

The nature of political engagement of youth requires us to not only just think of immediate results, but also of the long lasting impact of our interventions on targeted youth groups and, in turn, the individuals and communities that these talented and motivated young men and women can reach in the course of their lives. Therefore, our programme's approach and methodology is centred on **building the capacities of young people and building the institutions that will sustain the durable engagement of young people and their development across Lebanon**. We use our contextual knowledge and established local networks to target FoMs that provide the optimum opportunity of short-term political and long-term community support. We sequence our interventions in order to have both clear exit strategies after Y1 (establishing institutions and building capacities) at the Break Clause and the programme's end (developing institutions & national engagement of youth based on FoM results).

Building capacity in a sustainable way: Focus on people. Focus on institutions for people.

Our approach and methodology aims to combine short-term immediate results with long-term impact. By establishing Youth Councils at the local level, we provide youth with practical, hands-on capacity building activities, while at the same time giving them direct incentives to participate and engage with politics. Thus, we provide a direct connection between capacity building on political engagement and the actual political process and engagement itself. This is the best guarantee of ensuring that capacity building activities *stick* with long lasting effects.

We will invest significantly in advising, discussing, and if need be, lobbying FoM Councillors and Presidents in providing Youth Councils and Political Marketplaces with mandates and budgets, because these are the two most significant prerequisites for building sustainable local institutions. For the often cash-strapped FoMs, guaranteeing a Youth Council a long-term budget is difficult, but we will increase those chances by steering towards (1) building an institution that is lean, low-cost, with costs off-set by a culture of volunteerism and (2) ensuring that the Youth Council is a community and political priority.

In order to grow Youth Councils and Political Marketplaces into local priorities, we will start by selecting FoMs with whom we have established trusting working relationships and who signed letters of support for our programme. This guarantees political support in the short-term. These short-term commitments will evolve into long-term community demands, when citizens, and especially young people, have been able to observe the results for themselves on it has engendered inter-generational dialogue and stronger relations with political leaders and decision-makers. Therefore, we will support democratic elections for Youth Councils with campaigns focused on local and practical youth concerns that transcend confessional boundaries. In turn, we will help FoMs in setting up and maintaining social media pages, in order to foster transparency and promote active communication about Youth Council sessions and Political Marketplace events.

Specifically, for the female councillors that are members in our change makers group, retreats will offer a unique and effective way of creating a sustainable networks of peers that they can tap into.

At the national level, this programme must create sufficient publicity in order to widely disseminate the successes achieved by Youth Councils to a national audience and to stimulate discussions and debates at the national level around domestic issues that most concern youth. As a requirement for constructive debates, Lebanese youth must be able to make use of neutral and non-partisan information related to the policy positions of MPs and cabinet members. This is where the Lebanese Civic Youth Centre (L-CYC) will be instrumental. The L-CYC will be mostly staffed by young staff volunteers potentially sourced from a partner university. Again, building a lean, low-cost centre will increase sustainability. In conjunction with the L-CYC Coordinator and in partnership with a private university, we will draft a sustainability and development strategy. In support of the young volunteers, we will train them on how to generate content and carry out maintenance of the National Youth Engagement Platform website. Furthermore, we will co-organise public events, and provide simple how-to-guides for the organisation of future events. All our activities are aimed at a seamless hand-over of responsibilities to L-CYC staff at the end of the project and of ownership of the L-CYC by the partner university.

A second essential strategy for the viability of a sustainable L-CYC, will be its positioning in the political context. By attaching it to a private university, we avoid setting-up a completely new institutional structure. By embedding the L-CYC within a private institution, the centre will be identified by the public as neutral and impartial and thus it will be perceived as a more credible, trusted and reliable source of information, then were to be linked to a political organisation or a ministry in the current political climate. Specifically in this regard, we are sensitive to the position and views of the Authority towards any form of cooperation with, the Ministry of Youth and Sports, which is currently headed by a Hezbollah-minister. We will coordinate the establishment and development of the institute closely with the Parliamentary Committee on Youth & Sports which - unlike the MoYS – holds representation of all major parties. Finally, we will establish a Steering Committee that will ideally comprise representatives from several youth CSOs, the Parliamentary Committee, and the Authority to govern the project and its deliverables.

