rural-Urban: 19 Unemployed-by urban/ rural-Rural: 5 Youth- 30 (2020)

Indicator 1.5: Income level of rural population increased *Baseline:* Average monthly income per capita: AMD 41,514 *(2013)Target: AMD 51,500 (2020)*

Applicable Output(s) from the UNDP Strategic Plan: 1.1.2 Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services[5] and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs

Project title and Atlas Project Number: Future Skills and Jobs for Youth in the Regions of Armenia, 00112632/00111069

EXPECTED OUTPUTS	OUTPUT INDICATORS[6]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Output 1 *Future-oriented*	1.1 Number of research products developed		0	2018	3		3	*Project reports, publications. Risks– lack of available data*

	Indicator	Baseline	Year				Means of verification / Risks
opportunities created achieve the outcome.	1.2 Number of job foresight maps on future professions created	0	2018	1	1	1	Project reports, website record, Risks- unpredictable factors that can influence job market (black swans)
	1.3 Number of hackathons organized	0	2018	4	4	4	Project reports, media coverage, hackathon products, Risks- low level of awareness of people to submit future oriented ideas
Output 2 Digital Skills for youth	2.1 Number of development strategies compiled	0	2018	2	2	4	Project reports, MOUs with LSGs, Risks- local authorities do not integrate strategies into their development plans
	2.2 Number of trainings organized in the regions	0	2018	16	16	16	Project reports, training participants logs and assessments, Risks- the market is not ready to apply the training skills
	2.3 Number of people engaged in municipal and TOT workshops	0	2018	80	80	80	Project reports, training participants logs, Risks- sustainability of knowledge locally because of urban migration and rapid change of municipal staff
	2.4 Number of people engaged in the youth Career Trail Program	0	2018	40	40	40	Project reports, recruitment records, Risks-lack of regional employers to host interns
	2.5 Number of career fairs organized	0	2018	4	4	4	Project reports, media records, participant logs, Risks-lack of interest among local employers to participate in the fair
Output 3 Regional Resource and Development Centers set up	3.1 Number of co-design workshops organized	0	2018	4	4	4	Project reports, Risks- reluctance of people to participate and share their insights
	3.2 Number of grant contracts with start up projects signed	0	2018	30	30	30	Project reports, monitoring visits, signed contracts, financial reports, Risks- low quality of grants implementation
	3.3 Number of awareness events to highlight self-employment opportunities	0	2018	8	8	16	Project reports, event logs, Risks- low level of computer and language literacy in the regions to engage into international freelance market

VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually	Slower than expected progress will be addressed by project 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.	Annually	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.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
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.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the	Annually	Any quality concerns or slower than expected progress should be discussed		

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.

by the project board and management actions agreed to address the issues identified.

VII. MULTI-YEAR WORK PLAN [8]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
Output 1: *Future-oriented opportunities created* Gender marker: 2	**1.1 Activity Situation Analysis** 1.1.1 Conduct desk research on employment situation in 4 regions				RTF	71300 Local Consultants	11,000
							2,000
	1.1.2 Conduct research on trade unions and labor rights in 4 regions	13,000		UNDP			
	1.1.3 Compile overall situation analysis report for each region				RTF	74200 Audio Visual&Print Prod Costs	
	1.1.4 Dissemination and public outreach of the situation analysis report						

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[7] 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

[8] 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	Activity	Amount	Party	Source	Budget Line	Amount
	1.2 Activity Mapping of region-specific jobs 1.2.1 Design region-specific methodology for skill foresight through partnership with Skolkovo and ILO 1.2.2 Conduct focus groups meetings to collect data 1.2.3 Compile future skills maps for each region 1.2.4 Publish region specific "Atlas" of future professions	47,000	UNDP	RTF	72100 Contractual services- Companies	34,000
				RTF	74200 Audio Visual&Print Costs	13,000
	1.3 Activity Mapping of future opportunities 1.3.1 Organize citizen-centric future-planning hackathons for each region 1.3.2 Publish and disseminate maps of future opportunities for each region	6,000	UNDP	RTF	75700 Contractual services- Companies	4,000
				RTF	74200 Audio Visual&Print Costs	2,000
	Sub-Total for Output 1	**66,000**				
Output 2: Digital Skills for youth *Gender marker: 2*	**2.1 Activity Regional Road Maps** 2.1.1 Carry crowdsourced validation of research results	9,741	UNDP	RTF	71300 Local Consultants	6,000
	2.1.2 Organize focus group meetings to design road maps for each region 2.1.3 Compile a development strategy for each region	6,000		RTF	75700 Training and workshops, conferences	9,741
	2.2 Activity Skills syllabus designed and delivered for each region	59,000		RTF	71300 Local Consultants	11,000

