UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
[SOUTH SUDAN]

Empowered lives.
Resilient nations.

Project Title: Youth Employment and Empowerment through Private Sector and Value Chain Development
Project Number: #113334
Implementing Partner: UNDP
Start Date: December 2018 **End Date:** December 2022 **PAC Meeting date:**

Brief Description

South Sudan is endowed with vast natural resources and economic potential that has not translated into improved standards of living for the citizens. This is primarily due to ongoing conflicts which have roots in political contestation for power and are fuelled by poverty, high unemployment and absence of economic opportunities for the predominantly youthful population. The few small-scale, and potentially labour-absorbing enterprises at the state levels are unable to utilise the local labour force due to skills mismatch. The skills deficits, attributed to decades of conflict which deprived the population opportunities to acquire employable, entrepreneurial and vocational skills are also exacerbated by absence of training institutions.

The project aims to empower youth in five targeted locations of Bor, Jubek, Rumbek, Torit and Yambio through nurturing their entrepreneurial culture and market-linked skills and enhance their employability and productive engagement in economic activities. The project also seeks to increase the productivity and labour-absorptive capacities of agriculture and natural resource-linked value chains and private sector enterprises with a focus on young men and women.

Six thousand young people will benefit from vocational, entrepreneurship, market-linked and soft skills training, provision of small and micro enterprise start-up kits, job and employment creation through the development of inclusive value chains and private sector enterprises. It is also expected that an additional 100,000 youth, in targeted locations, will benefit indirectly from some of the activities such as job fairs and public programmes on entrepreneurial skills (social media hangouts, TV shows, innovation boot camps and conventions).

Impact: Improved well-being, resilience and peaceful co-existence among youth in and around targeted areas in South Sudan

Project outcome 1: Increased employability and engagement in productive economic and livelihood initiatives for young men and women in targeted areas.

Output 1.1: Young men and women in Bor, Jubek, Rumbek, Torit and Yambio are provided with vocational, technical and entrepreneurial skills. GEN 2.

Output 1.2: Technical, vocational education and training and university graduates have increased access to career development and employment opportunities. GEN 2.

Project outcome 2: Increased productivity and incomes for young men and women in targeted areas

Total resources required:	**15,450,710**
UNDP TRAC:	1,022,800
Netherlands	9,425,295
Japan	1,013,032
Unfunded:	3,989,583

Agreed by (signatures):

Kingdom of the Netherlands	UNDP
Janet Alberda H.E. Janet Alberda Ambassador, Kingdom of the Netherlands, South Sudan	Kamil Kamaluddeen Resident Representative UNDP South Sudan
Date: 07 April 2020	Date:

I. DEVELOPMENT CHALLENGE

Like many other African countries, South Sudan is seriously challenged by the youth bulge.[1] Youth destitution and lack of empowerment, especially the widespread absence of productive capacities and income generation opportunities, are among the principal factors sustaining the ongoing conflict in South Sudan. Young females in South Sudan remain severely marginalized with lower education levels and fewer opportunities for work as compared to their male peers. Rural women and girls of reproductive age (13-49 years) have few or no assets and who survive of less than $1.25 per day[2]. Elevated levels of social, economic and political exclusion of youth in Bor, Jubek, Rumbek, Torit and Yambio have led to high youth unemployment rates, swelling numbers of street children and youth engaged in criminal activities and rebellion and community defence initiatives. More than 70 percent of the rebel force is made of people between the ages of 16-32[3]. While youth are often considered to be instigators of violence, a recent study revealed that 67.7 percent of youth prefer dialogue or non-response to deal with conflicts[4]. The ILO notes that persistent youth unemployment and underemployment carry very high social and economic costs and threaten the fabric of our societies. Failure to generate sufficient decent jobs can result in long-lasting "scarring" effects on young people[5].

1.1 Youth Employment in Africa

A study by Filmer and Fox (2014) revealed that youth employment in most sub Saharan Africa countries including South Sudan was, in 2010, concentrated in agriculture, followed by household enterprises, wages services and wage industry. Filmer and Fox (ibid) predict that, by 2020, roughly 45% of total new jobs will be created by household enterprises. Hence, effective short and medium-term employment strategies must recognize and support household enterprises.

According to a survey conducted by Mercy Corps, despite the challenging environment, 82 percent of youth are very optimistic about their future. This optimism is shared by youth who currently have no income (80 percent) as well as those with limited education (76 percent among youth with 8 or fewer years of schooling). In addition to wanting to find work, surveyed youth are also eager to start their own businesses with 85 percent expressing the desire to be self-employed.[6]

[1] Quick fact sheet on the situation of youth in South Sudan

[2] South Sudan Gender analysis.

[3] International Alert 2012, Peace and Conflict Assessment of South Sudan

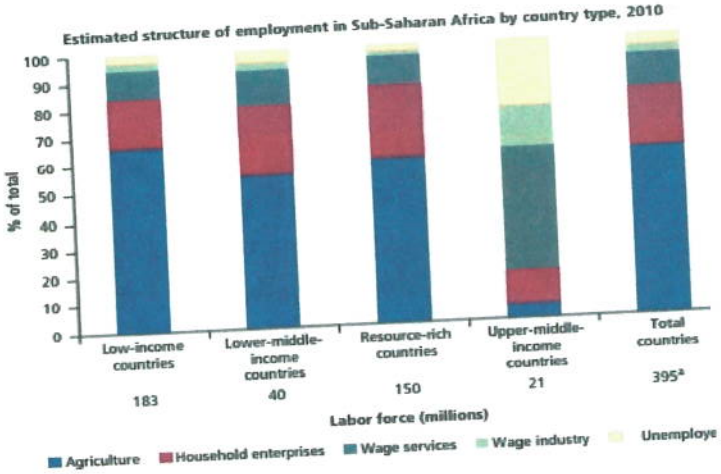
[4] Search for Common Ground Building a Constituency for Peace in South Sudan 2017.

[5] The Youth Employment Crisis: A call for action. Resolution and conclusions of the 101st Session of the International Labour Conference, Geneva, 2012

[6] YOUTH AT THE CROSSROADS: pursuing a positive path in South Sudan.

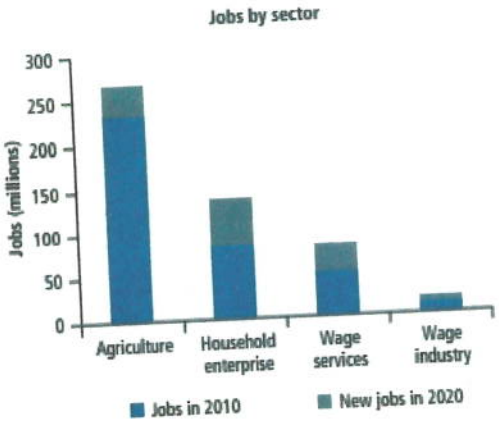
Figure 1. Where do Africans work (2010)

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Source: Fox et al. 2013.
Note: On the horizontal axis, numbers show size of the labor force, ages 15–64, in each group. Resource-rich countries included are Angola, Chad, the Democratic Republic of Congo, Guinea, Nigeria, the Republic of Congo, Sudan and Republic of South Sudan, and Zambia.
a. Numbers do not add to total because of rounding.

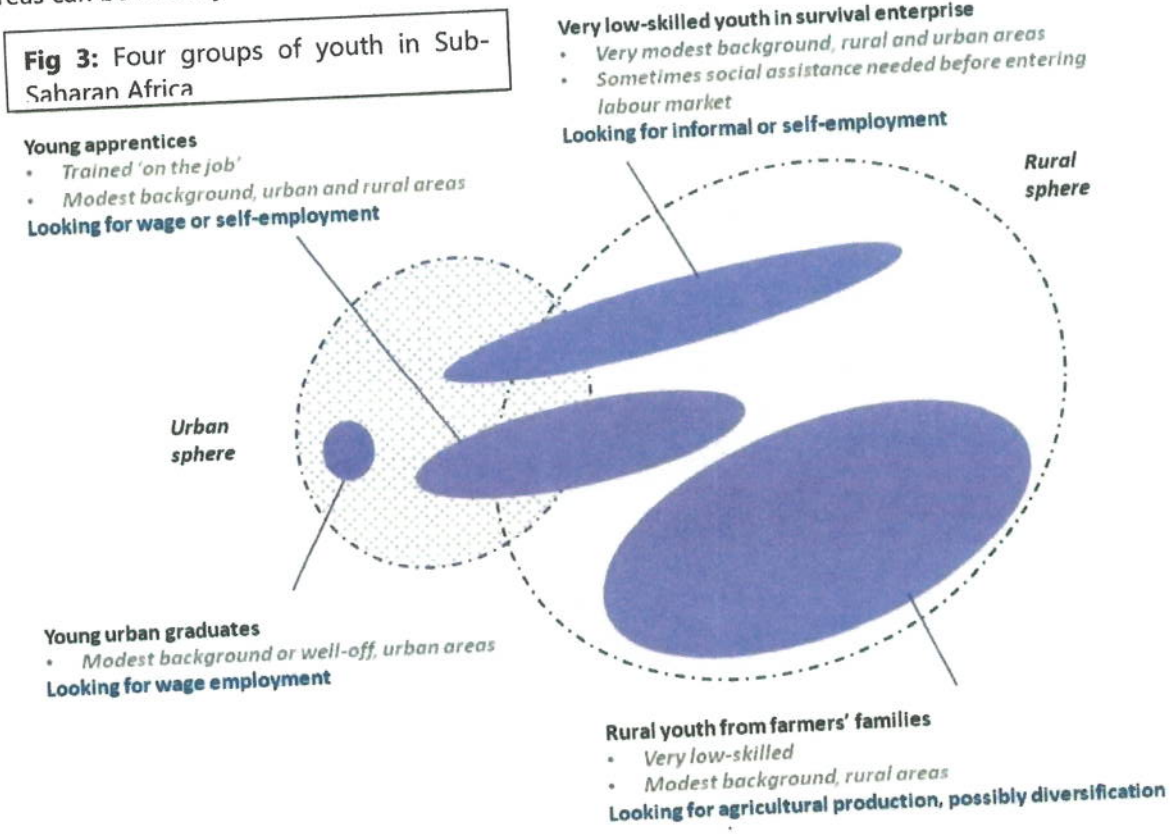
Figure 2. Where will jobs be created in 2020



