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YOUTH Global Programme for Sustainable Development & Peace

YOUTH-GPS | 2016-2020

Project Title: YOUTH GLOBAL PROGRAMME FOR SUSTAINABLE DEVELOPMENT AND PEACE (Youth-GPS).
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Brief Description

The *Youth Global Programme for Sustainable Development and Peace* ("Youth-GPS," 2016-2020) is UNDP's first global programmatic offer for youth empowerment for sustainable development and peace.

The project aims to systematically foster youth empowerment where UNDP has a presence by significantly boosting the implementation of UNDP's Youth Strategy 2014-2017 (itself aligned with UNDP's Strategic Plan 2014-2017) and to sharpen the organization's focus and corporate response to the challenges young people face worldwide across three priority thematic areas: enhanced youth civic engagement and participation in decision making and political processes and institutions; increased economic empowerment of youth; and strengthened youth engagement in resilience- and peace-building. A key priority for the project will be to deploy systematic and coordinated action to support the role of young people as active agents of change and partners in SDG implementation, monitoring and accountability as well as the implementation of UN Security Council Resolution 2250 on youth, peace and security and related international agreements. The project simultaneously aims to strengthen UNDP's overall accountability and commitment to youth.

UNDP has developed Youth-GPS as a systematic response to the growing demands at all levels from stakeholders, especially young people, for strategic support and guidance for youth programming that is at once comprehensive and adaptable to specific regional and national realities. As such, the project leverages UNDP's distinctive added value within the multi-lateral system, its strong partnerships with UN and external partners on youth issues and its strengths as a decentralized operational organization in order to effectively foster youth empowerment and to advance the role of young people as positive agents of change and partners for sustainable development and peace.

Using a multi-level and multi-dimensional approach, Youth-GPS will:
- Increase national and local partners' capacities to enhance youth empowerment;
- Strengthen regional capacities for youth empowerment;
- Enhance strategic global policy and advocacy for youth empowerment;
- Promote and support young women's empowerment at all levels.

Contributing Outcome (GPD):
- UNDP SP/GP 2014-2017 Outcomes 1-7 (Primary Outcome: Outcome 2)
- UNDP Youth Strategy Outcomes 1-3
- UN System-Wide Action Plan on Youth

Contributing Outputs:
- UNDP SP/GP 2014-2017, Outputs 1.1; 2.4; 3.2; 4.4; 5.5; 6.2; 7.3 in particular.

Total resources required:	USD 35 Million	
Total resources allocated:		
	UNDP TRAC:	
	Donor:	
	Donor:	
	Government:	
	In-Kind:	
Unfunded:	USD 35 Million	

Agreed by (signature):

UNDP

Print Name: Mr. Magdy Martínez-Solimán, Assistant Administrator and Director, Bureau for Policy and Programme Support

Date: 8 July 2016

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DEVELOPMENT CHALLENGE

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TACKLING THE CHALLENGES FACED BY YOUNG PEOPLE BY SUPPORTING THEIR EMPOWERMENT AND PROVIDING THEM WITH AN ENABLING ENVIRONMENT FOR THEIR HUMAN DEVELOPMENT MAKES TODAY A POTENTIALLY HISTORIC AND TRANSFORMATIONAL OPPORTUNITY TO LAY THE FOUNDATION FOR A PEACEFUL AND SUSTAINABLE FUTURE.

At 1.8 billion, there are now more adolescents and young people (aged 10-24) than at any other time in history. While the number of young people was 721 million in 1950, by 2050 it is set to reach 2 billion. Approximately 9 out of 10 people between the ages of 10 and 24 live in less developed countries.[1] In some of these countries, young people even represent upwards of 80% of the population.

Worldwide, while young people face a wide array of development challenges, their concerns -common across development contexts - are too often overlooked: they are often victims of multiple and interlocked forms of discrimination, frequently involving negative assumptions about age, capability and respect; they face significant barriers to their participation in public life, which leads them to be greatly underrepresented in decision-making and development processes; in most places, they represent a disproportionate number of the unemployed; and at a critical time for their individual development, they are severely impacted by a lack of access to quality and affordable public services, such as health and education. These forms of marginalization often lead to an imbalance of power that excludes young people from an otherwise 'adult society', with the result that their needs and aspirations are not adequately addressed, and their potential contributions to development lost.

The majority of the world's population has yet to reach the age 30.[2] And as the numbers of young people continue to grow, proportionally and in absolute terms, they will represent the largest new cohort of adults the world has seen. The response to this coming demographic change - the investments made now in young people and the way they are currently engaged - will dramatically shape the future of societies. It is increasingly evident, then, that tackling the challenges faced by young people by supporting their empowerment and providing them with an enabling environment for their human development makes today a potentially historic and transformational opportunity to lay the foundation for a peaceful and sustainable future.

The situation is even more difficult and complex for many young people who face additional forms of intersecting discrimination. Girls and young

1 UNFPA, *State of the World Population Report 2014*, 1.

2 UNDP in its Youth Strategy 2014-2017, acknowledges the United Nations definition of youth as "between the ages of 15-24, without prejudice to national definitions". Flexibility in defining youth allows for country-specific policies and programming, considering the heterogeneous nature of the youth population, and recognizing that different age groups may have different needs in different contexts. In general, by "youth", we refer principally to young women and men aged 15-24, but also those aged 25-30, even going to 35 is some contexts (particularly important as it relates to transition to adulthood and political participation).

women are often amongst the most marginalized, vulnerable and - if they live in rural/remote areas, or precarious human settlements - hardest to reach young people. In many contexts, young people from indigenous, ethnic and minority groups, migrants, refugees and Internally Displaced Persons (IDPs), Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI), and young people living with HIV, face particularly challenging forms of stigmatization, exclusion and disempowerment.

While involvement in politics and decision-making in society is a critical issue, youth participation in governance remains low. Even though they are increasingly involved in informal, politically relevant actions through civic engagement, volunteerism and activism, many young people do not participate in elections, public administration and formal decision-making processes. For example, the number of young people - particularly young women - in positions of political leadership remains low and they continue to be significantly underrepresented in national and local political institutions such as parliaments or local governments.[3] Young people's low rates of participation in governance as well as the lack of access to public services lead to their disenfranchisement, challenge the representativeness of institutions and often affect young people's perception of public and political institutions and processes as a whole. In sum, this exclusion fundamentally impacts the very quality of democratic governance.

In many countries young people have found through civil society alternative avenues to formal processes for political engagement. Youth-led civil society organisations and networks now work on a variety of issues ranging from anti-corruption, peace, poverty and climate change. With their energy, knack for mobilization, communication and innovation, young leaders and activists have rejuvenated public debates by opening spaces for dialogue and asking critical questions. They have been discovering new solutions, collecting data and producing research to address social challenges, and have become important social counterparts for holding institutions accountable for social progress. In doing so, young people have acted as a positive force for development and peace more generally. Historically, young women and young men have played an important role in triggering changes in the social fabric of communities and countries and demanding more inclusive participation.

WITH THEIR ENERGY, KNACK FOR MOBILIZATION, COMMUNICATION AND INNOVATION, YOUNG LEADERS AND ACTIVISTS HAVE REJUVENATED PUBLIC DEBATES BY OPENING SPACES FOR DIALOGUE AND ASKING CRITICAL QUESTIONS.

3 Age-related exclusion typically reaches beyond age 24. There is often a discrepancy between voting age and eligibility age. In addition, people under the age of 35 rarely occupy formal political leadership positions. In one third of all countries, eligibility for the national parliament starts at age 25 or higher and it is common practice to refer to politicians as 'young' if they are below 35-40 years of age. Overall, youth (in particular young women) are not represented adequately in formal political institutions, processes and decision-making (parliaments, political parties, electoral processes, the judiciary, and public administrations at all levels). See UNDP and IPU, (2012) *Global Parliamentary Report*.

Current trends however show that young people's organisations are still suffering from a lack of resources and capacities, and, worryingly, shrinking civic space in many countries has hampered their ability to operate effectively.[4] They also face challenges in terms of their representativeness and their inclusion of marginalized young people. In general, young people's exclusion from decision-making means that even as they are involved in almost every aspect of their societies, be it as students, workers, entrepreneurs or citizens, they are especially vulnerable to the infringement of their rights and suffer the effects of corruption and systemic forms of discrimination.

In a number of countries mired in conflict, the lives and hopes of youth are severely affected.[5] In fragile contexts and conflict settings, young people often face major burdens: they are particularly impacted by the collapse of the education sector and the lack of employment opportunities; they are also the segment of the population that is most vulnerable to increased risk of diseases and sexual violence, and most likely to be recruited into fighting forces. However, violent conflict can also bring about rapid changes in social norms, and peacebuilding offers opportunities to reintegrate/support the inclusion of young people into peaceful civilian life, political processes and job markets. Worldwide, development experience is showing that crises, conflicts and violence remain intractable unless young women and young men are constructively

4 The Case for Space – From Rhetoric to Action http://www.fromrhetorictoaction.org (Restless Development/Youth Policy Labs, 2015)

5 In a number of countries mired in conflict, the lives of youth are badly impacted. In Yemen, for example, a Least Developed Country experiencing a major conflict right now, forty-six per cent of the population is under 16. Yemen's youth have hopes and dreams which cannot be fulfilled in a nation at war. In Afghanistan, nearly two-thirds of the population is under the age of 25.

involved in the shaping of the social contract. Their contributions and leadership in preventing and resolving conflict, violence and extremism, or in the response and recovery process after crises, represent a rich - and largely untapped - resource essential to ensuring stability and building sustainable peace. Young people's role as innovators and positive agents of change is in need of stronger recognition and support.

Too often, young people around the world are prevented from fulfilling their potential as the agents of change and social entrepreneurs we need. The situation across the world shows that at all levels it is urgent to address the discrimination against youth, meet their multi-sectoral needs, promote and support youth-inclusive legislative and policy frameworks, enable the opening of new spaces for their engagement and leadership, mainstream them in all relevant aspects of development and peace, and work with them as advocates and equal partners for change. Supporting young men and women's participation in processes and platforms to find and promote innovative solutions for the sustainable use of resources could reinforce the efforts of societies to reduce their environmental carbon footprint, while still continuing to grow and deliver goods, services and jobs to their population. Our generation is the first which could actually eradicate extreme poverty, and the last able to prevent catastrophic climate change. Resilience building against the impacts of disasters and climate change is essential if we are to achieve sustainable development and peace, and young people, again, have to be seen as agents of change.

The current economic situation for young women and young men has been especially difficult. Young people still lack decent jobs.[6] They make up 37 percent of the global working-age population but 60 percent of the total unemployed. As many as two thirds of youth in developing economies are either without work, out of school or are engaged in irregular / informal employment. Looking ahead, the global economy will need to create 600 million more productive jobs over the next decade in order to absorb the current unemployment levels and provide employment opportunities for the 40 million annual labour market entrants - many of whom are young people.[7] Young women make up nearly half of the world's population working under vulnerable employment conditions which prevent them from accessing basic necessities, services and decent work. Youth unemployment, underemployment and poor wages can have an adverse long-term impact on human, economic and social capital, and can weaken their sense of social belonging. They

IT IS URGENT TO ADDRESS THE DISCRIMINATION AGAINST YOUTH, MEET THEIR MULTI-SECTORAL NEEDS, PROMOTE AND SUPPORT YOUTH-INCLUSIVE LEGISLATIVE AND POLICY FRAMEWORKS, ENABLE THE OPENING OF NEW SPACES FOR THEIR ENGAGEMENT AND LEADERSHIP, MAINSTREAM THEM IN ALL RELEVANT ASPECTS OF DEVELOPMENT AND PEACE, AND WORK WITH THEM AS ADVOCATES AND EQUAL PARTNERS FOR CHANGE.

6 ILO, Global Employment Trends for Youth (GETY), September 2015.

7 ILO, Global Employment Trends for Youth (GETY), September 2012.

can trigger a vicious cycle of intergenerational poverty, vulnerability, unrest and conflict.[8] Young entrepreneurs' efforts to grow enterprises are often thwarted by the unavailability of credit, weak business networks, corruption and inadequate entrepreneurship environments. Know-how and sustained support are essential - not only for the initial success of their initiatives, but also for their long-term sustainability.

According to the 2013 United Nations World Youth Report, 75 million of the world's 232 million international migrants are under the age of 30. Today, about half the population of young international migrants are women and girls, and 60 percent of them live in developing countries.[9] According to International Monetary Fund forecasts, by 2035 the number of people in Sub-Saharan Africa joining the working age population (ages fifteen to sixty-four) will exceed that from the rest of the world combined. The lack of prospects at home and the search for opportunities elsewhere, pushes many young people into informal migration from Africa, from the Middle East across the Mediterranean to Europe for instance. Through economic migration young people can often find new opportunities, but in the process they also face serious challenges related to trafficking, crime, drug abuse, sexual exploitation, greater vulnerability to HIV, weak migrant worker protection and discrimination. For the communities of origin, massive economic migration often compounds development challenges, resulting in an ageing of the population, gender imbalances and brain drain.

NATIONAL GOVERNMENTS, LOCAL AUTHORITIES, AND THE GLOBAL COMMUNITY ARE ALL BECOMING INCREASINGLY AWARE OF THE FACT THAT ADEQUATE YOUTH LEGISLATION AND POLICIES ARE NEEDED.