Activity	Budget line	Source			
2.2.1 Design customised business skills training syllabus for each region 2.2.2 Organize 2 rounds of trainings in each region 2.2.3 Make training materials available online through video classes	75700 Training and workshops, conferences				48,000
2.3 Activity Building local pool of trainers 2.3.1 Organize rolling TOT courses for local NGOs and activists 2.3.2 Conduct rolling awareness raising courses for local municipal officials	75700 Training and workshops, conferences	RTF		16,000	16,000
2.4 Activity Internship and apprenticeship schemes for the regions 2.4.1 Launch a "Youth Career Trail" program in each region	71300 Local Consultants	RTF			20,000
2.4.2 Organize awareness and outreach meetings in local universities 2.4.3 Organize awareness meetings with local employer companies 2.4.4 Organize annual presentation of results	75700 Training and workshops, conferences	RTF		30,000	10,000
2.5 Activity Annual regional Career Fairs 2.5.1 Organize annual Career Fairs in each region	75700 Training and workshops, conferences	RTF		16,000	16,000
Sub-Total for Output 2		UNDP	9,741	Local 127,000	
Output 3: Regional Resource and Development centers in key **3.1 Activity Resource and Development centers in key**	71300 Consultants	RTF	24,000	56,000	Local 72,000

Expected Output	Planned Activities	Budget Description	Fund	Party	Amount	Amount	Total
Development Centers set up *Gender marker: 2*	**urban areas** 3.1.1 Organize human-centered design workshops in each urban area to design resource and development center concept and infrastructure 3.1.2 Hire Center leader and key support team in each spot	75700 Training and workshops, conferences	RTF				8,000
	3.2 Activity Start-ups and self-employment 3.2.1 Carry regular idea challenges and organize co-design events to collect a pipeline of local innovations	75700 Training and workshops, conferences	RTF		99,000		33,000
	3.2.2 Support incubation of ideas into social startups and SMEs 3.2.3 Support acceleration of more mature ventures	72600 Grants	RTF		196,000		262,000
	3.3 Activity Outsourced and remote employment opportunities 3.3.1 Organize regular outreach events to highlight remote work opportunities 3.3.2 Support local youth to access freelance job markets 3.3.3 Advertise and support in access to online learning/training opportunities	72100 Contractual services- Companies	RTF		20,000	10,000	30,000
	Sub-Total for Output 3				272,000	133,000	
Project management and implementation	Staff	71400 Contractual Service Ind.	RTF		44,000	44,000	88,000
	DPC	64300 DPC	RTF	UNDP	4,000	4,000	8,000
	Travel	71600 Travel	RTF		5,000	5,000	10,000
	Supplies	72500 Supplies	RTF		3,000	3,000	4,000

Office rent	6,500	6,500	RTF	73100 Rental and maintenance-premises	4,000
Communication	4,000		RTF	72400 Commun. and audiovisual eq.	4,000
			RTF	74500 Miscellaneous	2,000
			RTF	74200 Audiovisual and printing costs	4,000
Subtotal Project Management	66,500	66,500			
General Management Support, 8%					59,259
TOTAL					**800,000**

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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│                 Project Organisation Structure                   │
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┌─────────────────────────────────────────────────────────────────┐
│                       Steering Committee                         │
├──────────────────────┬──────────────────┬───────────────────────┤
│  Senior Beneficiary  │    Executive     │   Senior Supplier     │
│        MSYA          │      MTAD        │  Russian Federation   │
└──────────────────────┴──────────────────┴───────────────────────┘

        ┌────────────────────────┐
        │   Project Assurance    │
        │  UNDP SGR Programme     │
        │       Analyst          │
        └────────────────────────┘