1.2 Targeted youth

The targeted locations have a semi-urban set up and are surrounded by rural areas. Youth in these areas can be broadly classified into four categories as the AFD (2017) below:

Fig 3: Four groups of youth in Sub-Saharan Africa



Source: AFD 2017

An analysis by Dekker and Hollander7 (2017) revealed that the distinct groups of youth need different skills:

- Rural youth need basic education, as well as vocational training and hard and soft skills training beyond agricultural production.
- Low-skilled, self-employed, youth in urban or rural survival enterprises need basic education, as well as vocational training and hard and soft skills.
- Young apprentices in rural or urban individual enterprises primarily need entrepreneurial and financial skills to successfully start and grow a farm or non-farm business.
- Young urban graduates need to have the qualifications (and experience) that the market demands.

1.3 Why it is important to invest in youth employment and empowerment[8]

- Africa, including South Sudan is experiencing high and disproportionate unemployment and underemployment among youth. In all African countries except Rwanda, Benin and Guinea, youth unemployment rates are double that of adult unemployment rates
- High poverty rates among working youth. Nearly 70% of working youth in Sub-Saharan Africa are living in either moderate or extreme poverty[9]. Thus, creating productive and decent employment opportunities for youth is key to realizing the SDGs, particularly SDGs 1 and 8.
- Productive jobs for youth are essential to turn Africa's youth bulge into an economic dividend. It is expected that by 2030, 30 million youth will enter the African labour market annually (AFD 2017). If all new entrants are absorbed into the labour market, GDP per capita will increase by 25% by 2050 and 54% by 2100[10].
- Creating jobs for youth (including self-employment and entrepreneurship) and investing in their transition from youth to adulthood means investing in their future. This is especially true for young women. Educated or employed adolescent girls marry later, have their first child later and have fewer children.
- Creating jobs for youth, combined with efforts and policies to reduce exclusion, can help tackle other policy challenges (notably, instability and conflict, radicalization, extremism, migration and food insecurity).

1.4 Youth employment in South Sudan

The 2011 Rapid Youth Employment Study notes the main causes of youth unemployment as high reserve wage, skills mismatch and lack of employment opportunities. The skills mismatch not only includes vocational and entrepreneurial skills, but also soft skills, such as communication, ethical, life and social skills (how to build a business network). Youth often not only lack the skills necessary to obtain a job, but their access to jobs is also limited due to limited or lack of access to financial services, land, markets and market information, and lack of social networks through which to acquire

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[7] INCLUDE: Boosting youth employment in Africa: what works and why?

[8] ibid

[9] http://www.ilo.org/addisababa/media-centre/pr/WCMS_514566/lang--en/index.htm

[10] https://www.uneca.org/publications/economic-report-africa-2015

jobs or business opportunities[11] .The predominantly youthful population also lack the entrepreneurial culture, the technical and artisanal skills and capacity to form and develop their own small businesses. Outside of the UN and non-governmental organisations (NGO) community, few public or private sector organisations offer vocational and entrepreneurial skills training, and inclusive micro and small enterprises (MSEs) support programmes across the states. This exclusionist environment leaves the youth at the mercy of being recruited for war.

1.5 Private sector development in South Sudan

The South Sudan Transitional Constitution prioritises private sector development as a pathway towards recovery, resilience and peace. It also stresses that equitable economic development should be based on the agricultural and agro-industrial sectors, and the promotion of the private sector within a framework of transparent and accountable governance[12]. There has been minimal private sector development due to several factors, mainly recurring conflict. The conflicts, mainly taking ethnic dimensions gave rise to exclusion of certain groups including youth and women from the few available economic opportunities. The target hubs of stability (Bor, Jubek, Torit, Rumbek and Yambio) boast of a high number of youth ex-combatants in need of formal and vocational training as well as psychosocial support to facilitate community reintegration.

There are estimated to be about 17,300[13] private sector companies, mainly micro and small enterprises (MSEs) registered in South Sudan. The MSMEs are unable to employ a critical mass of labour due to operational constraints including limited access to finance and credit. On the other hand, private sector employers cite skill shortage in the economy due to the flight of skilled labour and limited access to education, and resultantly, adult literacy is only 32.2 percent whilst youth literacy is 44.4 percent[14].

South Sudan's vast natural resources including hardwoods, and minerals and huge agriculture potential in the hubs of stabilities are comparative economic advantages for rapid and sustained value chain development. Moreover, these resources are not translating to improvements in the wellbeing of the citizens due to continued insecurity around the hubs, inhibiting optimal exploitation, absence of functional market structures, limited capital and absence of a substantive business and entrepreneurial culture among the youthful population.[15]

South Sudan imports about 50% of its food needs, including 40% of its cereals from neighbouring countries, particularly Uganda and Kenya[16]. Poor road infrastructure and insecurity along major highways create logistical challenges for the transportation of food and other commodities leading to soaring prices beyond the reach of the predominantly unemployed youthful population. To avoid food shortages and high commodity prices from spiralling into another conflict driver, it is imperative to boost local production, primarily to augment current supplies and in the long term substitute the usually highly-priced imports. Options for boosting local production include stimulating existing and creating new natural resource and agriculture linked value chains and local enterprises, creating

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[11] IMF 2017
[12] Transitional Constitution of South Sudan
[13] South Sudan Business Registry, 2012
[14] https://knoema.com/atlas/South-Sudan/topics/Education/Literacy/Youth-literacy-rate
[15] At the inception of the project, a needs assessment will be conducted to identify skills demanded by the employers in a range of sectors. The idea is to provide some market-driven skills (not just technical or professional) that would enable youth to secure either wage or self-employment within six months after the completion of the program.
[16] South Sudan: An Infrastructure Action Plan, Africa Development Bank, 2013

livelihood and income generating opportunities for the predominantly youthful local population and building their vocational skills.

Against this backdrop and inspired and guided by the framework of the global UN policy on Post Conflict Employment Creation, Income Generation and Reintegration and the Opportunities for Youth Employment (OYE) approach, this project seeks to positively contribute towards restoring livelihoods and reinvigorating local economies, create jobs whilst empowering youth for their productive engagement in local economic activities.

II. STRATEGY

a) Theory of change

The theory underpinning this initiative is; IF local private sector enterprises, agriculture, natural resource-linked value chains and services for young men and women are enhanced, and IF youth are provided with vocational, technical and entrepreneurial skills, psychosocial and business management advisory support; THEN new business and income generating opportunities will be created whilst productivity and labour absorptive capacities of new and existing local private sector enterprises and value chains will be boosted; and THEN employability and engagement in economic and livelihood initiatives AND productivity and incomes for young men and women in targeted areas will be increased resulting in improved well-being, resilience and peaceful co-existence among youth in and around targeted areas in South Sudan. *Refer to Fig 4 below.*

Key assumptions:

- The political and security situation in targeted hubs of stability will remain stable with no foreseeable shocks that may lead to population displacement from the targeted areas and or undermine access to the targeted hubs.
- State governments will cooperate with project actors for promoting enabling business and investment conditions, and coordinating the efforts of various actors, and have the political for relevant pro-business legislative reviews and policy implementation.
- Availability and access to materials for value chain development, and growing interest and acceptance of locally produced products within and outside the targeted hubs of stability.
- Local private sector enterprises will use local employment platforms and job fairs to promote higher supply and demand of labour and related matchmakings.

b) Strategy

The project will use an inclusive fair-shares approach in which training and other inputs will be provided on an equal basis to all selected communities / ethnic groups. Inclusive beneficiary selection criteria will be jointly developed in consultation with local leadership and State Chambers of Commerce and Industry to minimise the risk of the project causing tensions. All qualifying youth from the targeted locations will be given equal opportunities to participate in project activities.

The project will be guided by the following principles:

- Focusing on the basics: the project will focus on two aspects; a) supporting the youth to earn a living by providing vocational, technical and soft skills, nurturing an entrepreneurship culture to enhance their chances of getting employment and involved in economic activities, and b) creating business and job opportunities for the youth by boosting the productivity and labour absorptive capacity on local institutions.
- Establishing priorities: the project will work with relevant actors and initiatives in the targeted states to set immediate priorities for private sector development and income generating activities for youth, based on what will generate immediate employment and stimulate the local economy. The project will collaborate with private sector stakeholders on selected fast-growth potential value chains and enterprises where young men and women are involved and could benefit most.
- Understanding recurring trade-offs: the project acknowledges the ever-present risk of a return to conflict, and the need for decisions to be made quickly before the targeted groups resort to conflict. Consequently, it will take preventive and proactive measures to ensure project adaptability and continuity based on the field context.

c) Implementation approach

To manage risk and optimize results, the project will be implemented in two phases:

Phase 1: Within the first six months the project will undertake; feasibility studies for the proposed project components, conflict analyses, social and environmental standards assessments, engage with key stakeholders within the targeted states.