National governments, local authorities, and the global community are all becoming increasingly aware of the fact that adequate youth legislation and policies are needed. Between 2013 and 2014, the number of countries adopting a national youth policy increased by almost 25% from 99 to 122. At the same time, 37 states were in the process of developing a new or revising their current policies - many with the assistance of UNDP and other international community partners.[10] However, in spite of these advances, a number of challenges affect the inclusiveness and the implementation of national policies on youth. For instance, national youth

8 Africa in particular faces drastic demographic shifts, "with a fast growing population that is the youngest in the world. Underlying opportunities in this demographic window are accompanied by significant risks, mainly represented by rising rates of youth unemployment and resulting social instability," TST ISSUES BRIEFS [A compendium of issues briefs prepared by the United Nations inter-agency technical support team for the United Nations General Assembly Open Working Group on Sustainable Development Goals (2014)], 123.

9 http://www.un.org/en/development/desa/news/social/youth-migration-report.html

10 According to the "State of Youth Policy 2014", produced by Youth Policy Labs, "as of April 2014, of 198 countries, 122 countries (62%) have a national youth policy, up from 99 (50%) in 2013. Across all continents, 37 states (19%) are either developing a new or revising their current youth policy, down from 56 (28%) in 2013. 31 countries have no national youth policy at the moment (16%), down from 43 (22%) in 2013. Of those, 14 are in Africa, 9 in Asia, 5 in the Americas, and 3 in Europe."

policies are commonly managed by youth ministries (or ministries of youth and sports) which often have limited political power and resources, and governments often lack inter-ministerial coordination mechanisms on youth-related issues. In many countries, youth participation structures are still weak, both in terms of their inclusiveness and efficacy. Finally, the lack of reliable and accurate knowledge, as well as the lack of comparable data within and across countries and regions remains a key challenge in the development of effective policies on youth.[11] At the local level, where policies meet people, there is a lag in integration of youth and their priorities into strategic planning and policy design and implementation in all regions of the world. Yet, when properly supported, engaging youth at this level can have far-ranging impacts.

11 Report from the First Global Forum on Youth Policies (2015) http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Youth/2014%20-%20REPORT%20-%201st%20Global%20Forum%20on%20Youth%20Policies.pdf

2 STRATEGY

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A. Youth empowerment is both a human rights imperative and a smart investment in sustainable development and peace

Investing in youth is first and foremost a human rights imperative. Everyone deserves the opportunity to develop their full potential as individuals. Responding to the needs of young people and guaranteeing that their human rights are recognized and enforced, encouraging young peoples' active and meaningful participation in their societies and in democratic practices and processes is of vital importance. Prioritizing a greater investment in youth and improving policies and programmes with and for youth are required to enable them to reach their full potential. [12]

Promoting youth empowerment is also a critical means of fostering inclusive development more broadly and of building resilient communities and nations. It can enable developing countries to reap a demographic dividend, contributing to the reduction of poverty and raising living standards. Many of the countries with the largest portions of youth today are amongst the poorest in the world, but they are also on the cusp of a demographic transition that can yield this dividend.[13] Historically, youth have played an important role in innovation and triggering positive change worldwide, not the least by demanding greater participation. Youth movements have often challenged traditional power structures and advocated for a new intergenerational social contract between state and society.

There is growing evidence that development policies and programmes that are planned and implemented with the participation of youth have a higher chance of achieving a lasting impact and reducing tensions as resources, priorities, social or economic status and political voice are re-allocated as part of the development process.[14] Conversely, excluding young people from development and decision-making damages the social fabric, the inclusiveness and responsiveness of institutions, threatens social cohesion and citizen security and can be a potential trigger for conflict and violent extremism - hampering the prospects for

PROMOTING YOUTH EMPOWERMENT IS ALSO A CRITICAL MEANS OF FOSTERING INCLUSIVE DEVELOPMENT MORE BROADLY AND OF BUILDING RESILIENT COMMUNITIES AND NATIONS.

12 The Case for Space – From Rhetoric to Action http://www.fromrhetorictoaction.org (Restless Development/Youth Policy Labs, 2015): "We are witnessing a worrying global trend as civil society space appears increasingly restricted. (…) we hear and see time and again the systemic barriers and obstacles that inhibit child and youth development."

13 The State of the World Population Report 2014. See also *Investing in Youth in International Development Policy* (2013): https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/8413.pdf

14 See also a DFID-CSO Youth Working Group publication outlining the rationale for investing in youth Youth Participation in Development (2010).

* References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

THE VAST MAJORITY OF YOUNG PEOPLE HAVE NO INTEREST IN AND DO NOT ENGAGE IN VIOLENCE, AND ALREADY ARE – OR SHOULD BE – ENGAGED AS POWERFUL AGENTS OF PEACE.

long-term development.[15] At the same time, valuable resources that could contribute to the advancement of rights and the quality of development are lost or underutilized when young men and women are excluded from, or insufficiently engaged in, formal decision-making processes and institutions.

Both the human rights and development imperatives require that focus should be primarily on the most vulnerable of young people and on specific actions involving young women. Women, and young women in particular, face structural discrimination due to the patriarchal nature of most societies. Unleashing the potential of girls and young women is an effective pathway to addressing poverty, improving health and sanitation, making societies more inclusive and reducing violence in communities.

Empowering youth requires inclusive and meaningful youth participation and youth leadership in institutions, markets, communities and societies. Empowered youth means that young people and their organisations have the opportunities and capacities they need to act effectively; that they have an enabling legal and policy environment; and that they benefit from the concerted action of solid networks and partnerships - supported at all levels by targeted evidence-based programmes. Within such a conducive environment, young women and young men can better act as engaged citizens, influence decision-making and contribute as positive agents of change, helping to address the problems surrounding the planet's present and future in innovative and effective ways.

Young people are still a largely unacknowledged and untapped force for peace. United Nations Security Council Resolution 2250 on youth, peace and security (2015), which for the first time recognizes the contribution that young people make to peacebuilding, is a historic milestone. So far, the rationale for intervening in the prevention of violence by the international community has often been based on the assumption that youth - and young men in particular - pose a threat to peace or that, as the victims of violence, they should only be protected. The growing dissatisfaction with political leadership and lack of decent work opportunities, the lack of sense of belonging and identity, can be factors increasing the attraction of some young men and young women towards groups associated with radical movements or even violent extremism. However, the vast majority of young people have no interest in and do not engage in violence, and already are – or should be – engaged as powerful agents of peace.

15 For an example of this problem and the need for particular sensitivity in creating genuinely inclusive programs, see Marc Sommers, *The Outcast Majority: War, Development and Youth in Africa* (2015).

The logic of empowering and investing in young people has been increasingly and systematically embedded in the substance of the most recent global agendas, resolutions and agreements, from the Sendai Framework for Disaster Risk Reduction[16] and the Paris Agreement to the Addis Ababa Action Agenda and 2030 Agenda and beyond. Placing youth at the centre of their implementation and delivery will be critical to achieve their collective promise to "leave no one behind" and their call to invest in youth and future generations. The importance of youth empowerment has gained particular relevance with the adoption of the 2030 Agenda for Sustainable Development. Along with other partners, young people, by participating in consultation and negotiation processes at all levels, informed and helped shape the 2030 Agenda, which now reflects their concerns. The 2030 Agenda, which specifically names young people as "critical agents of change," integrates the economic, environmental and social dimensions of development with young people represented as a priority across its 17 goals. 65 out of the 169 SDG targets reference young people explicitly or implicitly, with a focus on their empowerment, participation and well-being.

Young people's involvement, energy, networks and solutions are indispensable for the effective implementation and monitoring of the SDGs. There are more than 20 youth-inclusive targets spread over nine key SDGs: Goal 1 (poverty), Goal 2 (hunger), Goal 4 (education), Goal 5 (gender equality), Goal 8 (decent work), Goal 10 (inequality), Goal 11 (sustainable

YOUNG PEOPLE'S INVOLVEMENT, ENERGY, NETWORKS AND SOLUTIONS ARE INDISPENSABLE FOR THE EFFECTIVE IMPLEMENTATION AND MONITORING OF THE SDGs.

16 The Sendai Framework for Disaster Risk Reduction which was adopted in March 2015 recognizes that young people must be accepted as partners of change in disaster risk reduction.

cities and communities), Goal 13 (climate change), and Goal 16 (peaceful and inclusive societies). Goal 16, which calls to "promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" is a pivotal component of the 2030 Agenda and provides a key opportunity to foster young people's empowerment for development, not least by contributing to SDG monitoring and accountability. SDG implementation at the local level, which is articulated as a process between local planning, national policies and global objectives, also offers key drivers for youth engagement in local governance, youth integration in local economic development and youth access to basic and public services, such as water, education and health. In disaster-prone communities, for instance, young people are playing a critical role in helping to create and maintain safe schools and higher education institutions; providing safety education in schools; and mobilizing other young people to play key roles in community-based actions for disaster risk reduction.

There is a growing consensus that governance and peace are not only ends in themselves, but are also essential conditions for ensuring development outcomes, even as development outcomes, in turn, can foster peace and governance.[17] These aims are particularly pressing for young people: the ability to live a life without fear of violence, death or exploitation; the ability to vote in transparent elections; having institutions that are responsive and accountable and treat people with dignity and respect, are all valuable in their own right, but also help ensure that environmental, economic and social problems are inclusively and adequately addressed. Effective, accountable and responsive institutions are needed to deliver quality health and education services, ensure decent jobs, protect environmental systems and promote new production and consumption patterns. In tackling the underlying governance issues of development challenges by promoting inclusive participation in decision-making, Goal 16 represents an important instrument to empower young people for sustainable development. To be fully implemented, the 2030 Agenda, along with the other important recent development agreements mentioned above, requires strong partnerships between young people, national governments, private sector, civil society, the UN System and all other relevant stakeholders.

TO BE FULLY IMPLEMENTED, THE 2030 AGENDA REQUIRES STRONG PARTNERSHIPS BETWEEN YOUNG PEOPLE, NATIONAL GOVERNMENTS, PRIVATE SECTOR, CIVIL SOCIETY, THE UN SYSTEM AND ALL OTHER RELEVANT STAKEHOLDERS.

Thus, empowering youth and investing in their well-being is both a human rights imperative and makes good sense for promoting sustainable

17 UNDP Support to the Implementation of the 2030 Agenda for Sustainable Development (2016) http://www.undp.org/content/dam/undp/library/SDGs/SDG%20Implementation%20and%20UNDP_Policy_and_Programme_Brief.pdf

development and peace. Given the persistence and complexity of the development challenges young people face today, the youth agenda urgently requires more coherent, comprehensive and systematic support as well as innovative thinking and more inclusive practices from the international community and development partners.

B. UNDP's unique mandate, experience and operational capability

UNDP has a presence in all five major regions (Africa, Asia-Pacific, Arab States, Latin America and the Caribbean and Europe and the Commonwealth of Independent States), and works in approximately 170 countries and territories, helping to achieve the eradication of poverty and the reduction of inequalities and exclusion. UNDP supports countries in developing policies, leadership skills, partnerships, institutional capabilities and resilience in order to sustain development results. Inclusive growth, better services, environmental sustainability, good governance and peacebuilding are all fundamental to development progress. UNDP has, in particular, played a central role in devising, promoting and helping countries achieve the Millennium Development Goals. It is now supporting the implementation of the Sustainable Development Goals (SDGs) by assisting with their integration into national development planning and by providing data-based support for measuring progress towards the new goals, both locally and globally.

The proposed *Youth Global Programme for Sustainable Development and Peace* (Youth-GPS 2016-2020) builds on UNDP's unique expertise in development thinking and practice, and our decades of experience at country level in supporting countries in bringing the voices of the world's peoples into deliberations over decisions affecting their lives and in accomplishing their development aspirations. With its wide geographical span and its strong and multi-level operational capability, UNDP can leverage all of its strengths to respond to youth development challenges on the ground, addressing their complex and multi-dimensional nature while remaining sensitive to national and regional priorities to help achieve sustainable development and peace. Positioned to tap the assets of the United Nations Development System (UNDS) to support countries in their development efforts, UNDP is one of the few multilateral development agencies working holistically across thematic areas. It also operates at the heart of the UNDS as manager of the Resident Coordinator System and Chair of the United Nations Development Group (UNDG). UNDP is a convener of well-established partnerships with youth organisations and networks, civil society organisations, regional and

UNDP CAN LEVERAGE ALL OF ITS STRENGTHS TO RESPOND TO YOUTH DEVELOPMENT CHALLENGES ON THE GROUND, ADDRESSING THEIR COMPLEX AND MULTI-DIMENSIONAL NATURE WHILE REMAINING SENSITIVE TO NATIONAL AND REGIONAL PRIORITIES TO HELP ACHIEVE SUSTAINABLE DEVELOPMENT AND PEACE.

FOSTERING YOUTH EMPOWERMENT HAS BEEN A GROWING PRIORITY FOR UNDP: BETWEEN 2012 AND 2015, UNDP IMPLEMENTED OVER 550 YOUTH-RELATED PROJECTS IN MORE THAN 120 COUNTRIES DEALING WITH CIVIC ENGAGEMENT AND POLITICAL INCLUSION THAT INCLUDED SUPPORT TO YOUNG PEOPLE AND THEIR ORGANISATIONS, DECENT EMPLOYMENT AND ECONOMIC EMPOWERMENT, AND FOSTERING PEACEBUILDING AND RESILIENCE.

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international organisations, UN entities, national governments, think tanks and academic institutions to explore innovative ways to promote youth empowerment.

Fostering youth empowerment has been a growing priority for UNDP, in line with its mandate, Strategic Plan 2014-2017 and its first-ever global corporate Youth Strategy 2014-2017.[18] Between 2012 and 2015, UNDP implemented over 550 youth-related projects in more than 120 countries dealing with civic engagement and political inclusion that included support to young people and their organisations, decent employment and economic empowerment, and fostering peacebuilding and resilience.