┌──────────────────┐    ┌──────────────────┐    ┌─────────────────────┐
│ Project Experts  │    │ Project Manager  │    │ Project Support     │
│  and Consultants │    │                  │    │       Staff         │
└──────────────────┘    └──────────────────┘    └─────────────────────┘
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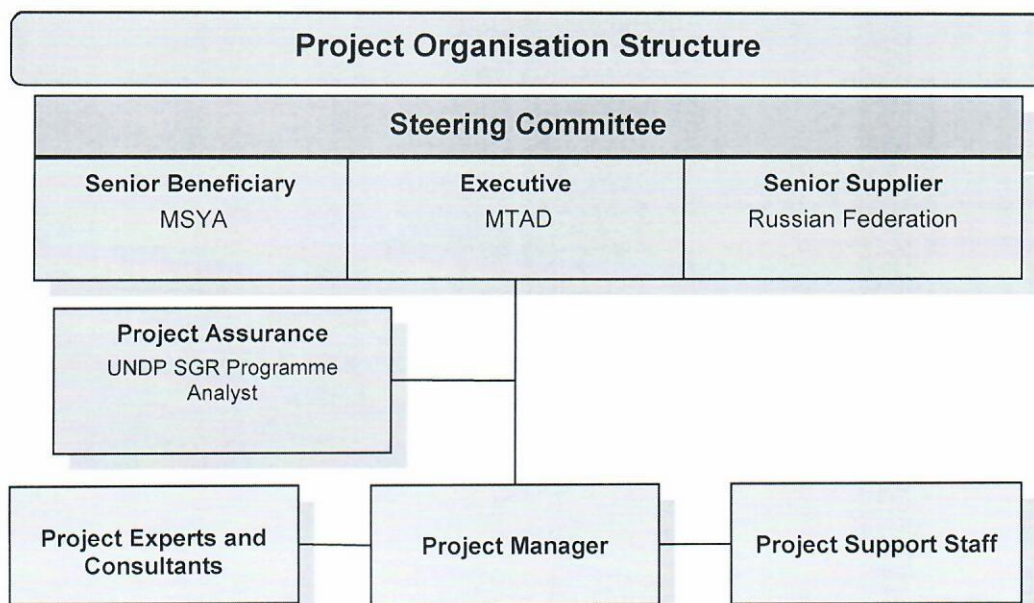
The **Project Board** is the group responsible for making management decisions by consensus for the project, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. PB meetings will take place once a year. PB will monitor the project progress, provide political oversight, and offer general advice for project implementation to make sure the project is consistent with national development priorities.

The **Implementing Partner** is the Ministry of Territorial Administration and Development, directly responsible for the government's participation in the project. The Implementing Partner will sign together with UNDP the Project Document, Project annual workplans and budget revisions, as well as the annual Combined Delivery Reports.

The **Responsible Party** is UNDP and will hold overall accountability for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of project resources. It acts on the basis of the signed CPAP and the Project Document. UNDP will provide support services to the Implementing Partner in accordance with the Letter of Agreement to be signed with MTAD, which will be annexed to this project document.

The **Senior Supplier** of the project is the Embassy of the Russian Federation, representing the project donor.

The project **Senior Beneficiary** is the Ministry of Sport and Youth Affairs (MSYA) as the main Government agency in charge of all youth related activities.

UNDP Sustainable Growth and Resilience (SGR) Programme Analyst will provide quality assurance, as well as general programme implementation support as necessary.

UNDP will establish a project team, which will ensure that the envisaged activities are carried out and the outputs are reached. The project team will be managed by the National Project Coordinator (NPC), who will coordinate project activities and serve as the financial authorizing officer.

IX.   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 Armenia and UNDP, signed on 8 March 1995. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Development Foundation of Armenia ("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.

X.   RISK MANAGEMENT

Consistent with the Article III of the SBAA, 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.

1.   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.

2.   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.

3.   Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4.   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.

6.   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.

7. 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.

8. 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.

9. 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.

10. *Choose one of the three following options:*

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.

11. 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.

12. 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.

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.

XI. ANNEXES

Annex 1: Social and Environmental Screening Template

Project Information	
1. Project Title	Future Skills and Jobs for Youth in the Regions of Armenia
2. Project Number	00112632/00111069
3. Location (Global/Region/Country)	*Armenia*

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The centrality of human rights is underlying the Project goals and objectives towards sustainable development, poverty alleviation and ensuring fair distribution of development opportunities and benefits. The human rights-based approach, as a key engagement principle in pursuing development outcomes, is mainstreamed by meaningful, effective and informed participation of project stakeholders in the formulation/design, implementation, monitoring and evaluation of Project's outputs and impact.

The proposed project contributes to SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; and SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

To the extent possible, gender balance will be kept during the expert team formation. In order to eliminate social injustice and to ensure equal opportunities for all, the project approach looks at the development targets through a gender perspective too. Gender will be in the heart of the program implementation by ensuring balanced participation of women in capacity building trainings (**at least 40%**) and startups incubation and acceleration. The project operationally is a <u>discrimination free environment too</u>. In hiring the project staff, we will ensure that equal opportunities are provided to men and women, which is of special importance for because of the regional focus of the project. Gender mainstreaming of the program will be achieved through the following main directions:

- **Gender empowerment:** The Program envisages to increase the role of women on municipal level by advocating for equal participation and engagement of women. While leading in tertiary education (1.5 against men), women still stay behind in labor force engagement. The project strives to encourage women, not only by propagating equal opportunities, but also by providing real self-employment opportunities.
- **Equal access to resources:** The monitoring and evaluation methodology of the project will enforce a gender-segregated data collection and will allow for a gender mainstreaming measurement mechanism. The M&E team will be able to assess the equality of access to program resources, including capacity building and seed support, by men and women, through regular monitoring reports.