Phase 2: Full implementation of the proposed, and tested project components

The following principles will guide project implementation during both phases:

- Address the socio-economic drivers of conflict: As a peacebuilding and economic growth initiative, the project, will leverage existing UNDP support to address the factors that fuel the conflict from a local economy perspective, considering the fragility of the environment, and the vulnerability of youth.
- Conflict sensitivity: In partnership with the Conflict Sensitivity Resource Facility, UNDP will integrate conflict sensitivity into the project to create a 'virtuous circle' to ensure that the project is not seriously undermined by the ongoing conflict around the project locations, whilst also not fuelling the same. The project will undertake and continuously update conflict sensitivity analyses in the operational areas throughout the project life cycle. UNDP appreciates that each of the five locations present different conflict sensitivity risks and opportunities related to potential urban-rural patterns of conflict, displacement dynamics etc. These risks and opportunities will be reviewed as part of the conflict sensitivity analysis during the project's inception period, and the project design and implementation will be adapted based on this analysis and ongoing reflections.
- Social and environment safeguards: the project will be cognizant of human rights, gender equality and environmental considerations for sustainable development. During Phase 1, the project will undertake in-depth assessments in these focus areas to maximise project impact at minimal cost to the environment and ensure gender equality during implementation.

d) Alignment to development frameworks

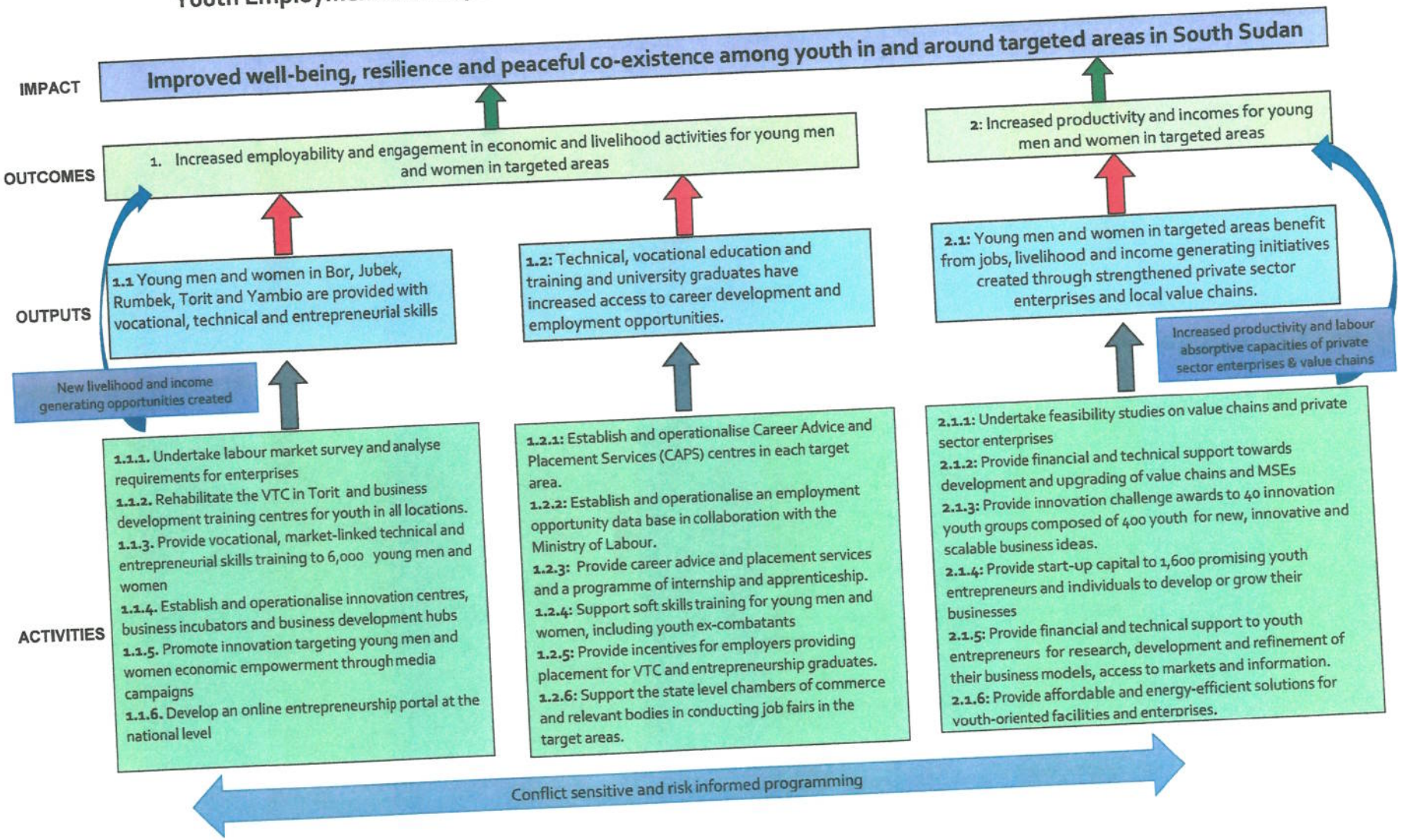
The project is fully aligned to the following development frameworks:

1. Sustainable Development Goals; 1: No poverty, 2: Zero hunger, 8: Decent work and economic growth; 9: Industry, innovation and infrastructure, and 16: Peace, justice and strong institutions.
2. South Sudan National Development Strategy (2018-2021): Consolidate peace and stabilize the economy.
3. United Nations Cooperation Framework (2019-2021) outcome areas; 2) improving food security and recovering local economies; and 4) empowering women and youth.
4. South Sudan Partnership for Recovery and Resilience Pillar 3: Restore productive capacities, agenda 7: Increase production and value of key agricultural commodities and 8: Close skills and capacity gaps of vulnerable women and youth
5. UNDP Country Programme Document (2019-2021) Pillar 2: Strengthened institutional and community resilience, and Outcome 2: Local economies are recovered, and conditions and coping strategies are improved to end severe food insecurity.

> UNDP will scale up interventions on community-based resilience, including support to market-linked livelihood skills, inclusive business enterprise development and promotion of viable agricultural value chains, especially for women, including agri-business supplier development programmes to strengthen linkages between agricultural companies and small holder farmers. UNDP will strengthen the capacity of micro, small and medium enterprises to integrate in key agricultural value chains, particularly those run by youth and women, through enhanced access to business development services, credit, vocational and livelihoods skills development.
>
> **UNDP South Sudan Country Programme Document (2019-2021)**

Fig 4: Theory of Change

Youth Employment and Empowerment through Private Sector and Value Chain Development Project

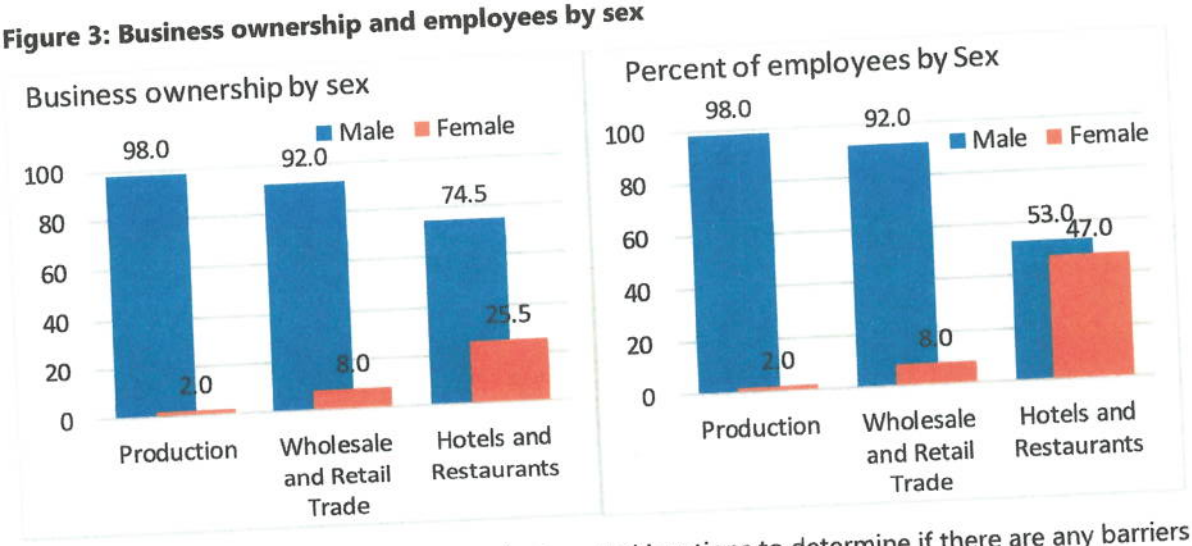


Gender Analysis

UNDP's strategy to ensure that the project is gender responsive has two broad elements;

a) Analysis of gender dimensions of the selected value chains in each of the hubs of stability. As of 2010[17], Yambio had 18 businesses involved in production, 218 wholesalers and retailers and 51 hotels and restaurants whilst Bor had 2 businesses involved in production, 189 wholesale and retail trade, and 42 hotels and restaurants. Per fig 3 below, an analysis of the gender dimensions of ownership and employees revealed that women own only 2 percent of production sector, 8 percent of wholesale and retail and 25.5 percent of hotels and restaurants. In terms of employment, 2 percent of women were employed in the production sector, 8 percent in wholesale and retail and 47 percent in hotels and restaurants.