Many of UNDP's projects have focused on strengthening capacities of young people's organisations and youth advocacy groups at all levels, fostering strong partnerships and networks with young people, as well as supporting enabling environments by promoting informal and formal mechanisms at national and local levels for participation and by assisting with the development of national youth strategies and policies.

At the national level, UNDP provided seed funding to more than 35 UNDP Country Offices between 2013-2015 to develop innovative projects on youth empowerment through civic engagement, political inclusion and participation in governance. In Tunisia, for instance, UNDP's support for the participation of youth, women and disadvantaged groups in the constitutional reform process contributed to the creation of 40 civil

18 http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/youthstrategy.html

society coalitions for consensus building and facilitation of political dialogue. In countries such as Brazil, UNDP has played an essential role in supporting capacity development of young women in politics. In the Former Yugoslav Republic of Macedonia, as an example, a recent UNDP project helped establish local youth councils, and UNDP has become the government's main partner in developing its 2016-2025 National Youth Strategy. UNDP has also supported inclusive peacebuilding processes at the national level. In Colombia, UNDP has been facilitating peacebuilding efforts in the most conflict-affected areas of the country, counting youth as a crucial partner and actor in these efforts. Recently, in the midst of the ongoing peace negotiations, UNDP supported the participation of over 10,000 university students from across the country in direct conversations with the office of the Colombian government in charge of the peace talks. UNDP has also strengthened the capacities of women and youth in Mali to engage in conflict prevention, mediation and the resolution of local conflicts and provided training on the Women, Peace and Security agenda for young women leaders in Nepal. UNDP also facilitated a process called "El Salvador que queremos,"[19] where 3,000 young Salvadorians, 190 youth organizations and youth-supporting institutions articulated a vision for their country, and integrated it, together with national and local governments, civil society organizations and private sector representatives, into local strategies, national policies, political party platforms and sustainable development processes. Economic empowerment has also been an area of focus in many national contexts, such as in Kosovo[20], where the Active Labour Market Programmes has supported young people in establishing new ventures and finding employment opportunities through career development, on-the-job training, as well as grants and consulting services to foster self-employment ventures. UNDP has also supported national youth employment strategies and policies in a number of countries (Equatorial Guinea, Cote d'Ivoire and many others).

Working at the regional level, UNDP has been involved in innovative projects that capitalize on the advantages of cross-country learning and partnerships, many with an emphasis on supporting platforms focusing on accountability and feedback in service delivery through social media and information technology. In South-Eastern Europe, for example, a transparency and accountability initiative has been launched to visualize data through an online platform that tracks how governments spend tax money.[21] UNDP has also supported youth civic engagement actions

WORKING AT THE REGIONAL LEVEL, UNDP HAS BEEN INVOLVED IN INNOVATIVE PROJECTS THAT CAPITALIZE ON THE ADVANTAGES OF CROSS-COUNTRY LEARNING AND PARTNERSHIPS.

19 "El Salvador that we want"

20 References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

21 www.ministryofdata.info

through regional and national youth networks and platforms, such as Juventud con Voz ("Youth Voice")[22], a digital platform created by young people for young people to connect, debate and gather information about Latin America and the Caribbean, where young people engage in issues relating to democracy, political participation, public policies and the 2030 Agenda. Through its Hub for Territorial partnerships, UNDP also supported exchange of know-how and best practices among countries in different regions of the world, especially the Mediterranean, Africa and Latin America, generating several new local initiatives for youth employment and youth engagement in decision making and peacebuilding at the local level.

At the global level, UNDP has promoted both youth participation and youth-inclusive normative and policy frameworks toward youth empowerment across its thematic areas of work. The First Global Forum on Youth Policies, held in November 2014, supported by a multi-agency partnership, delved into guiding principles, experiences, challenges and opportunities in the development and implementation of youth policies and endorsed Commitments on Youth Policies which form the basis for the UN Global Initiative on National Youth Policies.[23] Young people played a key role in forging the post-2015 agenda by voicing their needs and ideas to governments and the UN through a broad consultative process, including the online My World survey, the UNDG Consultations on post-2015, the Crowdsourcing initiative on youth priorities led by the United Nations Secretary-General's Envoy on Youth with United Nations entities[24] and by being represented in the negotiations on the new agenda through the Major Group for Children and Youth which is a formal stakeholder and participant in UN processes. They have also clearly expressed their willingness to play a key role in the implementation of the 2030 Agenda. In August 2015, UNDP co-organized the First Global Forum on Youth, Peace and Security in Jordan with United Nations and civil society partners.[25] Following this conference, in December 2015, the United Nations Security Council adopted the ground-breaking Resolution 2250 on youth, peace and security (2015)[26], which for the first time recognizes that "young people play an important and positive role in the maintenance and promotion of

AT THE GLOBAL LEVEL, UNDP HAS PROMOTED BOTH YOUTH PARTICIPATION AND YOUTH-INCLUSIVE NORMATIVE AND POLICY FRAMEWORKS TOWARD YOUTH EMPOWERMENT ACROSS ITS THEMATIC AREAS OF WORK.

22 www.juventudconvoz.org

23 This global initiative, hosted in UNDP, is a partnership with UNESCO, OSGEY, UNDESA and UNFPA.

24 http://www.un.org/youthenvoy/wp-content/uploads/2014/09/The_Global_Youth_Call.pdf

25 At the First Global Forum on Youth, Peace and Security, over 200 young peacebuilders from more than 100 countries participated in drafting the Amman Youth Declaration, which spells why the international community recognized that young people are "engaged in shaping lasting peace in our communities as positive contributors to peace, justice and reconciliation."

26 http://www.un.org/en/ga/search/view_doc.asp?symbol=S/RES/2250%282015%29

international peace and security."[27] The Global Study to Review 15 years of UN Security Council Resolution 1325 on Women, Peace and Security, which informed the High-Level Review in October 2015, also urged that young people be more involved in women, peace and security issues at the national, regional and global level. UNDP is also a founding member of the UN Global Initiative on Decent Jobs for Youth.[28]

UNDP's programme design, implementation and policy advice at all levels are informed by an up-to-date outlook which integrates the latest research findings and data, coupled with a unique pool of expertise gained through working across all operational development settings.[29] Recent UNDP milestone publications and knowledge products on youth have focused specifically on urgent and emerging issues where youth empowerment requires better understanding and prioritization. In 2013, on the basis of the success of UNDP's electoral assistance projects and the recognition that global developments called for better inclusion of youth in formal political processes, UNDP published a practice guide on Enhancing Youth Political Participation throughout the Electoral Cycle.[30] Foreseeing the need to better integrate youth in governance in the context of the 2030 Agenda and in peacebuilding processes, UNDP co-led a technical group on Youth-focused indicators for Goal 16 of the 2030 Agenda and co-authored a Practice Note on Young People's Participation in Peacebuilding.[31] UNDP has also supported many regional, sub-regional and national Human Development Reports on Youth, most recently in Pakistan and the Arab Region.

UNDP's wide-ranging initiatives to foster youth empowerment have been critical in bringing youth voices to the table and have had a

NOW IS THE TIME TO SUPPORT THE IMPLEMENTATION OF GLOBAL FRAMEWORKS AND TRANSLATE THEM AT THE COUNTRY LEVEL, CONNECTING THE KNOWLEDGE AND INSIGHTS THAT UNDP HAS GAINED OVER THE YEARS AT EVERY LEVEL.

27 Over 200 young peacebuilders from more than 100 countries participated in drafting the Amman Youth Declaration, which spells why the international community recognized that young people are "engaged in shaping lasting peace in our communities as positive contributors to peace, justice and reconciliation." They called for the adoption of a Security Council resolution recognizing the vital role that young people can—and must—play in peacebuilding and preventing violent extremism.

28 Led by ILO, endorsed by the Chiefs Executives Board in November 2015 and launched formally at the ECOSOC Youth Forum in February 2016. http://www.un.org/en/ecosoc/president/statement_2016/youth_forum-presidential_statement_2016.pdf

29 UNDP offers access to top-notch expertise, internally, with a powerful and dynamic network of youth focal points and youth specialists, as well as externally, with a global roster of experts. UNDP's Youth Empowerment Experts Roster was launched in 2015 to support the implementation of UNDP's *Youth Strategy 2014-2017* by providing access to a vetted pool of external experts to assist with young people's development challenges. The roster, hosted on the WIDE Platform, already consists of 100 junior and senior experts from a total of 53 countries, 51% of which are women and 54% nationals of developing countries. It currently hosts individual consultants with expertise primarily in strengthening youth civic engagement, youth participation in decision-making and political processes, and inclusion of youth in institutions.

30 http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/electoral_systemsandprocesses/enhancing-youth-political-participation-throughout-the-electoral.html

31 http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/practice-note--young-people-s-participation-in-peacebuilding/

positive impact on the lives of young people and their societies. And while projects so far have been tailored to the challenges young people face in each development context, now is the time to support the implementation of global frameworks and translate them at the country level, connecting the knowledge and insights that UNDP has gained over the years at every level. This will require establishing more coherent and effective policies, mechanisms and initiatives guided by a forward-looking, learning- and evidence-based approach to ensure an inclusive, integrated and sustainable corporate response to youth empowerment. It will also require strengthening internal accountability mechanisms on youth to sustain results.

C. Theory of change

The *Youth Global Programme for Sustainable Development and Peace* (Youth-GPS, 2016-2020) is UNDP's multi-dimensional and multi-level response to tackle the challenges young people, including the most marginalized, face today. Youth-GPS will address the needs of youth by harnessing the distinctive strengths UNDP brings to the United Nations System and the broader development landscape to promote youth empowerment precisely in all areas which will have an impact in achieving sustainable development and peace.

YOUTH-GPS 2016-2020 IS UNDP'S MULTI-DIMENSIONAL AND MULTI-LEVEL RESPONSE TO TACKLE THE CHALLENGES YOUNG PEOPLE, INCLUDING THE MOST MARGINALIZED, FACE TODAY.

The conceptualisation of UNDP's Youth-GPS 2016-2020 is directly informed by, and integrates, the recommendations that young people, development practitioners and policy makers have been formulating in the many global and regional fora and consultations that UNDP has led, co-organized and participated in. Young people have called for more meaningful rather than tokenistic participation, for more civic space and more inclusive political processes - including within political parties themselves -, for opening of doors for young women and other marginalized and vulnerable youth, for less political instrumentalisation of youth, for greater employability and decent work for youth and for greater participation in peacebuilding processes. A consensus has also emerged on the need for better data, analysis and greater youth mainstreaming in development and peace initiatives worldwide, through the promotion of youth-sensitive budgeting for instance, as a way to better orient policies and actions toward the needs of all young people.

Youth-GPS incorporates the intrinsic and internationally-recognized human rights standards and principles in its approach to development. As such, the project is designed to accelerate the implementation of

UNDP's Youth Strategy 2014-2017, the 2030 Agenda, United Nations Security Council Resolution 2250 on youth, peace and security (2015) and other recent milestones. The inclusion of youth in all major recent corporate and normative frameworks, the reference to youth as a priority in the majority of United Nations Development Assistance Frameworks, Country Programme Documents and in UNDP global programmes and UNDP regional programmes, the development and delivery of new SDG-related country-level support, and the need for more inclusive peacebuilding processes all further reinforce the project's relevance and timeliness.

With the first-ever Youth Strategy 2014-2017, UNDP proposed an integrated, agile and innovative approach to youth empowerment for sustainable development and peace which is very relevant to the implementation of the 2030 Agenda.[32] In a paradigm shift for UNDP's development work, the Youth Strategy specifically recognized young people as development partners, initiators and catalysts of change, with special attention devoted to the importance of working with young women and youth from marginalized groups. Thematically, the strategy sets out a strong vision for engaging youth and supporting their empowerment in governance, in jobs and livelihoods and in strengthening resilience in their communities. It focuses on working to support conducive legislative and policy reforms for youth, facilitating access to services, promoting rights, creating new opportunities for participation in politics and public life, economic life, resilience- and peace-building at all levels, as well as youth capacity development, networking and advocacy.

While the focus is placed on young women and young men aged 15-24, the age range may extend to 30 and even up to 35 years old, depending on youth needs in national/local contexts. As a matter of principle, UNDP's definition of youth is flexible in order to accommodate national definitions.

IN A PARADIGM SHIFT FOR UNDP'S DEVELOPMENT WORK, THE YOUTH STRATEGY SPECIFICALLY RECOGNIZED YOUNG PEOPLE AS DEVELOPMENT PARTNERS, INITIATORS AND CATALYSTS OF CHANGE.

32 More specifically, UNDP's *Youth Strategy*, with two of its three pillars on civic and political empowerment as well as resilience, which includes preventing violence and peacebuilding, aligns with the following targets of Goal 16: 16.1. Significantly reduce all forms of violence and related death rates everywhere; 16.3. Promote the rule of law at the national and international levels, and ensure equal access to justice for all; 16.5. Substantially reduce corruption and bribery in all their forms; 16.6. Develop effective, accountable and transparent institutions at all levels; 16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels; 16.8. Broaden and strengthen the participation of developing countries in the institutions of global governance; 16.10. Ensure public access to information and protect fundamental freedoms, in accordance with legislation and international agreements; 16.a. Strengthen relevant national institutions, including through international cooperation, for developing capacities at all levels in particular in developing countries, to prevent violence and combat terrorism and crime; 16.b. Promote and enforce non-discriminatory laws and policies for sustainable development

EMPOWERED YOUNG WOMEN AND YOUNG MEN ARE ABLE TO TAKE ADVANTAGE OF OPPORTUNITIES FOR THEIR OWN DEVELOPMENT AND CAN ACT EFFECTIVELY AS CITIZENS, LEADERS, INNOVATORS AND AGENTS OF CHANGE IN THEIR COMMUNITIES, THEREFORE CONTRIBUTING TO OVERALL SUSTAINABLE DEVELOPMENT AND PEACE.