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Briefly describe in the space below how the Project mainstreams environmental sustainability

Environmental sustainability is a core value embedded in the design of the project. All activities will be planned and implemented in line with principles of environment sustainability, avoiding negative effect to natural resources and physical environment.
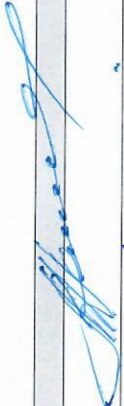
UNDP is a recognized leader in Armenia in sustainable development solutions and corporate practices. This culture will be mainstreamed across the regional network too by a) ensuring environmental impact assessment for all startup projects supported in the regions; b) encouraging environment-oriented high-tech solutions during the incubation and acceleration rounds; c) include environmental sensitization in the awareness campaigns in the regions.

Part B. Identifying and Managing Social and Environmental Risks

Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	I = 2 P = 1	Low	referred to SESP Attachment 1: Standard 1, Question 1.2	N/A. There are no project activities, which may have impact on the environment.

Select one (see SESP for guidance)

		Comments NA
Low Risk	X	
Moderate Risk		
High Risk	☐	

Check all that apply		Comments
Principle 1: Human Rights	x	
Principle 2: Gender Equality and Women's Empowerment	x	
1. Biodiversity Conservation and Natural Resource Management	☐	
2. Climate Change Mitigation and Adaptation	☐	
3. Community Health, Safety and Working Conditions	☐	
4. Cultural Heritage	☐	
5. Displacement and Resettlement	☐	
6. Indigenous Peoples	☐	
7. Pollution Prevention and Resource Efficiency	x	

Final Sign Off

Signature		Date	Description
QA Assessor		20.10.2018	Armen Martirosyan, SGR Programme Analyst
QA Approver/PAC Chair		20.10.2018	Dmitry Mariyasin, UNDP DRR RR a.i.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/No)
1. *Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?*	No
2. *Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups?*	No
3. *Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?*	No
4. *Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?*	No
5. *Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?*	No
6. *Is there a risk that rights-holders do not have the capacity to claim their rights?*	No
7. *Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?*	No
8. *Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project- affected communities and individuals?*	No
Principle 2: Gender Equality and Women's Empowerment	
1. *Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?*	No
2. *Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?*	No
3. *Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?*	No
4. *Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?* *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No

Principle 3: Environmental Sustainability: *Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below*	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 *Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?* *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2 *Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?*	Yes
1.3 *Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)*	No
1.4 *Would Project activities pose risks to endangered species?*	No
1.5 *Would the Project pose a risk of introducing invasive alien species?*	No
1.6 *Does the Project involve harvesting of natural forests, plantation development, or reforestation?*	No
1.7 *Does the Project involve the production and/or harvesting of fish populations or other aquatic species?*	No
1.8 *Does the Project involve significant extraction, diversion or containment of surface or ground water?* *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9 *Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)*	No
1.10 *Would the Project generate potential adverse transboundary or global environmental concerns?*	No
1.11 *Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?* *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation	
2.1 *Will the proposed Project result in significant greenhouse gas emissions or may exacerbate climate change?*	No
2.2 *Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?*	No
2.3 *Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?* *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No

Standard 3: Community Health, Safety and Working Conditions	
3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2 Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3 Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4 Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6 Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7 Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8 Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9 Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage	
4.1 Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement	
5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2 Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions - even in the absence of physical relocation)?	No
5.3 Is there a risk that the Project would lead to forced evictions?	No
5.4 Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples	
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No

6.3 Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.	No
6.4 Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5 Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6 Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7 Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8 Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9 Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
7: Standard Pollution Prevention and Resource Efficiency	
7.1 Would the Project potentially result in the release of pollutants to the environment due to routine or nonroutine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2 Would the proposed Project potentially result in the generation of waste (both hazardous and nonhazardous)?	No
7.3 Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol	No
7.4 Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5 Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 2: Risk Analysis

#	Description	Date identified	Type	Impact and probability	Countermeasures / Management response
1	Limited local employment market to deploy new cadre of trained youth.	September 2018	Other - Economic	I = 3 medium P = 3 medium	UNDP will work with the local private sector companies to achieve initial consent on hosting internship and apprenticeship schemes, which will create potential opportunities for full employment.
2	Reluctance of youth to engage in unusual (alternative) employment schemes, preferring the easy path of labour migration.	September 2018	Political	I = 3 medium P = 2 low	UNDP has envisaged an active awareness campaign throughout the project to mobilize young people around the initiative and to highlight the benefits of self-employment. Not to provoke unrealistic expectations, UNDP will not only build the capacity but will also provide practical internship and self-employment windows.
3	Armenia is a small economy and labor foresight may have the risk of too many uncertainties and "black swans".	September 2018	Political	I = 2 low P = 2 low	In order to mitigate the risk, UNDP has planned a "layered" research, which starts with the situation analysis and goes deeper into full foresight exercise, but also incorporates the dreams and aspirations of young people through future making hackathons, to decrease the level of uncertainty.