Figure 3: Business ownership and employees by sex



UNDP will undertake further analyses in the targeted locations to determine if there are any barriers to entry that make it more difficult for women to engage in production businesses and to be employed in the same. Likewise, the project will also assess factors that make hotels and restaurants more accessible to men and women and analyse the age and location-specific dynamics on enterprise uptake to design project offers that are relevant to the targeted population.

b) Ensure gender- sensitive programming across all project components.
   - To ensure young women are actively involved and have equal access to vocational, technical and entrepreneurial skills training, the project will engage community leaders and local structures to break the social and gender barriers that limit women's productive engagement and create incentives for women participation, for instance through lowering minimum requirements.
   - To ensure women's access to employment opportunities created through UNDP-supported enterprises, and or traded through job fairs, the project will provide incentives to MSEs that employ a predetermined minimum number of women in their businesses through for instance lobbying for tax holidays.
   - For equal access to livelihood and income generating initiatives, and depending on context and social norms, the project will support creation of inclusive youth groups, and ensure that women take leadership positions in the governing structures.

17 Note that this is the most recently available data

III. RESULTS AND PARTNERSHIPS

3.1 Planned results

The project aims to empower 6,000 youth in five targeted locations of Bor, Jubek, Rumbek, Torit and Yambio through enhancing their vocational, market-linked technical and soft skills and nurturing their entrepreneurial culture. The project will also provide them with opportunities to engage in economic activities through provision of start-up capital, strengthening and development of value chains and private sector enterprises with productivity and labour-absorptive capacities.

UNDP Strategic Plan Outcome: Advance poverty eradication in all its forms and dimensions
UNDP South Sudan CPD Outcome: Local economies are recovered, and conditions and coping strategies are improved to end severe food insecurity.

Project outcome 1: Increased employability and engagement in productive economic and livelihood initiatives for young men and women in targeted areas.

Output 1.1: Young men and women in Bor, Jubek, Rumbek, Torit and Yambio are provided with vocational, technical and entrepreneurial skills.

Key activities

1.1.1 In Phase 1, undertake studies on market-linked labour skills gaps and requirements for private and public enterprises in the targeted locations
1.1.2 Rehabilitate the VTC in Torit[18] and business development training centres for youth in all locations.
1.1.3 Provide vocational, market-linked technical and entrepreneurial skills training to 6,000[19] young men and women[20].
1.1.4 Establish and operationalise innovation centres, business incubators to fuel enterprise innovation; and business development hubs to provide after training support and mentorship.
1.1.5 Promote innovation targeting young men and women economic empowerment through media campaigns to spread the entrepreneurship culture, motivate and encourage those who would like to start own businesses based on good practices from existing programmes in Africa such as Burkina Faso, Kenya and Rwanda.
1.1.6 Develop an online entrepreneurship portal at the national level for identification, exchanging and disseminating best practices and innovation.

Description of activities

The project will facilitate the establishment of business development services (BDS) training centres in all the five locations. State level Youth Officers will be supported by a team of advisors and mentors providing business start-up support, business skills development training and mentoring and career advisory services. Some of existing best practises training and coaching programs will be explored such as the Junior Achievement, Empretec, Jobs Corp models to develop an appropriate service that takes in account South Sudan needs and readiness level.

The project will also nurture an entrepreneurship culture and enhance market-linked skills among youth through targeted trainings and advocacy, reinforce existing and create new enterprises through developing the capacity of youth to create or grow existing MSEs and providing them with start-up capital and innovation awards. The project will make use of two enterprise training approaches that are specifically designed for those with low levels of literacy – GET Ahead in

[18] The other locations already have functional VTCs
[19] 1,200 per location in a phased approach
[20] UNDP will build on existing partnership with EMPRETEC for provision of entrepreneurship training

Enterprise; and Generate Your Business Idea (GYBI). Both training modules have been adapted to the South Sudan context.

Studies will be undertaken across the five locations to determine the main labour skills gaps, nature and relevance of skills training offered by existing vocational training centres (VTCs) and youth centres. The project will enhance the quality of vocational skills training offered by Bor, Jubek, and Yambio VTCs and rehabilitate Torit and Rumbek VTC for increased youth enrolment and retention. Linkages will be made with local public and private enterprises for employment exchanges for employment-seeking youth. Youth centres in the five locations will be rehabilitated to provide spaces for entrepreneurship to be delivered in collaboration with ILO, EMPRETEC and the relevant local government departments.

For sustainability, the youth will be trained as trainers and community volunteers to encourage and support fellow youth in managing their enterprises. Innovation centres and business incubators will be established to give youth the opportunity to innovate and develop business ideas. Ongoing training and business advisory support will be offered through business development hubs that will be set up in each location.

Output 1.2: Technical, vocational education and training (TVET) and university graduates have increased access to career development and employment opportunities.

Key Activities

1.2.1 Establish and operationalise Career Advice and Placement Services (CAPS) centres and job agencies in each of the targeted locations.

1.2.2 Establish and operationalise an employment opportunity data base in collaboration with the Ministry of Labour.

1.2.3 Provide career advice and placement services and a programme of internship and apprenticeship.

1.2.4 Support soft skills training for young men and women, including youth ex-combatants on communication, ethical, life and social skills, environmental protection, conflict prevention, conflict mediation, HIV/AIDS, gender and the dangers of illicit drugs.

1.2.5 Provide incentives for employers providing placement for VTC and entrepreneurship graduates.

1.2.6 Support the state level chambers of commerce and relevant bodies in conducting job fairs in the target areas.

Description of activities

A study on the role of the private sector in promoting youth employment worldwide revealed that demand-driven training interventions that closely involve employers are more likely to be successful than training interventions that do not include employers. Thus, the project will work with the private sector to develop links between skills training and job skills demanded in the labour market. The project will focus on two areas; a) link skills training to the job skills demanded in the labour market. b) establish Career Advice and Placement Service (CAPS) centres in the five target areas that will offer a full range of careers advice and job placement services. The CAPS will be used to enhance employability of youth by matching job-seeker skills to employer needs and facilitating internships and placements for graduates in the private and public sectors.

CAPS will also collaborate with UNICEF for the provision of soft skills training covering issues such as communication, ethical, life and social skills, environmental protection, conflict prevention, conflict mediation, HIV/AIDS, gender and the dangers of illicit drugs. Incentives for recipient employers such as provision of tools and stipends paid to the interns for up to six months while they are attached

to the organizations will be introduced to encourage employers to take on placements and apprentices.

The project will also undertake continuous labour market surveys in the five areas to identify potential employment opportunities. This will be carried out in conjunction with the local authorities, line ministries, private sector, Chamber of Commerce at the state levels, UN agencies, including ILO and UNIDO and other development partners. The survey will identify and create a database on potential areas of employment/livelihoods, particularly for the unemployed skilled youth, youth farmers groups and youth business groups.

Project outcome 2: Increased productivity and incomes for young men and women in targeted areas.

Output 2.1: Young men and women in targeted areas benefit from jobs, livelihood and income generating initiatives created through strengthened private sector enterprises and local value chains.

Key activities

2.1.1 During Phase 1: Undertake feasibility studies on agriculture and natural resource-linked value chains (including in Gum Arabic, fishery, sesame, lulu oil, forestry) and private sector enterprises in the targeted locations, including determining their labour absorptive capacity, longevity and willingness to engage VTC graduates.

2.1.2 Provide financial (micro-credit) and technical support towards development and upgrading of value chains and MSEs (training, small capital injection, market linkage) with high job creation and labour absorption capacities[21].

2.1.3 Provide innovation challenge awards to 50 innovation youth groups composed of 500 youth[22] for new, innovative and scalable business ideas.

2.1.4 Provide start-up capital to 2,000 promising youth entrepreneurs organised into groups[23] and individuals to develop or grow their businesses through, for instance, a revolving fund or the dedicated challenge prize awards window under the UNDP YAS! Portal.

2.1.5 Provide financial and technical support to youth entrepreneurs[24] for research, development and refinement of their business models, facilitate linkages to mentors and potential investors, access to markets to offload their products, information about relevant business legal procedures.

2.1.6 Provide access to clean energy through affordable and energy-efficient solutions for youth-oriented facilities and enterprises.

Description of activities

The project will engage South Sudan Chamber of Commerce, Industry and Agriculture (SSCCIA) and state level governments for institutional support in vocational and skills training (venue, security etc), community access and selection of project participants as well as in creating a conducive environment for viable value chains and private sector enterprise through. Amongst other this would include, the creation of economic zones and providing spaces for youth entrepreneurs to start and expand businesses, project's innovation labs and business development hubs; and give tax concessions for start-ups and MSEs employing a minimum number of people.

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[21] Numbers will be determined during feasibility studies

[22] Ten groups per location of 10 members. Each group implements one idea

[23] 20 groups of 20 members per location. Each group may only run one business. Up to 5 individual entrepreneurs per location – based on idea viability

[24] Numbers will be determined by the number of youth entrepreneurs with business ideas requiring further R&D

Based on UNDP's experience in vocational and entrepreneurial skills training, about 40 percent of the graduates set up their own businesses whilst the others are either absorbed by the private and public sector or are not engaged at all. It is therefore important to expand private sector and strengthen their absorptive capacities. The project will facilitate growth of new and existing private sector enterprises and MSEs in the selected value chains according to their growth and employment potentials based on results of local consultations and feasibility assessments undertaken with local partners including government, private sector and MSE bodies, civil society and UN agencies.