Youth empowerment means an attitudinal, structural and cultural process whereby young people gain the ability, authority and agency to make decisions and implement change in their own lives and in their societies.[33] The basic assumption of the Youth-GPS theory of change is that operating in an enabling environment and with enhanced capacities and support, empowered young women and young men are able to take advantage of opportunities for their own development and can act effectively as citizens, leaders, innovators and agents of change in their communities, therefore contributing to overall sustainable development and peace. For this reason, youth empowerment is both a means and an end, and can be fostered when at least four conditions are in place:

- **Enabling legislative and policy environments for youth empowerment.** Enabling legislative and policy frameworks guide public officials, guarantee protections, eliminate discrimination, identify priorities and are instrumental in the allocation of resources. For this reason, youth empowerment requires laws and policies to specifically address the needs of youth and encourage their meaningful and inclusive participation in society. Young politicians and young leaders in particular have an essential role to play to promote a youth-inclusive environment.

- **Young people and youth organisations have the capacities to effectively participate in public life, and institutions are well-equipped to take initiative and respond to the needs of young people.** To participate in civic and political life, in the labour market or in peacebuilding processes and crisis response, young people need to be able to articulate their needs and propose solutions to their world. They need to have skills and sufficient material conditions to do so.[34] To make and amplify those demands and to take action on them, youth organizations and youth networks require adequate resources and capabilities. Finally, policy-makers and other decision-makers need both the skills and capacities to receive, listen and respond to the voices of young people and to propose sound public policies for all youth.

33 *Youth Participation in Development: A Guide for Development Agencies and Policy Makers* (DFID-CSO Youth Working Group, 2010),

34 UNDP's thematic work under the Youth Strategy seeks in part to provide the skills, capacities and resources needed through programmatic efforts in areas of economic empowerment, civic engagement and political inclusion, and engaging youth in resilience and peacebuilding.

- **Solid and inclusive partnerships and spaces to foster youth engagement and networking.** Articulating needs and finding innovative solutions to shared problems on a broad range of issues requires that an accessible and shared infrastructure (technological and social) be in place to allow young people and youth organizations, including the most marginalized, to connect with each other, to dialogue with relevant stakeholders, to exchange solutions and work collaboratively. An ecosystem of solid partnerships, alliances and networks around youth issues, at both national and local levels, provides the support and coordinated action that can amplify the impact of any individual or single group.

- **Gender equality and young women's empowerment.** It is crucial to approach young women's systematic inclusion as a condition of youth empowerment overall. While gender equality can be approached as a specific thematic area of work, singling it out as a condition of youth empowerment overall represents a commitment to ensure gender equality in every process, at every level and across issue areas.[35]

35 *UNDP Gender Equality Strategy, 2014-2017*: http://www.undp.org/content/dam/undp/library/gender/GenderEqualityStrategy2014-17.pdf

FOUR INTERDEPENDENT THEMATIC AREAS OF WORK:

- CIVIC ENGAGEMENT & POLITICAL PARTICIPATION
- PEACEBUILDING & RESILIENCE-BUILDING
- ECONOMIC EMPOWERMENT
- YOUTH AS PARTNERS IN THE 2030 AGENDA IMPLEMENTATION & MONITORING.

a. A multi-dimensional approach – Key thematic areas of work

Youth empowerment and participation are most needed in those areas where the development challenges for young people and their communities are especially pressing. They are needed where young people's marginalization and exclusion over time have had detrimental repercussions for human rights and development, and where, in turn, youth empowerment would make a significant difference. A multi-dimensional approach aims to establish the conditions of youth empowerment (as outlined above) in the civic and political spheres, the economic sphere and in resilience and peacebuilding processes. These areas are all interdependent, even as a strategic developmental response depends on a careful analysis of the country and regional context.

- **Civic engagement and political participation.** When young people and their organizations, networks and movements, can act in the public sphere on a range of issues, and can bring their voices into decision-making arenas, not only can they ensure that the specific issues affecting them -from unemployment to education- are addressed, they also actively contribute to solving the broad developmental challenges that affect everyone. Promoting their involvement in participatory processes and planning and policymaking at all levels ensures that their rights are promoted and allows young people to bring both innovation and critical thinking in support of transformational change. From a social cohesion and peacebuilding perspective, young people's civic and political participation further reduces the risks associated with social exclusion and marginalization. UNDP works to increase youth participation in informal and formal decision-making contexts by partnering with governments, political parties and civil society organizations, networks and movements, to establish new or strengthen existing national youth policies, empowering youth to effectively engage with political institutions and political processes, including by supporting formal and informal platforms enabling dialogue between youth and political leaders.[36] UNDP's efforts in this thematic area of work is now closely linked to the implementation of Goal 16, where UNDP has a distinctive comparative advantage in the UN System to promote inclusive, responsive and accountable institutions that will enable progress on the 2030 Agenda in general.

36 At the end of 2014, UNDP brought young parliamentarians and other young leaders together from across Latin America and the Caribbean to share their good practices and ideas on expanding youth participation; following those efforts, Colombia has already developed two draft laws relevant to youth: one on youth engagement in local development and one on the establishment of a permanent legal commission on youth in the country.

- **Economic empowerment.** Decent work and livelihood creation, including through economic development, are chief determinants in the socio-economic empowerment of youth and by creating a sense of identity and dignity help to better integrate young people into their communities. Economic empowerment increases social cohesion, re-establishes trust in political systems and institutions and provides an important vehicle for the exchange of ideas and opinions between generations in the workplace.[37] Thus, economically empowered youth can more actively contribute to local economic development and sustainable human development. UNDP's thematic work in this area aims at establishing policy environments conducive to decent job creation for young people, increasing the quantity and quality of jobs and increasing young people's employability through skills training and entrepreneurship.

- **Peacebuilding and resilience-building.** Young people are especially vulnerable to crises, disasters and violence, including violent extremism. In fragile and conflict situations, not only are young people affected by unemployment, social rupture, trauma and loss of resources, they often also have to bear the responsibilities of adulthood. However, young people also play a positive role in building resilience and sustaining peace. United Nations Security Council Resolution 2250 on youth, peace and security (2015) has given new impetus to UNDP's work in this area, a key part of which involves the effort to systematically include young people and their organizations in peacebuilding processes and by supporting them in playing a pivotal role in re-establishing relationships and a renewed social contract.[38] Through its peacebuilding work with young people, particularly with young women, UNDP is also advancing the implementation of United Nations Security Council Resolution 2242 on promoting the role of women in peace and security (2015). The global meeting of the International Dialogue on Peacebuilding and Statebuilding, held in Stockholm in April 2016 further emphasized the need to promote the participation of young people. Last but not least, UNDP's efforts in resilience-building also include mobilizing youth against climate change and for disaster

UNITED NATIONS SECURITY COUNCIL RESOLUTION 2250 ON YOUTH, PEACE AND SECURITY HAS GIVEN NEW IMPETUS TO UNDP'S WORK IN THIS AREA.

37 Sustainable development and livelihoods has also been a critical area of work of UNDP's work. Recent examples include a project in Yemen where UNDP supported over 500 young people in setting up new businesses in conflict affected communities and provided financial literacy training. In Sierra Leone, the Youth Empowerment and Employment Project established five Business Development Centres, which trained 850 youths in entrepreneurship skills, half of which were young women and has placed 150 interns in the private sector, government agencies, and civil society organisations.

38 UNDP has been pioneering work showing that youth can make one of the most vital contributions to cutting the roots of insecurity by ensuring that all persons enjoy fundamental rights and by instilling confidence in public institutions and the rule of law. In the Eastern Caribbean region, which suffers some of the world's highest rates of crime, a project named Youth-IN raised awareness amongst youth on the roles they can and should be encouraged to play in building social cohesion and safety.

GOAL 16 IN PARTICULAR REPRESENTS A CRITICAL OPPORTUNITY TO ADVANCE YOUTH EMPOWERMENT BY GUARANTEEING FUNDAMENTAL FREEDOMS, ENSURING ACCOUNTABILITY AND OPENING UP DECISION-MAKING PROCESSES TO THEIR PARTICIPATION.

preparedness and post-disaster efforts, in particular those focusing on emergency employment creation, community infrastructure rehabilitation and local governance.

- **Youth as partners in the 2030 Agenda.** UNDP's interlinked thematic areas of work have been incorporated as core components of the 2030 Agenda. UNDP will specifically support youth engagement in the implementation of the 'MAPS', the UN system's response to support the implementation of the SDGs.[39] It is especially critical, after the vital role youth played in informing and shaping the agenda, that efforts to include young people go beyond supporting their role as SDG advocates, toward ensuring that they are meaningfully involved in the implementation, monitoring and accountability of the 2030 Agenda at all levels. Goal 16 in particular represents a critical opportunity to advance youth empowerment by guaranteeing fundamental freedoms, ensuring accountability and opening up decision-making processes to their participation.[40] United Nations Security Council Resolution 2250 on youth, peace and security (2015) strongly complements Goal 16, which as a goal promoting good governance will be an enabling goal for the success of the Agenda as a whole. Youth-GPS will also ensure that the needs of youth are taken into account and monitored by promoting youth-sensitive indicators, that partnerships with youth and youth organisations are promoted and supported and that youth-led initiatives and solutions across the SDGs are brought to the centre of the development and peace agenda.

b. A multi-level response (country, regional, global, gender equality)

Youth-GPS is conceptualized as a multi-level response. The multi-level approach is based on an assessment of how UNDP can best use its different assets and strengths at the global, regional and country levels. An upstream and downstream cascade of experience and knowledge from each level will ensure that UNDP offers a reflexive and coherent response to the needs of young people and their communities. Youth-GPS will allow UNDP to better meet requests from the field for a

39 In 2016, implementation of Agenda 2030 begins in earnest. UNDP, together with its sister agencies in the UNDG, is ready to support Member States, guided by the MAPS (Mainstreaming, Acceleration, and Policy Support) approach agreed by the UNDG. For more information: https://undg.org/home/undg-mechanisms/sustainable-development-working-group/country-support

40 Many successful UNDP-led projects and initiatives have already shown the need for, and impact of, our work with young people across the key thematic areas of the 2030 Agenda. For instance, in Sri Lanka, the convening of UNDP's Foresight and Innovation 2016 Summit, engaged youth in the planning and implementation of the SDGs and prepared them to assist in their monitoring and evaluation over the next 15 years.

comprehensive approach to youth by supplying rigorous and cutting-edge guidance and tools, and by improving coordination systems on the ground by working hand-in-hand with other United Nations entities and civil society partners. The project will enable UNDP to further codify its experience, cross-fertilize between approaches, support South-South and triangular exchanges, pilot new solutions, and scale up successful initiatives, including those that are youth-led. Importantly, it will provide the support needed to achieve meaningful innovation by supplying targeted resources to take measured risk in the search for better policies and programming. It also responds to the need for a solid M&E framework to fill current gaps in capturing results on youth empowerment initiatives and projects. Youth-GPS will harness UNDP's wide country and regional reach, knowledge and policy capacities, and innovative partnerships toward youth empowerment. By strategically investing in areas where UNDP has a distinctive advantage and where more actions are required, Youth-GPS will address all three thematic areas of work outlined in UNDP's Youth Strategy 2014-2017 in the context of the 2030 Agenda. Operationally, the project will emphasize quality, results and agility to better build national and regional capacities and upgrade knowledge generation and management at the global level.

- **Country Level** - Youth-GPS will offer national and local partners the tools and policy and technical support needed to enhance youth empowerment for sustainable development and peace in order to most effectively tackle the specific and contextualized development challenges facing youth on the basis of the most up-to-date knowledge and analysis as well as promising solutions found in similar development contexts. It will also provide targeted seed funding for innovative and catalytic projects around UNDP's three thematic areas with a particular focus on the 2030 Agenda and United Nations Security Council Resolution 2250 on youth, peace and security (2015).

- **Regional Level** - At the regional level, Youth-GPS will gather cross-country experience and design programmatic responses informed by cutting-edge developments at the global level adapted to regional conditions. Youth-GPS will also closely collaborate with regional/sub-regional entities to further support existing and new regional/sub-regional initiatives on youth.