Our Exit Strategy: Modular delivery of outputs and outcome-based project phases

By design, from the start, we have defined a series of outputs linked to specific (intermediate) outcomes to be completed within the three main project phases. These phases are structured with the Break Clause in mind, meaning that the phases before that point can be implemented autonomously, with the Post-Break Clause phase building-upon the results from the earlier phases:

- Inception (six weeks): delivery of Project Delivery Plan, with structures/processes for Authority approval;
- Establishment of Institutions: (Months 2-9): Attaining all prerequisites for the establishment of Youth Councils and Political Marketplaces, i.e. political support, mandates, budgets, and organisation of elections. Attaining the MoU with university on the establishment and hosting of the L-CYC and co-drafting of a strategy for its development. Capacity building of related activities for Federation and Youth Councillors/Presidents, FoM staff, and female change makers in order for them to exercise functions.

- Break point (Month 11: March 2020): Progress assessment by Authority based on agreed Indicators;
- Development of institutions (Months 12-21): Supporting the development of the execution of functions by Youth Councillors, FoM staff and female change makers through capacity building activities. Review of mandates based on lessons learned from Y1. Organisation of publicity events with L-CYC Coordinator and volunteers and dissemination of Youth Council results nationwide.

The ongoing process of lesson learning and programme coordination integrated into our delivery allows us to propose a detailed exit strategy which could be implemented at one month's notice either at the natural end of the programme or earlier should the Break-Clause be exercised.

Based on previous experience, we propose a two-week handover and closure phase to ensure that the outputs are fully recorded and shared with the Authority and if appropriate, the direct beneficiaries.

This phase provides opportunity for consolidation and final assessment, with an emphasis on looking at the achievements of the project, examining the difficulties that were faced and how these were overcome, and identifying transferable lessons for the future. We suggest that these will be examined publicly in a Wrap-up meeting in which all stakeholders will be invited to participate along with the Authority as the client.

The final phase of the project will be a period of intense activity in terms of the strategy components set out below:

- Finalising all project documentation and records;
- Finalising and disseminating copies of publications, guidance etc.;
- Arranging the transfer of records and “products” to the Authority and relevant beneficiary organisation;
- Preparing a Final Report to capture programme achievements and lessons;
- Developing a Handover Plan for any ongoing work which could be transferred to partners;
- Arranging and holding a final Dissemination Event co-organised with the L-CYC.
- Formal Project Closure.

The critical deliverables of this phase are a Final Report, a Handover Plan, a Dissemination Event, and formal Project Closure which are set out in greater detail below.

Final report: the draft final report will be submitted to the Authority at least one month before the end of the period of implementation. The Project Coordinator & Governance Advisor will be responsible for its production and will receive inputs from the programme leads and other experts as required. We will develop this report after consultation with the Authority so that requirements for amendments to the draft are kept to a minimum and that the final version of the report is prepared on time. The final project report will include all findings and conclusions of the project and will:

- Describe the overall status of all activities including a critical study of any major problems which may have arisen during the performance of the contract;
- Describe the status, results, and impact of the assistance given;
- Describe all coordination and cooperation activities in place, and any handover which has taken place;
- Summarise all lessons learned over the course of programme delivery;
- Present recommendations for improvement to the design of any future similar programmes;
- Provide a full financial overview accompanied by the expenditure verification report;
- Provide a critical review of any major problems that may have been addressed.

Handover Plan: during the close-down period we will propose a sustainability plan for the outputs of the programme. This plan will consist at a minimum of the following actions:

Institutional coordination: setting out possibilities for handing over ongoing work to targeted FoMs, the partner university or trusted national-level government institutions or providing information to them which would allow them to build upon the programme's work in the future. Where there are opportunities to handover before programme close we will do so if receiving approval from the Authority.

NGO/CSO coordination: where CSO or NGO groups at the municipal, national or voluntary level wish to take forward ongoing work ongoing, we will provide them with a plan and proposed activity schedule to support this, as well as handing over relevant lessons and information, provided we receive approval to do so from the Authority.

Summary of final report for stakeholders: to promote the sustainability of the programme, we propose to prepare a short summary of the Final Report for wider communication and distribution, if approved by the Authority. We propose to present in this short report the lessons learned from the implementation and the conclusions reached. This report will support the sustainability of local and national work by ensuring that recommendations on delivery reach a wide and relevant audience.

Project Closure: this will be done immediately after the submission of the final Project Report to the Authority. We propose a one-week de-mobilisation period, during which we will close down or handover ongoing activities and prepare the all financial close-out documentation for the Authority.

WYG is committed to maintaining all data relevant to the execution of the contract for as long as required by the Authority after the completion of the project and making this available to stakeholders as instructed.