To inspire, encourage and promote competition and innovation, the project will run a competition to reward innovative ideas and the best business plans developed each year and help them scale-up. The monetary award provides a crucial stepping stone for nascent businesses, as bank loans can be hard to come by. The project will lobby local governments for creation of an enabling environment through, for instance, giving incentives to banks that come up with instruments favouring youth entrepreneurs. During Phase 1, the project will assess the feasibility of establishing Entrepreneurship Funds under a matching fund modality (project plus local institutions/banks).

To counter challenges associated with access to electricity, the project will provide solar-power solutions to relevant infrastructure; vocational, business and CAPS centres, innovation hubs, Ministry of labour

Cross cutting: Establishment of a South Sudan National Youth Empowerment Collective Action Platform. This Country Support Platform will facilitate cross fertilization of innovative business ideas and experiences and synergic action for the three results areas of this project and all interested contributing stakeholders. The Platform will encompass all relevant stakeholders and is to be led by a dedicated facilitator. It also serves as a vehicle to pursue additional ecosystem development activities, which are identified as essential by the relevant stakeholders following a mapping exercise and through regular platform meetings with all actors contributing to their success.

This national platform will also be a knowledge basis and benefit from support from the forthcoming UNDP Youth Connekt Africa, UNDP regional project as well as its Hub and Fund being promoted with the support of Government of Rwanda. Youth Connekt is a multifaceted platform that connects young people with their role models, peers, resources, skills and economic opportunities. The initiative aims at filling the gap between youth and opportunities by building a patriotic and economically empowering environment. It has currently been launched in several African countries and UNDP is in the process of scaling it up across the continent.

3.2 Resources Required to Achieve the Expected Results

The project will be implemented at in the five target states through close collaboration with other UN agencies, CSOs, government ministries and departments, private sector and universities. The following resources will be required for successful implementation:

Personnel requirement: A Project Manager to oversee the project implementation; one project analyst, one admin/finance associate, 2 admin/finance assistants to provide administrative support; five field coordinators (IUNVs) to manage project in the five locations and one M&E and reporting officer (IUNV) based in Juba. The project will be supported by all relevant units within the country office, both at Juba and at field level. These include; Finance, Procurement, Common Services, Communications, Partnerships and Management Support and Information and Communication Technology units. From the Regional Service Centre, the Regional Private Sector Special Advisor and Innovation Advisor will provide advice and support during project implementation.

Office space, accommodation and utilities in the field: The project will require field offices and accommodation, which will be co-located with other UN agencies. The offices will be equipped with furniture and equipment including computers, work stations, air condition and internet connectivity. The project will need two additional vehicles for the field to complement UNDP's current field

presence. The project implementation will rely heavily on partnership with the other UN agencies such as UNMISS, local government, Non-Governmental Organisations (NGOs) and CSOs.

3.3 Partnerships

The project will collaborate with relevant partners to generate sustainable results in an efficient manner. Within the Partnership for Recovery and Resilience, the project will collaborate with UN agencies like UNICEF for soft skills training to youth and youth ex-combatants and FAO for agriculture and natural resource value chains. The project will also partner with UNIDO for value chains and private sector development initiatives and ILO for labour placements.

The project will not work directly with central government officials, UNDP's focus is on working with the communities. We establish a partnership with the community, including stakeholders such as women groups, youth, traditional leadership, religious groups, and the local government representatives. This is both to strengthen inclusivity and interdependency, and to ensure broad-based ownership and sustainability.

Universities, businesses and VTCs at the state levels will support skills development initiatives and establishment of CAPS whilst Chambers of Commerce will be instrumental in linking skills to existing companies through job fairs.

While UNDP will implement some activities directly, Micro Capital Grants will be provided to qualified CSOs to implement activities where they have comparative advantages. In addition, UNDP will also provide challenge awards to private sector innovators and related companies under open competitive process. The project will also collaborate with relevant experienced and complementary organizations such as donors, NGOs and foundations working in critical project delivery areas like Japan, Germany, USAID, MSI, IFC, SNV, CORDAID and SPARKS and private sector like Agro-Premium Consult.

Possible collaborations were listed under the Partnerships section. The following elaborations have been made"; The project will collaborate with existing UNDP projects in targeted locations:

PFM funded by Japan: The project is supporting state governments in non-oil revenue mobilisation and management for improved service delivery. The project will be instrumental in creation of conducive environments for the establishment of MSEs and labour-absorbing enterprises through, for instance lobbying for tax holidays/concessions for MSEs and enterprises employing certain number of people.

Peace and Community Cohesion funded by Sweden, Japan and Peacebuilding Fund and Access to Justice and Rule of Law funded by the Netherlands, Japan and Germany: Conflict prevention and peace mediation training to youths that were previously engaged in active conflict to facilitate reintegration, build up on existing economic interdependencies to provide quick economic benefits to youth. For instance, the project could build on existing infrastructure like the Cold Fish Storage in Bor which was constructed to enhance fish value chain for youth in the state.

Recovery and Stabilisation funded by Japan: Has renovated a VCT which could be utilised for entrepreneurship and VCT trainings in Yambio. The project will also benefit from past experiences in the livelihood and entrepreneurial support initiatives.

3.4 Risks and Assumptions

Below is an analysis of project risks and assumptions:

Risks	Description	Type	Impact and probability	Mitigation Measures
Resumption and spread of conflict	Spread of open hostilities and conflict in the targeted areas making it difficult for the project to implement project activities	Security	I=4 P=3	o Establish a strong early warning and response system; continuous conflict analysis o Project flexibility to disengage and be implemented in other areas o Establish strong partnership with local authorities, UN peacekeeping force and humanitarian counterparts to protect asset and personnel o Anchor programme implementation in areas most affected by conflict in local institutions and capacities
Sudden upsurge in community violence	Security risks related to the divisions among communities marked by revenge killings, and by mass violations of human rights committed by the organized forces of the warring parties, making access to targeted areas difficult	Security	I=4 P=3	Targeting communities that have indicated a serious commitment to the development of inter and intra community peace interventions

3.5 Stakeholder Engagement

The project stakeholders include:

- Young men and women in Bor, Jubek, Rumbek, Torit and Yambio and their local and surrounding communities.
- South Sudan CSOs, INGOs, academia, chambers of commerce and private sector working in youth empowerment and private sector development. Where formal agreements are required, UNDP will be guided by relevant programme and project management guidelines.
- Political leadership in the targeted states, states government ministries, state revenue authorities and state legislative assemblies for the creation of enabling environment for MSEs to flourish.

3.6 South-South and Triangular Cooperation (SSC/TrC)

To promote innovation, the project will expose South Sudanese youth entrepreneurs to good practices from existing programmes in Africa such as Burkina Faso, Kenya and Rwanda. Additional good practises field visits to other parts region of the world where flagship initiatives could inform and inspire action and innovative solutions will be undertaken.

3.7 Knowledge

The first six months of the project will see production of knowledge products to inform programming: feasibility study report, conflict sensitivity analyses reports, job market survey reports, social and environmental standard procedures report among others and databases of MSEs and

employees. All the knowledge products will be shared public on UNDP website, Netherlands and media houses are appropriate. UNDP will acknowledge support from the Netherlands and relevant partners in all relevant publications and knowledge products jointly produced and funded as part of this project.

3.8 Sustainability and Scaling Up

The project will collaborate with the Partnership for Recovery and Resilience, civil society and local authorities for ownership of the recovery and resilience agenda. Local partners will be engaged to facilitate entry into the communities for the selection of project beneficiaries, delivery of project components and follow up. Partner capacity will be assessed and enhanced within the context of the UNDG's Harmonised Approach to Cash Transfer framework and as a sustainability measure. The project will be rolled out in phases to allow lessons learned to be integrated into the project.

High performing project participants from the five locations will be appointed to serve in the business development hubs and innovation labs. They will also be engaged as local economic development champions and volunteers, trainers and coaches in subsequent training of fellow youth across the five locations. This enhances ownership of the processes and ideas generated and ensure replication to other locations. The proposed South Sudan National Youth Empowerment Platform will, after three years become self-sustaining after being incubated with UNDP initial support and become either a national institution or continue to leverage the resources from Youth Connekt Africa Hub and Fund

IV. PROJECT MANAGEMENT

Cost effectiveness and efficiency

The following will be used to measure and maximize value for money:

- Phased approach with testing of approaches and strategies ensure proof of concept and implementation of initiatives with a high likelihood of success, whilst cutting costs.
- Economies of scale through partnership with UNMISS: Minimizing the cost of maintaining effective field operations architecture through partnering with UNMISS to reduce costs e.g. occupying common compounds to share security and common services; utilizing UNMISS logistics especially air assets and bulk procurement of some goods like fuel;
- Leveraging partnerships and comparative capacities/expertise: The project will work with a variety of partners at national, state and local levels. Partners consist of government institutions, UNMISS, specialized UN agencies, international and national NGOs and Civil Society Organisations and the private sector. In effect, these partnerships leverage existing capacities within specific institutions that have a direct expertise, capacity and/or a leading stake in achieving one or more common development outcomes with UNDP;
- Investing in documentation and evidence-based programming: The project will invest in evidenced-based planning to allocate and target resources as strategically and efficiently as possible.