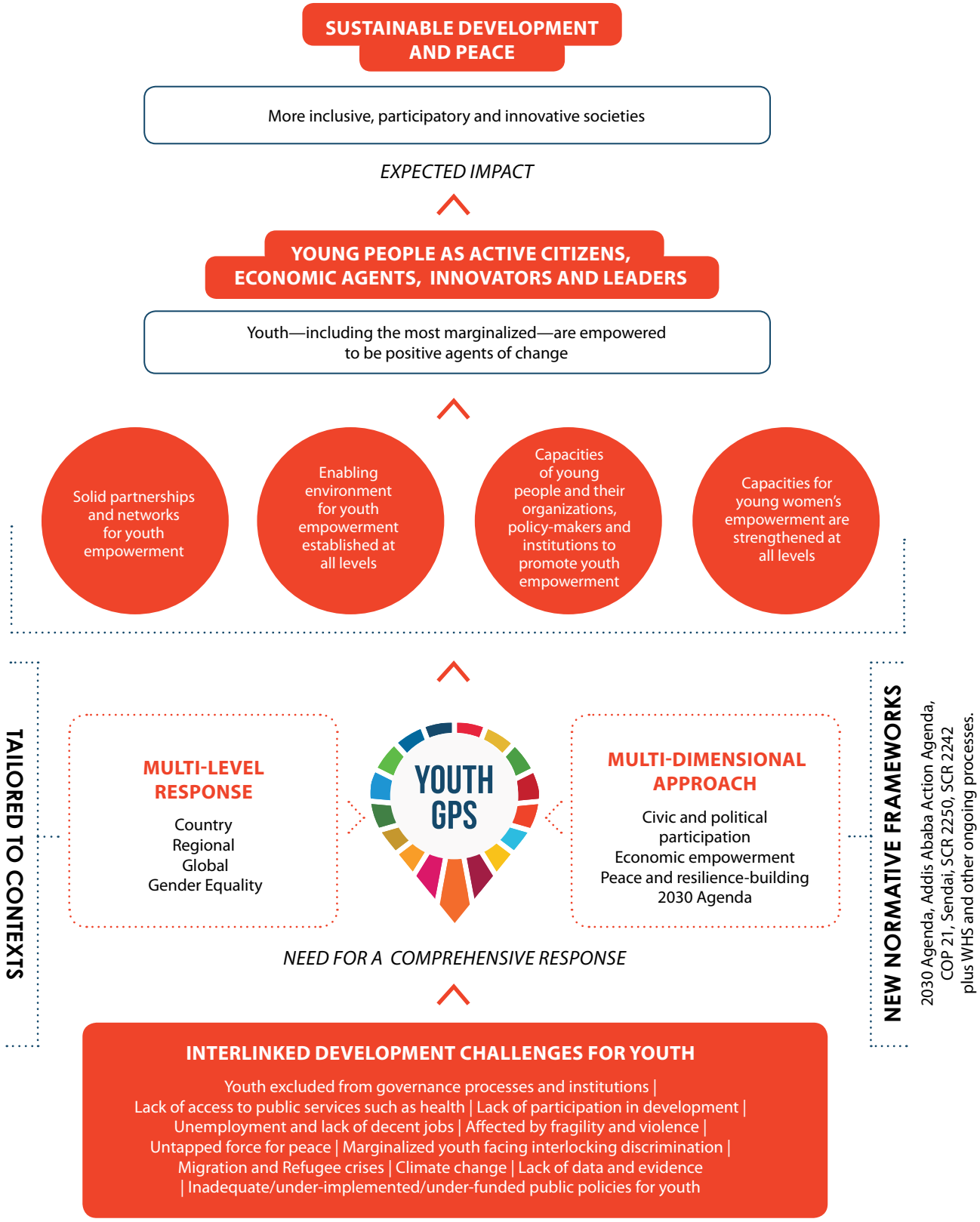
- **Global Level** - Activities at the global level will further consolidate UNDP's thought leadership on youth and development, support the gathering of country and regional level experiences, analysing cross-regional experiences, and provide cutting-edge policy based support on the latest evidence and research. Advocacy efforts will focus on

YOUTH-GPS WILL HARNESS UNDP'S PRESENCE IN NEARLY 170 COUNTRIES AND TERRITORIES, ITS REGIONAL REACH, KNOWLEDGE AND POLICY CAPACITIES BY LEVERAGING ITS STRENGTHS AT EACH LEVEL.

promoting international legislative and policy frameworks for youth, while global partnerships and knowledge exchange will help build momentum for activities at the regional and national levels, who will also benefit from developments in the larger communities of practice. A critical component of the Youth-GPS global level implementation will also relate to strengthening UNDP's internal monitoring, reporting and accountability on youth.

- **Gender Dimension** - Approximately half of young people are young women. Not only can women and young women contribute significantly to sustainable development, but they also face specific challenges that must be addressed and integrated into UNDP's activities at every level.

THEORY OF CHANGE



3

RESULTS & PARTNERSHIPS

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4 OUTPUTS

A. Expected results – Four outputs

To implement the outlined theory of change, and to ensure an effective and coherent operational response, Youth-GPS proposes four interconnected and mutually reinforcing outputs representing the multi-level approach required to achieve youth empowerment for sustainable development and peace. Recognizing the importance of both young women and young men to make progress on the youth agenda, gender equality is mainstreamed throughout the outputs and a dedicated standalone output focuses on supporting young women's empowerment.

- **Output 1:** National and local partners have increased capacities to enhance youth empowerment.
- **Output 2:** Regional capacities for youth empowerment are strengthened.
- **Output 3:** Strategic global policy and advocacy for youth empowerment are enhanced.
- **Output 4:** Capacities for young women's empowerment are strengthened at global, regional and country levels.

B. Types of support

With Youth-GPS, UNDP will engage in these four distinct but inter-related interventions to scale up its successful actions on youth empowerment, expand its work to fill current gaps at all levels and build on its successes, by offering:

- **Policy and programming/technical support:** UNDP provides national and local governments and regional entities with specialized knowledge on development policies and public policies on youth, addressing the needs of young people and on how to effectively engage youth, including through a multi-governance approach. Specifically, UNDP policy and programming support falls under all three thematic areas of work outlined in the Youth Strategy (increased economic empowerment of youth; enhanced youth civic engagement and political participation; strengthened youth engagement in peace- and resilience-building), with a particular focus on the 2030 Agenda and United Nations Security Council Resolution 2250 on youth, peace and security (2015). Youth-GPS offers its unique expertise and experience to a broad range of stakeholders -regional institutions supporting

TYPES OF SUPPORT

youth engagement and participation, presidential offices, ministries, national and local councils of youth, parliaments, youth parliaments, political parties, CSOs, youth organizations, universities, media and other relevant bodies.

- **Financial support:** Youth-GPS will provide seed-funding for national initiatives (see under Output 1).

- **Knowledge generation and exchange:** Youth-GPS will foster youth engagement and exchanges by establishing new and innovative spaces of knowledge exchange and development both amongst young people and other stakeholders. Youth-GPS will convene fora at all levels covering the range of development strategies issues, and will support a variety of online and offline platforms. These spaces will enable young people and relevant stakeholders to learn from each other while enhancing the broader visibility of promising practices and networks. They will allow young women and young men to connect and formulate their views to meaningfully contribute. Particular attention will be given to strengthening South-South and triangular cooperation around youth.

- **Advocacy, research and data:** Advocacy will be crucial in order to raise awareness amongst different stakeholders at all levels on the benefits and importance of including young people's needs and fostering their inclusive and meaningful participation. Youth-GPS will engage in advocacy activities through traditional channels, social media and other communication and technology tools to promote the work and needs of young people at every level. Advocacy will also rely on solid research and data on the status of youth around the world, building on human development reports on youth, amongst others. Along with in-house research stemming from UNDP's work in the field, Youth-GPS will support research and data-collection on youth, as well as youth-led studies and labs.

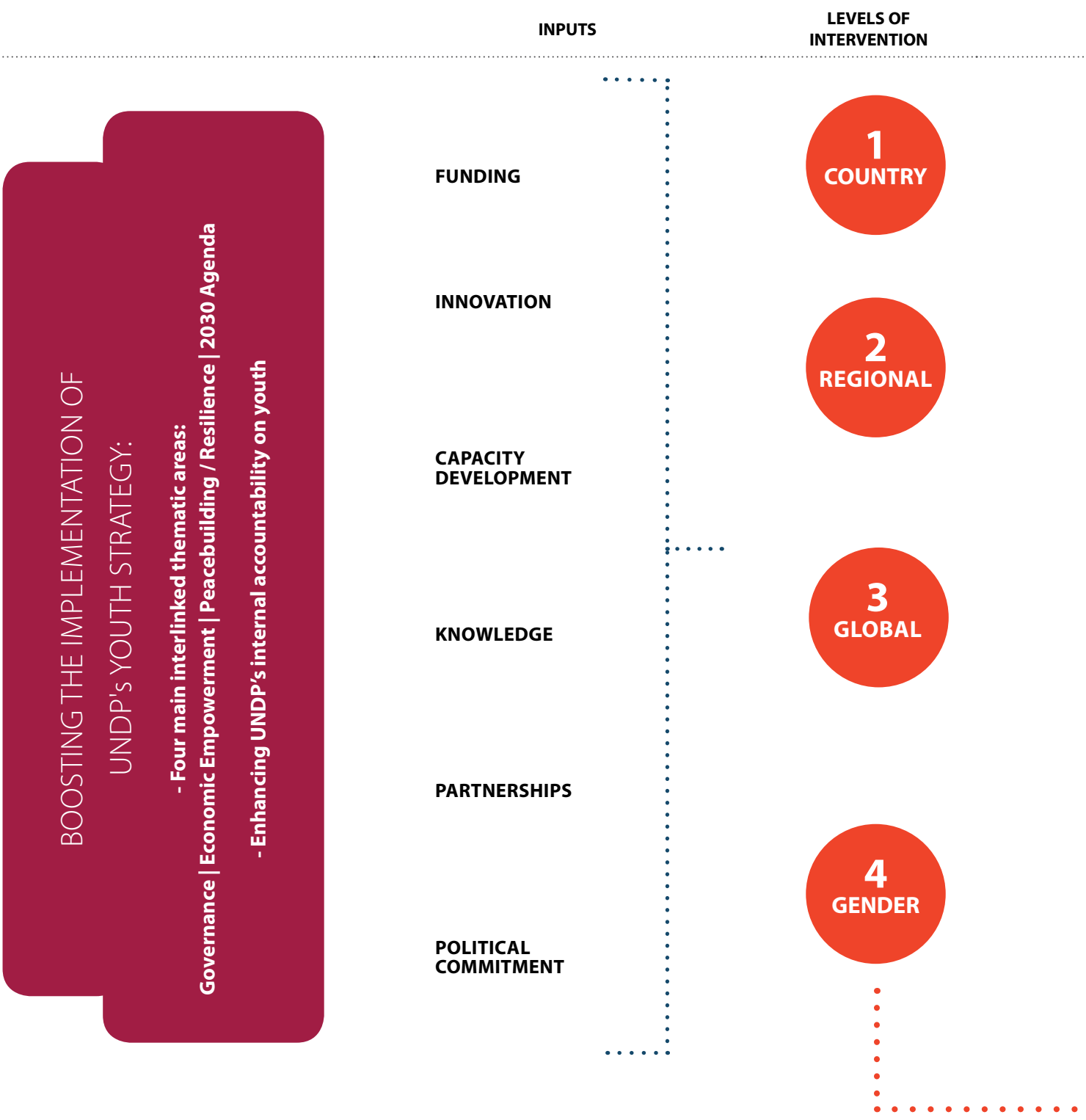
- **Capacity development:** Youth-GPS will strengthen the capacities of youth, youth organisations, governments and other stakeholders (other civil society organisations, political parties, media, etc.). Youth-GPS will invest in the capacities of young people and youth organisations, support youth leadership, promote the role of youth as actors who engage in local and national development processes as well as political processes, social accountability, peacebuilding, and in many other areas. To support an enabling environment for youth empowerment at all levels, Youth-GPS will support capacity strengthening within governments (regional bodies, national ministries and national youth

councils, decentralized bodies, coordination mechanisms at all levels). Youth-GPS will continue to nurture and facilitate inclusive platforms for young women and young men to have safe spaces for expression and in which to learn new skills.

- **Inclusive partnerships, coalitions and networks:** Long-term change and sustainable progress need solid and broad coalitions of relevant stakeholders. As the UN's leading development agency, Youth-GPS has initiated, leads or participates in networks and partnerships at every level to advance the youth, development and peace agendas. Amongst partners are members of the UN System, member states, youth organizations and networks, parliaments, political parties, local governments, media, academia, think tanks, civil society organizations and other groups.

- **Youth and gender mainstreaming:** Youth-GPS will contribute to both making the gender equality agenda more inclusive of youth and the youth agenda gender-sensitive. In this, Youth-GPS follows its Gender Equality Strategy 2014-2017 and the Youth Strategy 2014-2017 guiding principles which are grounded in international human rights, norms and standards. The UNDP approach to gender mainstreaming is a dual one: UNDP supports the empowerment of young women and girls through gender-specific targeted interventions and also addresses gender concerns throughout the other activities.

OPERATIONALISING THE PROJECT



TYPES OF SUPPORT	EXPECTED RESULTS	HIGH LEVEL CHANGE
• Technical support • Seed funding	**OUTPUT 1: National and local partners have increased capacities to enhance youth empowerment** • Innovative projects piloted in all focus/emerging areas • Successful projects scaled-up in all focus/ emerging areas	
• Advocacy and Research • Capacity development • Regional platforms	**OUTPUT 2: Regional capacities for youth empowerment are strengthened** **Africa, Arab States, Asia Pacific, ECIS and LAC** • Enhanced regional programming on youth / complementarity with regional initiatives • Cross-country knowledge and networks • Regional priorities on youth advanced, including through regional activities	**YOUTH EMPOWERED** as citizens, economic agents, innovators, leaders and partners for development and peace
• Cutting-edge policy and programming support • Capacity development • Inter-agency and multi-stakeholder partnerships • Knowledge sharing platforms • Research and data • Advocacy and awareness raising	**OUTPUT 3: Strategic global policy and advocacy for youth empowerment are enhanced** • Tools and guidance on youth • Youth footprint on global normative and policy frameworks • Global knowledge sharing platforms • Improved monitoring and reporting on youth • Effective multi-stakeholder partnerships on youth • Policy focus on youth in 2030 Agenda and all thematic areas of work of the UNDP Youth Strategy	
• Stand-alone initiatives • Gender mainstreaming	**OUTPUT 4: Capacities for young women's empowerment are strengthened at global, regional and country levels** • Synergies promoted between Women, Peace and Security and Youth, Peace and Security Agenda • Young women's participation in public life and economic empowerment promoted • Promote gender mainstreaming in youth agenda and youth mainstreaming in gender equality agenda	

GLOBAL-LEVEL ACCOUNTABILITY AND COORDINATION WITH AN UPSTREAM AND DOWNSTREAM CASCADE OF KNOWLEDGE AND EXPERIENCE

INDICATIVE ACTIVITIES

C. Indicative activities

Output 1: National and local partners have increased capacities to enhance youth empowerment

Youth-GPS will first and foremost contribute to making a difference on the ground by providing country-level technical and policy advisory support on youth empowerment for sustainable development and peace and by financially supporting catalytic and strategic country-level interventions at national and local levels. Youth-GPS will ensure coordination between BPPS and Regional Bureaux/Regional Hubs on country selection criteria and country level implementation, including through Regional initiatives where they exist, as well as in liaison with suggested Country Offices. In some cases, Youth-GPS will facilitate mutual support from a country office to another country office or from a region to another region, to complement the deployment of expertise.