Project Management

All funds from the Government of the Kingdom of the Netherlands will be dispensed through UNDP for the execution of the project in alignment with the goals and focus of the South Sudanese national development priorities. For this purpose, the project will be implemented directly by UNDP using the Direct Implementation Modality (DIM). A dedicated project manager under the guidance of the Human Development and Inclusive Growth Unit Team Leader and the Senior Head of Programmes will directly oversee implementation of the project across all the five locations; Bor, Jubek, Rumbek, Torit and Yambio. Chief Technical Advisors will provide relevant policy guidance. Other UNDP South Sudan units Procurement, Finance, Common Services, Information and Communication Technology, Human Resources, and Partnership and Management Support will provide relevant support for efficient and effective project delivery. In each location, International United Nations Volunteers (IUNVs) will be responsible for the day to day implementation of the project in coordination with relevant UN, civil society and government institutions. The project will benefit from a wealth of technical and managerial expertise from the UNDP South Sudan, regional and HQ offices.

Civil society organisations, local, regional and international thinks tanks and academia with proven experience and expertise in youth empowerment, value chains and enterprise development will be engaged during project implementation.

Auditing: The UNDP's use of project resources will be subject exclusively to the internal and external auditing procedures provided for in the Financial Regulations, and in the policies and procedures, and rules and directives, of the UNDP and to relevant decisions of the UNDP's governing body.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UN Cooperation Framework: Local economies are recovered, and conditions and coping strategies are improved to end severe food insecurity.

Outcome indicators as stated in the Country Programme: Indicator 2.3. Number of micro, small and medium-sized enterprises utilizing supplier development platforms for inclusive and sustainable value chains. Baseline: 0, Target: 300.

Applicable Output(s) from the UNDP Strategic Plan: Output 1.1.2: Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs, and **Output 3.4.1:** Innovative nature-based and gender-responsive solutions developed, financed and applied for sustainable recovery.

Project title and Atlas Project Number:

EXPECTED IMPACT /OUTCOMES/OUTPUTS	OUTPUT INDICATORS	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
		Value	Year	2018	2019	2020	2021	2022	FINAL	
Impact: Improved well-being, resilience and peaceful co-existence among youth in and around targeted areas in South Sudan.	1. Percentage of individual respondents in targeted areas with confidence in peace and security disaggregated by gender.	47.7%	2017	47.7 %	47.7 %	50%	60%	65%	65%	Perception survey
	2. Proportion of households in targeted locations with increased assets ownership.	0	2018	0	10%	20%	25%	30%	30%	
Outcome 1: Increased employability and engagement in productive economic and livelihood initiatives for young men and women in targeted areas.	1.1 Proportion of youth graduates that are productively engaged in part-time, fulltime or self-employment disaggregated by gender.	40%	2017	40%	60%	70%	80%	85%	85%	Project evaluation, United Nations Cooperation Framework evaluation
	1.2 Percentage of trained youth demonstrating increased competencies in training programme skills, disaggregated by gender and type of skill.	10%	2017	30%	40%	60%	70%	80%	80%	
Output 1.1: Young men and women in Bor, Jubek,Jubek Rumbek, Torit and Yambio are provided with vocational and entrepreneurial skills.	1.1.1 Number of enrolled youth that complete the vocational, technical and entrepreneurship skills training, disaggregated by gender and location.	250	2017	0	1,300	1,600	1,600	1,500	6,250	Data collection methods: Review of training records Observation, review of coaching and mentoring reports, field visits Review of job placement records, employment database Training reports, project evaluation reports
	1.1.2 Proportion of young entrepreneurs utilising innovation centres, business incubators and development hubs for skills enhancement.	0	2018	0	0	30%	50%	70%	70%	
	1.1.3 Proportion[25] of youth previously involved in conflict recruited for skills training disaggregated by gender.	0	2018	0	10%	15%	20%	30%	30%	

[25] Number of youths previously engaged in conflict as a proportion of the total number of youth engaged in skills training

Output 1.2: Technical vocational education and training (TVET) and university graduates have increased access to career development and employment opportunities.	1.2.1 Number of skills training graduates that secure jobs from UNDP-supported private sector enterprises and value chains disaggregated by gender.	0	2018	0	150	450	500	500	1,600	
	1.2.2 Proportion of tertiary education students in the targeted locations receiving career guidance and mentoring through the CAPS disaggregated by gender.	0	2018	0	15%	30%	45%	60%	60%	
	1.2.3 Number of jobs traded through jobs fairs.	0	2018	0	100	150	150	200	600	
Outcome 2: Increased productivity and incomes for young men and women in targeted areas.	2.1 Proportion of supported youth registering positive returns from their investments disaggregated by gender.	0	2018	0	20%	40%	50%	60%	60%	Project evaluation, United Nations Cooperation Framework evaluation
	2.2 Proportion of supported youth paying back disbursed loans within prescribed timeframes disaggregated by gender.	0	2018	80%	85%	90%	95%	95%	95%	
	2.3 Proportion of supported youth entrepreneurs that employ other youth in their businesses.	0	2018	0	20%	30%	30%	40%	40%	
Output 2.1: Young men and women in targeted areas benefit from jobs, livelihood and income generating initiatives created through strengthened private sector enterprises and local value chains.	2.1.1 Number of new jobs created through value chains and private sector enterprises supported by UNDP.	0	2018	0	300	600	800	1,000	2,700	**Risks:** Field access challenges Outbreak of conflict Politicisation of project activities
	2.1.2 Number of new MSEs created by supported youth.	0	2018	0	20	40	20	20	100	
	2.1.3 Proportion of trained youth engaging in livelihood and income generating activities (individually or in groups).	0	2018	0	20%	30%	50%	60%	60%	
	2.1.4 Number of youth-oriented facilities benefiting from clean energy solutions.	0	2018	0	4	4	4	4	16	

VI. MONITORING AND EVALUATION

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

6.1 Monitoring Plan

Monitoring Activi	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required	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.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
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 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 performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

6.2 Monitoring

UNDP will develop an elaborate M&E plan which will guide monitoring and evaluation activities during the course of the project. A dedicated M&E Officer will be engaged to lead implementation of the project M&E plan in close collaboration with the project manager and the country office partnership and management support unit.

6.3 Evaluations

The project will be subjected to two independent external evaluations as follows:

1 *Mid-Term Evaluation:* An independent Mid-Term Evaluation will be undertaken at exactly the mid-point of the project lifetime. The Mid-Term Evaluation will determine progress being made towards the achievement of outputs and outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings and recommendations from the MTE will be incorporated for enhanced implementation during the final half of the project's term.

2 *Final Evaluation:* An independent Final Evaluation will take place three months prior to the terminal Project Board meeting, and will focus on the effectiveness, efficiency and timeliness of project implementation; and will present initial lessons learned about project design, implementation and management; it will also look at impact and sustainability of results, including cross cutting issues such as gender mainstreaming. The Final Evaluation should also provide recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP in collaboration with project partners and shared with project donors for approval.

Project monitoring, mid-term and final evaluations will be undertaken in line with UNDP's Monitoring and Evaluation Policies and in consultation with UNDP Independent Evaluation Office, project partners, relevant counterparts and project donors

6.4 Evaluation Plan

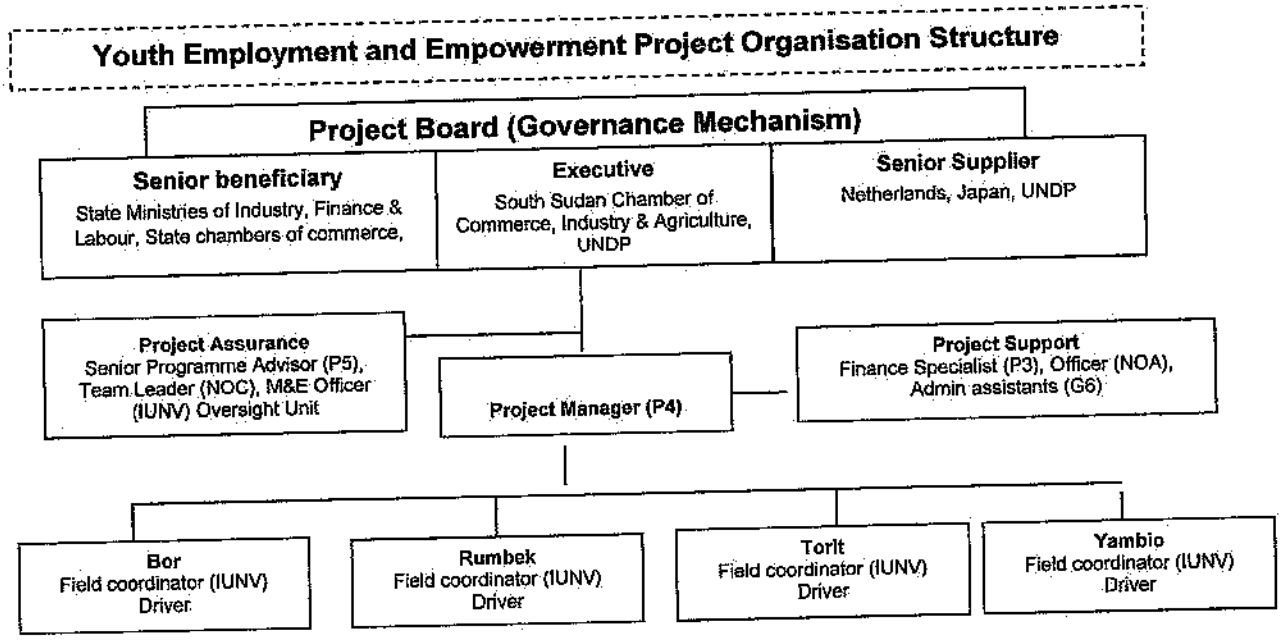
Evaluation Title	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-term evaluation	Advance poverty eradication in all its forms and dimensions	Local economies are recovered, and conditions and coping strategies are improved to end severe food insecurity.	December 2020	Ministries of Agriculture, Commerce, Chambers of commerce, Netherlands, NGOs	US$50,000 (all donors)
Final evaluation			December 2022		US$50,000 (all donors)

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project is managed by UNDP under the Direct Implementation Modality where UNDP act as the implementing partner for the project. The overall structure of this Project is designed to emphasize and ensure GRSS ownership of the project and its activities. However, it is important to emphasize the role that other actors such as the civil society organizations, religious groups and community leaders play in balancing the role of the government carrying out oversight.