Activity 1.1.: offer country-level support on youth empowerment for sustainable development and peace by:

- Providing direct technical and policy advisory services at the national and local levels, to help ensure country offices are able to develop and implement programmes that meet high quality standards, are innovative, catalytic, have impact and are more likely to be sustainable. Programmes will focus on the thematic areas outlined in UNDP's Youth Strategy around political inclusion and civic empowerment, economic empowerment, youth involvement in resilience and peacebuilding, as well as projects integrating these interventions into the implementation of the 2030 Agenda (including through the MAPS) and United Nations Security Council Resolution 2250 on youth, peace and security (2015) in particular.[41] These country experiences and results will continuously feed into global and regional learning and activities.

Activity 1.2.: financially support catalytic and strategic country level interventions by:

- Providing 'seed' funding in order to assist country offices in the completion of a youth project formulation and to help leverage the

41 For more details on UNDP's thematic priority areas on youth see UNDP's Youth Strategy 2014-2017, pp 23-34. With the adoption of the 2030 Agenda, UNDP has strengthened the orientation of its thematic areas of work around key SDGs which have particular synergies with youth, especially in relation to Goal 16. UNDP country programming around its thematic areas will seek to capitalize on these synergies.

mobilization of new or additional donor funding and respond to new needs within the existing parameters of a country office project. Funds will also be provided to support a limited number of innovative, strategic or cutting-edge youth initiatives that can have a high level impact, especially in support of SDG implementation. Considerations for seed funding under this approach will include whether it is in line with regional and country priorities, whether there is the potential for upstream, innovative and high-impact work and learning through pilot youth activities, and/or whether opportunities arise for advancing strategic youth programming that may be time sensitive but nonetheless present the opportunity for significant impact. The Youth-GPS project team will ensure effective monitoring and evaluation of all activities funded through the project, to improve the accountability, and ultimately the effectiveness, of programming.

Country-level initiatives to be supported by the project (list is non-exhaustive) will for instance promote and support:

a) Enabling environment for youth empowerment at country level:

- The mainstreaming of youth in UNDAFs and CPDs;
- The formulation, implementation, monitoring, review and evaluation of national youth policies, public policies for youth; youth-sensitive budgeting at national and local levels;
- Effective and inclusive youth machinery/youth mainstreaming/ coordination mechanisms at all levels;
- Youth-friendly legislative and policy frameworks to eliminate discrimination(s) against marginalized youth;
- Youth access to justice and security;
- The role of youth in combatting and preventing gender-based violence;
- Legal and policy environments for HIV responses that advance human rights of youth affected by HIV, empower young women and most-at-risk populations;
- Inclusive consultations and technical workshops at national and local levels with youth, including intergenerational one;
- The participation of youth and youth organizations as partners in consultation, monitoring and accountability on the SDGs at all levels; youth-led data collection and youth-led solutions and initiatives to implement the SDGs at all levels;
- The role of youth and youth organizations in civic engagement, political participation and public service; promote youth-friendly community and area-based development planning exercises; promote civic awareness and volunteerism; promote youth access to and preparedness for civil service and strengthen the trust

SUPPORT TO CATALYTIC AND STRATEGIC COUNTRY-LEVEL INTERVENTIONS.

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and participation in public institutions; support youth wings in political parties and cross-party dialogues amongst youth; youth shadow councils; youth caucuses in parliaments; youth parliaments; promote young people's access to information; support youth-inclusive electoral processes;
- Young people's access to finance and markets and youth employment schemes at national and local levels;
- The role of young people in the prevention of violence and of violent extremism and in peacebuilding (e.g. Inclusion of youth in National Action Plans on Women, Peace and Security).

b) Capacities of young people and their organizations, policy makers and their institutions:
- The establishment and maintenance of youth data baselines; data collection mechanisms and the development of innovative research on youth;
- Capacity strengthening and reforms within governments (including but not limited to ministries of youth and youth councils) in addition to decentralized bodies that support youth participation and empowerment;
- Capacity development of youth, youth organisations, young parliamentarians, young politicians and leaders to effectively engage in local and national development processes, as data collectors, as decision-makers, as citizens, and as promoters of transparency, social accountability and innovative development solutions;
- The role of all stakeholders to address youth marginalization;
- Youth organisations' capacity assessments, advocacy, networking, and institutional capacities (e.g. decision-making processes, degree of participation, knowledge and transparency, accountability, leadership, organizational linkages and coordination, conflict management capacity);

- Youth peer-to peer training, to empower young people as multipliers and drivers of capacity development initiatives; support youth leadership and mentoring;
- The role of youth as economic actors and youth employability, employment, entrepreneurship and livelihoods; support to youth skills development and social entrepreneurship;
- The role of youth in conflict prevention, the prevention of violent extremism, resilience-building, at the frontlines of recovery and in state-building and peacebuilding processes; youth in preparedness, emergency response, disaster risk reduction, climate change adaptation and mitigation, natural resource management, community reconciliation and social cohesion; role of youth in non-violent transitions, mediation, peace negotiations; the role of youth in agenda setting and on consultations to form their visions for their countries.

c) Solid partnerships and networks for youth empowerment:

- The potential and creativity of youth and youth groups/networks, working on specific issues which affect their communities by engaging with universities, youth labs, hackerspaces, makerspaces, groups of young women, youth-led development and peace initiatives.
- Innovative partnerships with youth networks and youth-focused coalitions, relevant stakeholders, engaging private sector, academia, media etc., to create new opportunities for youth, support youth participation and empowerment in all sectors of society.

Youth-GPS will prioritize country initiatives which:

- Are in line with global and regional development and youth agendas and priorities;
- Recognise and support youth as positive agents of change and partners in the SDGs (e.g.: youth mainstreaming at country level; support to youth participation in SDG implementation, youth-focused monitoring throughout the 2030 agenda, youth-led SDG localization processes, youth-led monitoring for Goal 16, youth-led accountability in the SDGs, youth-led innovations for SDGs, etc.);
- Propose and apply innovative approaches to enhance youth participation in peacebuilding (youth civic engagement and political participation, community security, public service, anti-corruption, social audits, governance innovations, decent jobs and livelihoods, youth in crisis response, and any other area of work relevant to the implementation of United Nations Security Council Resolution 2250 on youth, peace and security (2015));
- Address the needs of and promoting the role of marginalised youth.

Output 2: Regional capacities for youth empowerment are strengthened

Youth-GPS will provide targeted support to further the advancement of regional priorities on youth, working with youth-related regional initiatives, when and where they exist, and strengthening regional capacities to support and promote youth empowerment in a comprehensive way. The indicative activities provided below have been identified by UNDP youth regional focal points.

2.1. AFRICA:

Activity 2.1.1.: promote youth voice and participation (effective youth organisations, enhanced civic engagement and participation and inter-generational dialogue) by:

- Supporting knowledge generation and exchange of best practices, models and tools for enhancing electoral participation including through cross-country, regional and sub-regional exchanges, Decentralized, South-South and North-South exchanges.
- Promoting youth participation and representation in political parties and governance institutions such as parliaments and justice systems.
- Nurturing intergenerational dialogue through strengthening youth networks at local, national, sub-regional and regional levels
- Facilitating thematic discussions between youth, private sector, labour organization, government and academia.

Activity 2.1.2.: support youth economic empowerment and leadership (entrepreneurship, value chains, SMEs, skills and innovation) by:

- Engaging young women and young men entrepreneurs and creating linkages with leading entrepreneurs and institutions to foster transfer of knowledge and skills as well as broader networks for peer to peer learning and experience sharing. UNDP will initiate, facilitate and coordinate pairing of individuals, institutions and territories, and promote regional and sub-regional exchange, and knowledge generation and co-location of entrepreneurs in partnership with the public and private sector. National and regional social entrepreneurship initiatives with seed funding and cash prices will be organized. Using the Africa YouthConnekt platform (and others), hackathons, innovation hubs and the development of local applications for new technologies (including ICT) in various sectors will be promoted in order to facilitate access for underserved areas, communities and groups. This will target public and private sector partnerships and address the innovation

STRENGTHENING REGIONAL CAPACITIES

cycle from skills development to supporting emerging entrepreneurs.

- Developing sub-regional platforms to encourage dialogue between labour unions, government organizations and different counterparts at the margins of major regional events such as AU Heads of States General Assembly and the Africa World Economic Forum. Partnerships will also be established between countries in the region to scale up successful economic empowerment initiatives.
- Enhancing the development of platforms such as the 'African Youth (especially young women) Entrepreneurship Online Portal' to disseminate best practices.

Activity 2.1.3.: enhance youth capacities for peace and community resilience (prevention of violent extremism, transitional justice, reconstruction and community development) by:

- Strengthening sub-regional and national mechanisms for developing youth capacity for negotiation, arbitration and dispute resolution, establishing and promoting networks of youth peace ambassadors at national, sub-regional and regional levels and address forcible conscription into radical and extremist groups and promote youth-led peacebuilding.
- Supporting, in post-conflict settings, regional activities to promote social-cohesion through micro-enterprise development, centered around local economies and micro-infrastructure with a focus on rural and peri-urban areas.
- Organising seminars to share experiences in youth building peace and community resilience, as well as sub-regional consultations to enhance participation and representation of youth in peacebuilding initiatives.
- Building South-South, South-North, and Triangular partnerships to find common solutions to common challenges for youth.

2.2. ARAB STATES:

Activity 2.2.1.: support regional research and advocacy activities on youth empowerment by:

- Supporting the formulation of regional standards and guidelines for youth policies with sub-regional variations (where needed) according to the context and typology, with a particular focus on civic engagement and peacebuilding. There will also be a focus on creating additional guidelines on effective youth engagement and leadership in supporting communities affected by war and insecurity and in designing, implementing and monitoring interventions for resilience-building and transformative changes for long-term development

to tackle issues such as displacement and strengthening host communities.

- Engaging in policy dialogue in partnership with youth and stakeholders at all levels to move forward youth-responsive policies and programmes.
- Encouraging and supporting research on perception of youth in peace and security, looking at examples of youth as agents of positive change in various contexts found in the Arab States at the sub-regional level. This research will focus on understanding youth's perception on the root causes of violent extremism and on solutions for de-radicalization.
- Developing an advocacy strategy and launch a campaign by engaging media, regional and national and local partners to support changing negative perception of youth inclusion in peace and security. The aim will be to highlight the ongoing work of youth as agents of change and contributors to the SDGs and resilience and to create spaces for youth to engage as positive agents of development in their communities.

Activity 2.2.2.: support regional programming initiatives on youth:

- By supporting the participation of young people in a series of interactive hands-on learning workshops as well as targeted mentoring to unpack the SDGs, identify entry points for change, and develop skills in various social innovation approaches and methodologies, including design thinking.
- Forging a network of youth peacebuilders in the Arab region while developing their capacity for effective engagement at national and local levels for recovery/reconstruction, peacebuilding and social cohesion, local development, and climate risk reduction and disaster preparedness. This includes mobilizing youth and empowering them

with peacebuilding skills to play an active role in strengthening social cohesion at community level; actively engaging youth in the identification and implementation of national and local development priorities, including recovery and reconstruction priorities; equipping youth with market-driven skills development and jobs and livelihoods opportunities including entrepreneurship development and employment prospects; supporting youth in disaster preparedness, post-disaster response, and climate resilience, e.g. managing natural resources, mobilizing communities via new technologies; and supporting youth efforts to reduce gender-based violence and promoting gender equality in the region. Youth mainstreaming will be supported in regional programmes on social cohesion, anti-corruption, gender and climate resilience.

Activity 2.2.3.: support capacity development at the regional level by:

- Developing and delivering trainings in the priority areas including SDGs, the prevention of violent extremism and social cohesion, local development, youth employment, disaster preparedness and climate resilience and gender, with a particular focus on promoting youth as active partners in development.

2.3. ASIA AND THE PACIFIC:

Activity 2.3.1.: support youth political participation, leadership and civic engagement by:

- Exploring regional options for supporting country offices to develop the political engagement and leadership capacities of young women and young men, as well as developing cross-jurisdiction opportunities to facilitate political networking and knowledge-sharing across countries -as politics at the national and sub-national levels in Asia and the Pacific are still dominated by community (mostly male) elders and as young people's participation in politics remains low.
- Organizing regional meetings with young politicians.
- Supporting regional inter-agency work on youth.
- Promoting further work on evidence-based youth policies and other youth-related issues, organizing regional/sub-regional workshops with relevant partners and the regional/sub-regional office. The focus of the workshops will include sharing lessons learned, new initiatives and policies on youth and social innovation, and youth and Goal 16.

Activity 2.3.2.: support peacebuilding, social cohesion and access to justice by:

- Complementing regional efforts, focusing specifically on efforts to harness the peacebuilding potential of young people, including through broader efforts to improve the rule of law and access to justice for young men and young women in order to reduce their disenfranchisement and vulnerability, building on regional initiatives such as the Supporting Inclusive and Peaceful Societies in Asia and the Pacific Project and N-Peace Network.