It is important to highlight that this project does not exist in isolation. UNDP is currently implementing other ongoing projects focusing on governance and strengthening capacity of institutions, as well as building trust between communities and institutions. These projects will have a positive impact on this project and contribute to establishing monitoring mechanisms for results, inclusivity and accountability of government partners, not only to monitor and institute corrective actions when necessary, but also to provide knowledge building and learning on a continuous basis.

The following diagram shows the Youth Employment and Empowerment Project management structure, which is specifically designed to manage the project to its conclusion, consisting of roles and responsibilities that bring together the various interests.



VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of South Sudan and UNDP, signed on 11 July 2011 All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner." This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][26] [UNDP funds received pursuant to the Project Document][27] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).
4. UNDP as the Implementing Partner will: (a) conduct 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. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property

[26] To be used where UNDP is the Implementing Partner

[27] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or

corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this 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.

h. Each contract issued by the responsible party, subcontractor or sub-recipient 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 it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					PLANNED BUDGET			budget notes
		2018	2019	2020	2021	2022	Funding Source	Budget Description	Amount	
Output 1: Young men and women in Bor, Jubek, Rumbek, Torit and Yambio are provided with vocational and entrepreneurial skills Gender marker: GEN 2	1.1 Labour skills survey	80,000	-	-	-	-	Netherlands	72100 Contractual Services-Compa	80,000	Cost of enaging a consultancy firm to undertake a labour skills survey targeting all the 5 project locations.
	1.2 Rehabilitate the VTC in Torit and business development centres (BDS) training centres for youth in all locations.		180,000	150,000	150,000	-	Netherlands	72100 Contractual Services-Companies	480,000	Contracts for the rehabilitation of the Torit VTC @ $240,000 and 3 business training centres in Bor, Jubek and Rumbek @ $80,000 each.
		200,000	120,623	-	-	-	Japan	72100 Contractual Services-Companies	320,623	Completion of business centres in Yambio and Torit
		-	70,000	44,000	-	-	Netherlands	72200 Equipment and Furniture	114,000	Furniture and equipment for the new VCT and business centre estimated @114,000. Exact amounts to be determined after assessment of vocational skills training areas.
		-	150,000	75,000	75,000	75,000	UNDP	72600 Grants	375,000	5 grants for BDS providers for Value Chains and MSEs @ 30,000 each in the first years, and subsequently $15,000 per year
			6,000	6,000	6,000	6,000	Netherlands	71600 Travel	24,000	20 flights (visits) @ 500 each, and DSA for an average 5 days per each visit @ 120/day and on-ground travelling costs of $2,000
		10,000	8,000	-	-	-	Japan	71600 Travel	18,000	14 flights (visits) @ 500 each, and DSA for an average 5 days per each visit @ 120/day and on-ground travelling costs of $2,600
	1.3 Undertake vocational skills training and mentorship of 6,000 young men and women in market-linked trades, and entrepreneurial skills.		220,000	100,000	50,000	50,000	Netherlands	72100 Contractual Services-Companies	420,000	Grants/contracts of $100,000 each in Bor, Rumbek & Jubek, and $60,000 each in Yambio and Torit to undertake vocational skills training
		50,000	80,000	-	-	-	Japan	72100 Contractual Services-Companies	130,000	Grants of $65,000 each for undertaking vocational skills training in Yambio and Torit
		5,000	20,000	15,000	8,000	8,000	Netherlands	72500 Supplies	56,000	Consumables for vocational training - fabric for tailoring, timber and tools for carpentry, small tools for mechanics estimated at $56,000
	1.4 Establish and operationalise innovation centres, business incubators to fuel enterprise innovation; and business development hubs	-	100,000	100,000	10,000	10,000	tbc	72100 Contractual Services-Companies	220,000	5 contracts/grants of $40,000 for setting and operationalising innovation centres in all 5 locations. Small maintenance grants/contracts of $4,000 per each location
		-	36,000	20,000	-	-	tbc	72800 Information Technology Equip	56,000	25 computers (5 per location) @ 1,200 each, 5 printers @ $2,000 each, 5 copiers @ 3,000 each,
			80,000	80,000	80,000	80,000	tbc	72600 Grants	320,000	5 grants of $16,000 per year (4 years) per location to coordinate incubators and innovation hubs
		-	20,000	15,000	10,000	10,000	tbc	72500 Supplies	55,000	Consumables for innovation centres - tonners, stationery, communication equipment estimated at $55,000 over 4 years.
		-	20,000	4,000			tbc	71600 Travel	24,000	20 flights (visits) @ 500 each, and DSA for an average 5 days per each visit @ 120/day and on-ground travelling costs of $2,000
	1.5 Promote innovation and economic empowerment through media campaigns	30,000	40,000	40,000	40,000	40,000	UNDP	72600 Grants	190,000	5 low value grants - $6,000 in the first year, and subsequently $8,000/year/location over 4 years for media campaigns on promoting youth entrepreneurship
	1.6 Development of an online entrepreneurship portal at the national level		20,000	-	-	-	Japan	72800 Information Technology Equipmt	20,000	5 computers @ 1,200 each, 1 printer @ $2,000, 1 copier @ 3,000 each, software installation and utilities estimated ar $9,000
			24,000	24,000	24,000	24,000	Japan	71400 Contractual Services-indi	96,000	National consultant managing the online platform @$2,000 per month
			30,000	20,000	2,000	2,000	Japan	75700 Training, Workshops and Confer	54,000	5 training workshops in all the 5 locations @$10,000 per workshop (venue, meals, DSAs for participants
	Field coordination	-	244,000	244,000	244,000	244,000	Netherlands	71500 UNV	976,000	Salaries for IUNV coordinators (4) and M&E officer (1) @ $80,000 for 1 IUNV. Netherlands contributes 61%
			156,000	156,000	156,000	156,000	tbc	71500 UNV	624,000	
	Subtotal for output 1	**375,000**	**1,624,623**	**1,093,000**	**855,000**	**705,000**			**4,652,623**	
	Monitoring and communication (3%)	6,863	29,731	20,002	15,647	12,902	Netherlands		85,143	Project oversight, quality assurance and communication @3% of Output 1 total. Netherlands
		4,388	19,008	12,788	10,004	8,249	tbc		54,436	Unfunded project oversight, quality assurance and communication - 39%
	Total for output 1	**386,250**	**1,673,362**	**1,125,790**	**880,650**	**726,150**			**4,792,202**	

Output 2: Technical vocational education and training (TVET) and university graduates have increased access to career development and employment opportunities. GEN 2	2.1 Establish and operationalise Career Advice and Placement Services (CAPS) centres in each target area	-	90,000	90,000	5,000	5,000	Netherlands	72800 Information Technology Equipmt	190,000	75 computers (15 per location) @ 1,200 each, 5 printers @ $2,000 each, 10 copiers @ 3,000 each, networking computers - softwares and hardware for networking computers within and accross the locations @ $30,000, internet connection and subscription @$30,000
			96,000	96,000	96,000	96,000	tbc	71400 Contractual Services-indi	384,000	4 local consultants managing the CAPS centres and employment DB @ $1,600 per month per each of the 5 locations
		-	10,000	10,000	10,000	10,000	Netherlands	72500 Supplies	40,000	Computer accessories and consumables for the CAPS estimated at $2,000 per year per location over 4 years
	2.2 Establish and operationalise an employment opportunity data base in collaboration with the Ministry of Labour (MoL)	-	30,000	20,000	-	-	Netherlands	72100 Contractual Services-Companies	50,000	Grants/contracts for mobilising relevant stakeholders, provide training on functionality of the DB once established.
		-	40,000	40,000	40,000	40,000	Netherlands	72500 Supplies	160,000	Renovation of space provided by the Ministry of Labour for the establishment of an employment DB, security controls - biometric entries, backup facilities and office consumables.
		-	40,000	0	0	0	Netherlands	72800 Information Technology Equipmt	40,000	5 computers @ 1,200 each, buying and maintaining 2 servers @ 20,000, 2 printers @ $2,000 each, 1 copier @ 3,000 each, software for DB and installation @ $7,000
		-	24,000	24,000	24,000	24,000	Netherlands	71400 Contractual Services-indi	96,000	Database consultant/trainer in MoL @$2,000/month
		12,000	11,000	11,250	12,000	17,100	Netherlands	71600 Travel	63,350	30 flights @$500/flight (visit) for monitoring, assessments and meeting stakeholders. Each visit lasts average 5 days @120/day. 2 Charter flights @$10,000 each, $10,350 for ground travel and DSA for field based staff.
	2.3 Provide career advice and placement services & an internship and apprenticeship prog	-	60,000	60,000	60,000	60,000	tbc	72600 Grants	240,000	Low value grants of $12,000 per year, and per location to CSOs providing career guidance services
	2.4 Support life skills training for young men and women, including youth ex-combatants	-	120,000	120,000	40,000	40,000	UNDP	72100 Contractual Services-Companies	320,000	Contracts for the provision of life skills training @ $24,000 per location for the first 2 years, followed by $8,000 per year for refreshers in all locations
		-	10,000	10,000	10,000	10,000	tbc	75700 Training, Workshops and Confer	40,000	Facilitation costs for local level workshops @$2,000 per workshop per year across all location
		-	11,000	6,800	2,000	2,000	UNDP	72500 Supplies	21,800	Consumables, refreshments, venue hire etc for skills training workshops estimated at $21,800
	2.5 Provide incentives for employers providing placement	-	60,000	60,000	100,000	90,000	Netherlands	72600 Grants	310,000	Grants of $62,000 per each location to capacitate targeted support to labour absorbing enterprises
	2.6 Support the state level chambers of commerce and relevant bodies in conducting job fairs in the target areas.	-	30,000	30,000	20,000	20,000	tbc	72100 Contractual Services-Companies	100,000	$20,000 per location to support of local level chambers of commerce in conducting job fairs
		-	10,000	10,000	10,000	10,000	tbc	71600 Travel	40,000	On-groud travel by project staff estimated at $2,000 per location
		-	10,000	10,000	10,000	850	tbc	72500 Supplies	30,850	Materials for the job fairs - publicity materials and other office consumables estimated at 30850 over the 4 years.
	Project Manager	44,932	179,727	179,727	179,727	179,727	Netherlands	61300 Salary &post Adj Cst-IP staff	763,841	Salary for P4 project manager @US$294,635/year (proforma costs) - Netherlands contributes 61%
		28,727	114,908	114,908	114,908	114,908	tbc	61300 Salary &post Adj Cst-IP staff	488,358	
	Sub total for output 2	**85,659**	**946,635**	**892,685**	**733,635**	**719,585**			**3,378,199**	
	Monitoring and communication (3%)	1,568	17,323	16,336	13,426	13,168	Netherlands		61,821	Project oversight, quality assurance and communication @3% of Output 2 total. Netherlands contributes 61%
		1,002	11,076	10,444	8,584	8,419	tbc		39,525	
	Total for output 2	**88,229**	**975,034**	**919,466**	**755,644**	**741,173**			**3,479,545**	