Activity 2.3.3.: address issues of young people's marginalization by:

- Paying special attention to addressing issues of marginalisation for young people, in particular in relation to the multiple forms of marginalisation and discrimination faced by those young people with crosscutting and intersecting identities. Partnerships will be harnessed to promote youth inclusion, through working with UNDP's and other teams working with LGBTI young people, indigenous youth, young people living with disabilities, young people living with HIV.
- Promoting and harnessing volunteerism
- Facilitating cross-country knowledge-sharing and networking
- Catalysing youth innovation and social entrepreneurship.

2.4. EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES:

Activity 2.4.1.: support regional youth advocacy and networking by:

- Promoting and supporting the involvement of youth groups that are often excluded in development decisions and dialogues, and training them as a new generation of youth leaders that will engage with national/sub-national institutes to strengthen transparency and accountability systems, particularly in the area of public services delivery under a project called *NewGen*.[42] Under this component, a regional leadership training course will be supported. From this pool a smaller group of young women and men will be trained as YES4Change Facilitators (YDF)[43], who will then serve as peer-trainers and/or resource persons for further regional, sub-regional and/or national leadership development courses and advocacy initiatives. A component of this

42 These include youth representing people living with disabilities (PLWD), youth living in conflict/post-conflict zones, out-of-school and unemployed youth, young female-headed households, and youth refugees/migrants.

43 Youth Development Facilitators will receive a more focused training and mentoring support to allow them to function as effective leadership facilitators and trainers.

activity called YES4SD will focus on advocacy and engagement by highlighting issues, perspectives, experiences and expertise of youth on the SDGs, in particular Goal16, through innovative partnerships with the private sector, foundations, faith-based organizations and media organizations. This activity will support and complement the #worldyousee visual imaging competition on Goal 16 for youth that was successfully conducted by the UNDP Istanbul Regional Hub (IRH) in 2015.

- Supporting the development of an ECIS regional "YES4SD" network consisting of national youth organizations, organizations and movements, and young individuals engaged in governance, peacebuilding, economic development and environmental advocacy, policy, programming and peer-to-peer support. The platform – which will be available through desktop and mobile apps – will automatically link individuals and organizations interested in the same topics/areas of interest, and to collaborate online on a real-time basis, on initiatives of common interest, particularly with regard to social media advocacy of youth issues.[44]

Activity 2.4.2.: support innovative regional programming for youth empowerment by:

- Tapping into young people's energy, dynamism and knowledge particularly in emerging ICT platforms and tools that address country-specific challenges.[45] These include Kolba Labs in Armenia, and an employment mobile app prototyping in the FYR of Macedonia, a gamification project in Moldova to address youth unemployment, as well as social innovation camps in a number of countries.
- Supporting a YES4SD 16 Challenge which will fund innovative proposals to bring about catalytic changes in the areas of governance, human rights, justice, and peacebuilding for the 2030 Agenda in their respective countries/sectors, particularly as aligned to SDG 16.
- Supporting an initial inventory of UNDP youth initiatives and lessons learned in the region, regional and in-country consultations and dialogues, and south-south cooperation and triangular cooperation partnerships on youth development, with the introduction of

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44 The YES4SD online platform will be established and housed initially at the UNDP IRH, and discussions facilitated by youth volunteers from among Network members. Facilitators will rotate on a bi-monthly or quarterly basis, and will particularly represent key excluded youth groups in the region (e.g., youth with disabilities, rural youth, unemployed male and female youth, single parents, amongst others) to talk about key issues that they face and possible solutions particularly to support SDG16 particularly in governance, peacebuilding and advancing gender equality and women's empowerment in the region.

45 This component will build on the Mahallae platform which supports citizen engagement to address pressing issues in Cyprus and the region.

mechanisms to link youth and women's networks between ECIS and other regions.

Activity 2.4.3.: support youth participation in peacebuilding, social cohesion and access to justice by:

- Providing policy and programming support on preventing violent extremism and promoting peacebuilding particularly in conflict, post-conflict and/or protracted conflicts and politically complex and sensitive contexts in the region.
- Supporting the establishment of regional and sub-regional baselines as well as metric-based monitoring and evaluation systems through focus on research and evidence on youth as agents for peace or engagement of young women and young men in violent extremism, as well as social cohesion amongst youth.

2.5. LATIN AMERICA AND THE CARIBBEAN:

Activity 2.5.1.: promote regional research and advocacy activities on youth participation by:

- Supporting regional research efforts on two main areas of interest: a comparative analysis on the legal frameworks on youth participation and representation; and an analysis of good practices on youth engagement and participation at national and local levels, in order to identify, assess, and systematize good practices, and to highlight main lessons learned, approaches and key results along the public policy cycle. The research will identify innovative tools and implementation mechanisms that can serve for advocacy, scaling up or replication through a South-South cooperation scheme.
- Developing an advocacy toolkit on youth engagement along the public policy cycle and defining related advocacy initiatives/ materials, in partnership with relevant organizations and champions at regional/ national/ local levels.

Activity 2.5.2.: support regional programming initiatives on youth in the areas of youth participation, youth economic empowerment and youth resilience by:

- Continuing to support intergenerational policy dialogues, the strengthening of a regional network of young elected representatives, and capacity development initiatives focused on marginalized youth groups, in order to position youth as key agents for development, strengthening youth-led organizations and networks, and to advance

the youth agenda. These will also be linked to Ibero-American Summits, in order to define and to facilitate the adoption of a regional pact on youth by Heads of State and Government.

- Supporting key official institutions on youth and youth networks in promoting enabling conditions for regional, national and local policy dialogues on localizing SDGs, the definition of youth targets and indicators and the adoption of inclusive participatory processes and accountability mechanisms for implementing the SDGs.
- Organising youth regional events with OIJ[46] and other partners on public policies for youth and youth indicators/youth in the SDGs.
- Supporting the creation and implementation of a regional youth volunteerism scheme in partnership with OIJ, UNV and national official institutions on youth. This initiative will focus on enhancing coordinated youth volunteerism opportunities, promoting social labs on SDGs and youth to identify and implement innovative solutions through a young volunteerism scheme, and a regional initiative on corporate mentorships scheme, in order to assist young entrepreneurs.
- Enabling the scaling up of a mentoring programme targeting young women leaders; and, national/sub-regional efforts on preventing youth violence in Central America and the English and Dutch Caribbean region.

Activity 2.5.3.: support capacity development and training at the regional level by:

- Contributing to the development and roll out of a training package targeting the following key audiences: (i) Civil servants working for/ with youth; (ii) Young social representatives; and (iii) Young elected representatives, building on ongoing partnerships and regional joint programmes on youth. This training package will emphasize training opportunities on programming tools, M&E, public policy cycle and SDGs, violence prevention and social audit tools, CSOs management, amongst others, and will be supported by a regional platform on youth engagement, Juventud con Voz, in order to provide a regional fora, mentorships schemes and debates amongst all trainees.
- Facilitating a learning course on Youth and SDGs and conduct a regional training series and hangouts involving youth networks, governmental official and regional experts through Juventud con Voz.
- Developing a LAC toolkit on youth engagement and participation along the public policy cycle, based on identified good experiences and tools.

46 Organizacion Iberoamericana de Juventud (Ibero-American Youth Organization).

CUTTING EDGE AND STRATEGIC GLOBAL POLICY AND ADVOCACY

Output 3: Strategic global policy and advocacy for youth empowerment are enhanced

At the global level, Youth-GPS will further consolidate UNDP's global positioning to support youth empowerment for sustainable development and peace. Building on UNDP's development expertise, track record on youth empowerment and recent and ongoing global advocacy work on youth in development and in peacebuilding, Youth-GPS will provide cutting-edge global guidance and tools, lead and contribute to global debates, further advance youth empowerment in policy and normative frameworks, foster new inclusive partnerships, convene innovative platforms, and open up new channels for youth participation at the global level and effectively influence development and peace paradigms from a youth empowerment perspective. Youth-GPS will also develop accountability mechanisms on youth and support training and capacity development.

Activity 3.1.: provide cutting-edge global policy and programming guidance and support to enhance youth empowerment for sustainable development and peace by:

- Partnering with young people to support the development, dissemination and promotion of cutting-edge policy and programmatic guidance on youth mainstreaming in development planning, youth-sensitive budgeting
- Supporting Youth policy and programming focusing on each of the three pillars of UNDP's Youth Strategy: youth political participation, youth economic empowerment, youth in resilience building - in line with UNDP Youth Strategy's policy and programming entry points.
- Reaching out and engaging marginalized youth and youth in all their diversity, including those who have traditionally lacked access to online engagement.
- Developing trainings, policy briefs, guidance, lessons learned and toolkits for development partners, policy makers and youth themselves, in order to enhance the role of young people as partners in development, and youth in the implementation of and monitoring/ reporting/ accountability on the SDGs.
- Working with UN and civil society partners, including youth-focused organizations, to develop training modules and policy and programming guidance for UN country teams on the implementation of United Nations Security Council Resolution 2250 on youth, peace and security (2015).
- Maintaining and continuously expanding UNDP's Global Roster of Experts on Youth, to further support the implementation of UNDP's Youth Strategy 2014-2017 at all levels.

Activity 3.2.: provide leadership and leverage global inter-agency and multi-stakeholder partnerships for youth empowerment and to advance the global agenda of youth, development and peace by:

- Supporting UNDP's important role as co-lead of the task force on the implementation of the UN System-Wide Action Plan on Youth, the UN working group on youth civic engagement and political inclusion, the working group on national youth policies, the task force on outreach and communications on youth, peace and security, the task force on programming and fundraising on youth, peace and security, and actively participating in the UN working group on youth employment and entrepreneurship; youth volunteerism, and youth in humanitarian action. Youth-GPS will also serve on the Steering Committee for the UN Security Council-mandated progress study on the youth's positive contribution to peace processes and conflict resolution.
- Building on synergies for youth empowerment at the global level by linking the policy work to two flagships inter-agency initiatives, as relevant: the UN Global Initiative on Decent Jobs for Youth (led by ILO, with UNDP's active participation), and the UN Global Initiative on National Youth Policies (co-led by UNDP, UNESCO, OSGEY, DESA and UNFPA).
- Developing and strengthening existing partnerships between UNDP and youth organizations, youth-focused CSOs, UN entities, international/multilateral organizations on youth, with a focus on advancing the empowerment of marginalized youth.
- Launching and maintaining a new UNDP global network of practitioners on youth empowerment for sustainable development and peace to offer a space for regular online and offline meetings.
- Convening and facilitating regular global donors'/partners' meetings on youth and continue to support and lead a multi-stakeholder partnership on Youth in Accountability and Governance (Goal 16 as an enabler for the implementation of the whole 2030 Agenda), including with youth organizations themselves, academia and foundations.
- Promoting UNDP's global development approach, results and innovations on youth at global/multilateral events and experts' meetings.

Activity 3.3.: support innovative research, new evidence and advocacy initiatives on the role of youth as positive agents of change by:

- Supporting, throughout its implementation, the development of research initiatives and progress reports to generate new evidence to address gaps in knowledge on issues of youth empowerment on areas of interest such as the role of youth in the implementation and

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monitoring of the SDGs; the role of youth in the prevention of violent extremism, conflict prevention, peacebuilding, state building, resilience building; the development of national youth-focused indicators for the SDGs; methodologies to develop, implement and evaluate national youth policies; the role of youth in social audits and accountability at the national level; the impact of youth-led social movements on governance; the interlinkages between political empowerment and economic empowerment; youth and anti-corruption; youth-sensitive budgeting and financing for youth; youth in urban settings; intergenerational policy dialogues; the role of youth in promoting green and decent jobs; the empowerment of displaced young refugees; youth-led social innovations; young women's participation in public service and at the frontline of service delivery; the role of youth as advocates for human rights.

- Promoting and contributing to consultations and research papers to contribute to the youth, peace and security progress study mandated by United Nations Security Council Resolution 2250 on youth, peace and security (2015).
- Leading regular lessons learned, mapping and stocktaking exercises on UNDP's support to youth empowerment for sustainable development and peace in order to share innovative approaches drawing on lessons learned from various program experiences with other stakeholders. In this way, national-level and regional-level practitioners and partners will benefit from comparative good practice and lessons learned gathered from around the world.

* References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

- Placing specific emphasis on collecting cross-regional and South-South and triangular expertise and knowledge, in recognition of the need to ensure targeted interventions which are sustainable and appropriate to the context.
- Developing and supporting cutting-edge research on innovative issues: e.g. youth-led innovations; youth contribution to disarmament, demobilisation and reintegration processes as well as peace processes; the role of youth in the response to migration and refugee crises; financing gaps and mechanisms for youth; linkages between economic and political empowerment; youth participation in decision-making.
- Supporting youth mainstreaming in UNDP flagship publications, such as the human development reports, as well as methodologies, consultations for, and dissemination of, standalone human development reports on youth.
- Further positioning youth challenges and solutions in the global agenda, supporting the presentation and dissemination of UNDP's results in youth, development, peacebuilding events and trainings, and in traditional and social media.