Output 3: Young men and women in targeted areas benefit from jobs, livelihood and income generating initiatives created through strengthened private sector enterprises and local value chains. Gender marker: GEN 2	3.1 Undertake feasibility studies	150,000	-	-	-	-	Netherlands	72100 Contractual Services-Comp	150,000	Consultancy contract for a study on value chains covering all the five locations
	3.2 Provide financial and technical support towards development and upgrading of value chains and MSEs	-	150,000	150,000	120,000	120,000	Netherlands	72600 Grants	540,000	Grants for development and updgrading of 5 value chains @108,000 each
		10,000	20,000	15,000	15,000	15,000	tbc	71600 Travel	75,000	36 flights (visits) @ 500 each, and DSA for an average 5 days per each visit @ 120/day and on-ground travelling costs @ $15,400 and 2 charter flights @$10,000 each. **Note:** travel is for the whole of output 3.
	3.3 Provide innovation challenge awards to 50 innovation youth groups	-	200,000	200,000	200,000	200,000	Netherlands	72600 Grants	800,000	Innovation challenge awards @$16,000 for each of the 50 youth innovators groups
		-	20,000	20,000	20,000	20,000	Netherlands	72500 Supplies	80,000	Costs associated with advertising and selection of innovation groups across all 5 locations, consumables for administering contracts with the innovation groups estimated @$4,000 per location
	3.4 Provide start-up capital to 2,000 promising youth entrepreneurs	200,000	100,000	-	-	-	Japan	72600 Grants	300,000	Financial support to 2,000 youth entrepreneurs at an average of $550/entrepreneur (variable based on idea). 27% covered by Japan funds.
		-	200,000	200,000	200,000	200,000	Netherlands	72600 Grants	800,000	
	3.5 Provide financial and technical support to youth entrepreneurs for research & development	-	10,000	10,000	6,000	10,000	UNDP	72500 Supplies	36,000	Costs associated with advertising, selection and administration of grantees'contracts in each of the 5 locations estimated @$7,200 per location.
		-	20,000	20,000	20,000	20,000	UNDP	72600 Grants	80,000	Research and innovations grants for young entrepreneurs @16,000 per location
	3.6 Provide affordable and energy-efficient solutions for youth-oriented facilities and enterprises.	-	120,000	120,000	80,000	80,000	Netherlands	72100 Contractual Services-Companies	400,000	Solar power energy for youth-oriented facilities estimated @$80,000 per location. Exact costs wil be determined after an assessment of facilities rehabilitated across the 5 locations.
	Cross cutting: Establishment of a National Youth Empowerment Collective Action Platform.	-	282,000	200,000	41,000	-	tbc	72100 Contractual Services-Companies	523,000	Contract for the establishment of a National Youth Empowerment platform estimated @$523,000
	Sub total for output 3	**360,000**	**1,122,000**	**935,000**	**702,000**	**665,000**			**3,784,000**	
	Monitoring and communication (3%)	6,588	20,533	17,111	12,847	12,170	Netherlands		69,247	Project oversight, quality assurance and communication @3% of Output 2 total. Netherlands contributes 61%
		4,212	13,127	10,940	8,213	7,781	tbc		44,273	
Sub total for output 3		**370,800**	**1,155,660**	**963,050**	**723,060**	**684,950**			**3,897,520**	**3897520**
Output 4: Effective management of the project	Project Management	15,772	78,860	78,860	78,860	78,860	Netherlands	61300 Salary & Post Adj Cst-IP	331,212	Salaries: 15% P3 Finance specialist (@$257,198/year), 5% P5 Progr Advisor (@323,545/year), 25% NOC Team Leader ($96,412/year)
		5,000	10,000	10,000	5,000	5,000	Netherlands	71600 - Travel	35,000	
		20,000	10,000	15,000	15,000	15,000	Netherlands	72500 Supplies	75,000	
		50,000	30,000	-	-		Netherlands	72400 comm and equip	80,000	Purchase of office equipment - 10 laptop computers for staff @$1,800 each, 5 copiers for 4 field locations & Juba @$3,000 each, 5 printers for 4 field locations and Juba @$2,000, internet connection, office furniture and usables for new offices for new project offices @9,250 per location (specifics to be confirmed after assessments)
		10,019	50,096	50,096	50,096	50,096	Netherlands	71400 Contractual services ind	210,402	Salaries: 2 G5 Fin/Adm assistance @41,062 per staff member. Netherlands contributing 61%
		6,406	32,028	32,028	32,028	32,028	tbc	71400 Contractual services ind	134,519	
		6,000	30,000	30,000	30,000	30,000	Netherlands	73400 - Rental & Main of Other Equip	126,000	Vehicle fuel and maintenance @ 49,180.3 for all 5 locations. Netherlands contributing 61%. Other projects cover the rest
			30,000	30,000	30,000	30,000	Netherlands	73100 - Rental & Maintenance-Premises	120,000	Rental, common services for 4 field locations and Juba estimated @49,180 per location. Netherlands
		50,000	60,000	-	-	-	Netherlands	73200 Office Alternations	110,000	Office setup in 4 locations - renovation /construction of office space in 4 field locations estimated at @$45,082 per location (variable depending on existing facilities - to be assessed). Netherlands contribute 61%
		100,000	50,000	-	-	-	Netherlands	BA004 - Vehicles Budget	150,000	Purchase of 3 project vehicles @$50,000 each including security fittings
		9,484	47,419	47,419	47,419	47,419	Netherlands	71400 Contractual services ind	199,161	Salary NOB Finance Officer @$77,736/year. Netherlands contributing 61%
		14,050	70,250	70,250	70,250	70,250	Netherlands	71400 Contractual services ind	295,050	4 G3 project drivers @$28,791/driver. Netherlands contributes 61%
		8,983	44,914	44,914	44,914	44,914	tbc	71400 Contractual services ind	188,639	
	Sub total for project management	**295,713**	**543,567**	**408,567**	**403,567**	**403,567**			**2,054,982**	
	Total for all outputs	**1,140,992**	**4,347,623**	**3,416,873**	**2,762,921**	**2,555,840**			**14,224,248**	

Evaluation		-	-	30,500		30,500	Netherlands	71400 Contractual Services - Individ	61,000	61% of the total evaluation costs - Netherlands contribution
		-	-	19,500		19,500	tbc		39,000	
Audit and spot checks		-	26,520	20,843	16,854	15,591			79,808	Audit and financial spot checks estimated at 1% of the project costs. Netherlands contributes 61%
SUBTOTAL		**1,140,992**	**4,374,143**	**3,487,716**	**2,779,775**	**2,621,430**			**14,404,056**	
General Management Support (8%)		55,680	213,458	170,201	135,653	127,926	Netherlands		702,918	61% of the total - Netherlands contribution
		5,985	22,944	18,294	14,581	13,750	**Japan**		75,553	6.5% of the total - Japan
		22,312	85,535	68,201	54,358	51,261	tbc		281,667	24.4% tbc. Note: no GMS on UNDP contribution
TOTAL		**1,224,969**	**4,696,080**	**3,744,411**	**2,984,366**	**2,814,368**			**15,464,195**	

Resources	
Japan	1,014,176
Netherlands	9,424,953
UNDP	1,022,800
Gap	4,002,266
TOTAL	15,464,195

Netherland - initial	9,425,295
revised	9,424,953
variance	342