Activity 3.4.: convene and support platforms and fora enabling and promoting global and cross-regional knowledge exchange on youth empowerment for sustainable development and peace, by:

- Developing and maintaining global multi-stakeholder knowledge networks surrounding the youth agenda. A new "UNDP4YOUTH" online platform will be set up, to share good practices, connect UNDP practitioners with policy makers, activists and youth leaders, convene networks of young politicians/leaders championing the SDGs and facilitate a global and multi-stakeholder "Youth4Peace" platform which will support the implementation of United Nations Security Council Resolution 2250 on youth, peace and security (2015), global campaigns on young people's participation in peacebuilding, networking with and amongst young peacebuilders, awareness raising amongst policymakers and development practitioners, and support capacity development and consultations on youth, peace and security.
- Collaborating with and contributing to existing UN/UNDP platforms (e.g. on parliaments, women in politics, Habitat III/urbanization, employment, SDGs, philanthropy, infrastructures for peace, elections, World Humanitarian Summit, climate change, etc.) bringing youth perspectives, facilitating youth participation, reflecting on lessons learned from policy and programming, supporting crowdsourcing and crowdfunding.

Activity 3.5.: support capacity development and internal youth accountability mechanisms, by:

- Playing a significant role to ensure that UNDP can be as effective as possible in furthering the youth agenda by internally promoting youth mainstreaming in UNDP's policy and programming, developing systematic training and induction toolkit/packages on youth political participation, youth in the SDGs, youth in accountability, youth in peacebuilding, for RR/RCs, UN Peace and Development Advisors, UNDP programme and policy officers across all thematic areas.
- Strengthening internal accountability mechanisms and tools (corporate scorecard, budget tracker, reporting systems, etc.) UNDP teams and senior management will be regularly engaged in campaigns to raise awareness about youth empowerment.
- Regularly supporting new avenues for youth participation in the form of youth partnership platforms and networks, through the creation of a youth advisory board, by appointing youth development and peace advocates, facilitating meaningful and inclusive youth participation in UNDP's work and United Nations/UNDP key events, developing targeted youth leadership programmes, engaging youth in advocacy on development and peace-related issues. The project will engage and support informal youth groups – including those in online communities – who are active on a number of development issues affecting their communities, from environmental conservation to ending sexual harassment.
- Developing and supporting a leadership development programme for young leaders in the South and for sustainable development to be implemented within the framework of the UNDP Junior Professional Officer Programme. This initiative will be implemented in cooperation with the OHR/JPO Service Centre and is intended to be supported by philanthropy and the private sector.

GENDER & YOUTH MAINSTREAMING

Output 4: Capacities for young women's empowerment are strengthened at global, regional and country levels

Young people, who are not a homogenous group, have to be supported as powerful advocates of gender equality and it is equally important that women's movements enable the emergence of young women leaders for development and peace. Youth-GPS's standalone output on young women's empowerment will enable UNDP to prioritize young women's empowerment and better assess budget allocations to youth and gender equality. Youth-GPS will support two mutually reinforcing

processes: the gender mainstreaming of the youth agenda, and the youth mainstreaming of the gender equality agenda to ensure inclusiveness, effectiveness and sustainability of UNDP-supported initiatives.

Activity 4.1. promote young women's participation and leadership in public life (political participation and public service) by:

- Leading multi-stakeholder partnerships and joint advocacy as well as capacity development activities to further support young women's role in public life, in both elected and non-elected positions.
- Supporting monitoring and data tracking on the participation and contribution of young women leaders in decision-making at all levels.
- Providing seed funding to initiatives promoting and strengthening/ advancing young women's mentorship, training and networking.
- Providing support to remove discriminatory legal frameworks and policies that curtail young women's participation and leadership.

Activity 4.2.: promote young women's economic empowerment and entrepreneurship by:

- Providing targeted policy and programmatic guidance, support regional and country initiatives supporting knowledge sharing and capacity development for young women's economic empowerment.
- Elaborating/providing tools to integrate young women into existing programmatic interventions on women's economic empowerment and

entrepreneurship, including local economic development processes.
- Providing seed funding for initiatives at country level supporting young women as entrepreneurs and economic agents.

Activity 4.3.: identify and promote synergies between the Women, Peace and Security (WPS), and Youth, Peace and Security (YPS) agendas from a development perspective by:

- Contributing to an enabling environment for the implementation of YPS and WPS commitments, by addressing attitudinal and structural barriers which curtail the realisation of young women's full participation and protection. Youth-GPS will promote and contribute to multi-stakeholder partnerships and joint advocacy on WPS and YPS linkages, by including both young women and young men, support lessons learned exercises and the collection and analysis of new data on the role of young women in peacebuilding and the prevention of violent extremism.
- Advocating the use of a substantial proportion of the mandatory 15% allocation to WPS projects to go to projects focusing on young women
- Supporting catalytic seed funding for innovative initiatives in that area.
- Enhancing the capacity development of young women and the provision of technical expertise to ensure institutions and processes are gender-responsive and adopt policies that further young women's protection, participation and equal benefits.
- Leveraging existing funding mechanisms (Peacebuilding Funds, Global Acceleration Instrument) to cover interventions on young women.

Activity 4.4.: support gender mainstreaming in the youth agenda and youth mainstreaming in the gender equality and women's empowerment agenda in UNDP by:

- Creating an enabling environment to address structural and attitudinal biases, though the convening of advocacy events, development and delivery of trainings and development of accountability and awareness raising tools.
- Advocating and supporting the inclusion of a strong youth dimension in Women, Peace and Security Action Plans and National Gender Equality Policies/Strategies.
- Advocating and supporting the inclusion of a strong gender-based dimension in national youth policies and strategies and other relevant frameworks and policies for youth.

Resources required to achieve the expected Youth-GPS results:
Key inputs for the successful implementation of this project include adequate funding, human resources, knowledge generation and exchange, innovations and solid partnerships. The expertise available throughout UNDP, the UN System and the broader global civil society/ youth coalitions we have nurtured in the past years will also be harnessed. The Governance Arrangement section of this document outlines the needs for the Youth-GPS management and support team. A specific resource mobilization and partnership strategy has also been developed.

Partnerships:
One of the main assets driving the youth agenda has been the strong collaborative relationship between the various United Nations agencies, youth organisations, networks and movements that have coalesced around its issues. UNDP has played a critical convening role in what has been widely hailed as a model multi-stakeholder partnership.[47] UNDP has become a global trusted leader in furthering youth empowerment for development. 2015-2016 has been a particularly important period, with UNDP co-leading the United Nations Inter-agency Network on Youth Development (IANYD),[48] a pivotal coalition of partners working on a range of thematic areas such as youth employment, youth and gender equality, youth political inclusion, youth volunteerism, youth in emergencies and youth and peacebuilding. IANYD is composed of civil society organisations, including youth-led organisations, actively working together with 40+ United Nations entities, including the UN Secretary-General's Envoy on Youth, to advocate for youth development and promote youth participation at all levels and advance the implementation of the UN System-Wide Action Plan on Youth.[49] UNDP has also brought to these partnerships for young people its broader assets as a leader on related development issues.

EXPANDING THE ECOSYSTEM OF PARTNERSHIPS, ALLIANCES AND NETWORKS

47 The Secretary-General's Report on "Ways to promote effective structured and sustainable youth participation" (2015) noted the efforts by UNDP and DESA (co-chairs of the UN Inter-Agency Network on Youth Development) to ensure the monitoring and evaluation of the Youth-SWAP. The report includes many additional UNDP achievements on youth, including the development and launch of UNDP's Youth Strategy 2014-2017; our partnership with the Commonwealth Youth Programme to conduct regional workshops on the development, implementation, monitoring and evaluation of youth policies (the first of which took place in the Caribbean in 2015); UNDP's support to data collection and analysis on youth, with the development of the first Ibero-American Youth Survey and the Youth Expectations Index, UNDP's support to the development of a monitoring and evaluation plan to inform the activities of the Caribbean Community Youth Development Action Plan, and UNDP's partnership with the Asian Barometer Survey to increase understanding on the level of youth participation in democratic and political processes in the region. UNDP has supported research efforts and data collection and analysis on youth, particularly through human development reports on youth (national and regional).

48 IANYD is composed of 40+ UN entities working on youth, such as UNV, UNFPA, UNICEF, UN-WOMEN, UN-Habitat, UN-DESA, OSGEY, etc. http://unyouthswap.org/inter_agency_network_on_youth_development

49 http://unyouthswap.org/system/refinery/resources/2015/03/26/19_07_16_511_swap.pdf

Youth-GPS will harness the numerous partnerships UNDP has forged with civil society organisations, including youth-led organisations, to support youth participation and civic engagement (World Alliance of YMCAs, International Coordination Meeting of Youth Organisations), empower youth as peacebuilders (Search for Common Ground, United Network of Young Peacebuilders), promote the involvement of youth in the SDGs (Restless Development, Plan international, Major Group of Children and Youth) and to support inclusive youth policies (Youth Policy Labs). Even stronger links between youth organisations and emerging networks and movements, including marginalized youth, could be consolidated for more effective partnerships at all levels, particularly in the field.

With Youth-GPS, UNDP is looking ahead to solidify, diversify and extend its partnerships for development and peace by proactively seeking to engage youth experts and practitioners, youth organisations, civil society organisations working with young people, expert groups on youth and young philanthropists in order to engage with and reach out to young people in their diversity. Specific activities will be targeted to engage with young people via social media, peer networks and faith-based organizations and networks to reach out to those who have shied away from, or reject, traditional channels of participation. Support to and partnership with youth organisations will aim to facilitate young peoples' empowerment and action in their areas of interest, as well as their representation and participation in youth policy-making and programming processes at all levels. It will also aim to strengthen youth advocacy efforts through skills building and capacity development.

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Youth-GPS will also involve youth researchers in consultative processes with regards to youth programming and results measurement in order to strengthen evidence-based approaches to policy and practice. Young people, including the most marginalized, need to be better represented in international and regional discussions and fora so that their views and inputs are adequately reflected, especially as the youth agenda gains momentum and traction. This is especially so given that the numerous global agendas, resolutions and issues require a coherent and effective overall response and strong partnerships in order to capitalize on synergies and mitigate competition between the various thematic youth agendas. Social media platforms will be established and supported to also allow for broader and informal engagement with youth. These will be combined with offline consultations and spaces to bridge the important digital divide that still remains.

Youth-GPS will also expand and develop new powerful partnerships with multilateral, international and regional organisations and bilateral development partners in order to advocate for youth development issues and promote cooperation with regard to youth mainstreaming and advocacy, policy development, technical and programmatic partnerships, youth research and information knowledge management and impact assessment. Youth-GPS will proactively seek new partnerships with philanthropic institutions, foundations and the private sector along the principles of corporate social responsibility, particularly in the context of the SDGs.

Partnering with governments at all levels will be critical for Youth-GPS success: from capacity development of the youth sector, to advocacy, policy development and implementation and youth participation in the SDGs. While doing so, UNDP will consider the unique national and local contexts and adapt innovative approaches to support meaningful youth interventions and work with governments to recognize and engage with and better address the needs of vulnerable groups and youth at risk. Through Youth-GPS, UNDP will advocate for the youth agenda in all levels and sectors of the government in order to raise awareness across all government bodies, facilitate coordination mechanisms and harmonization of youth policies and help to ensure that government initiatives as they pertain to youth are well integrated and mutually reinforcing. Local level partnerships in particular will become increasingly critical to address emerging issues such as youth in sustainable cities, accountability and service delivery. Support to integration of youth policies in national development plans will also be a priority as it would help to ensure that youth policy implementation will actually be supported by a corresponding budget. It will also be essential that Youth-GPS partners

with regional institutions and that alignment and complementarity with existing initiatives and strategic approaches be ensured

Progress towards youth empowerment for development and peace will depend heavily on how UNDP, with other partners, will be able to mobilize resources, financial and other, and on how development partners, the UN system, regional and international organisations, national and local governments, civil society, youth organisations, non-governmental organisations, the media and the private sector all come together to align their activities related to youth and development and mainstream youth perspectives into policy and programmes. Promising partnerships have already been fostered with organisations such as the International Coordination Meeting of Youth Organisations, the UN Major Group of Children and Youth, the United Network of Young Peacebuilders, Search for Common Ground, World Vision International, Restless Development, Plan International, the World Federation of United Nations Associations, the World Alliance of YMCAs, CIVICUS, Youth Policy Labs, Action Aid, the World Bank, the Commonwealth, the Organisation Internationale de la Francophonie, the African Union, the Asian Development Bank, Inter-American Development Bank, CAF Latin American Development Bank, the Secretary General of Ibero-American region (SEGIB), the Ibero-American Organization of Youth (OIJ), the Caribbean Community (CARICOM), Organization of Eastern Caribbean States (OECS), Young Americas Business Trust (YABT), the Organisation of American States, the European Commission, the European Youth Forum, the Inter-Parliamentary Union, Regional and National Youth Councils, OECD, ULAC (Latin American Union of the Blind); Afrinype, Caribbean Youth Policy Institute, Telefonica Movistar, Foundations Ford, Mo Ibrahim, Dangote, Elomolu, African Union Commission, the Regional Economic Communities (RECs), Regional Development Banks, Regional Parliamentary Fora, African Research Institutions, African Private Sector Institutions and High Net-worth Individuals (HNWI); Y-LEAP, OSISA, OSIWA, Interpeace, amongst others.

Finally, Youth-GPS will also ensure regular and strong collaboration with other UNDP-led regional initiatives and other thematic global projects (Prevention of violent extremism, Inclusive Political Processes, ART global project (local and territorial development), MAPS Project, Goal 16 Project, UNDP-DPA joint project, Gender Equality in Public Administration, Migration, Climate change, Urbanization, Inclusive Growth, etc.).

Risks and assumptions:

The main risks in the context of this project relate to:

- *Funding:* If full expected funding is not available and if the demand for support is greater than that to which the project can respond, activities may have to be scaled back and prioritized. The project team is preparing a comprehensive resource mobilization strategy and new partnerships with emerging partners are being explored, in additional to the more traditional ones. Innovative methods for fundraising are also being explored.

- *Political circumstances:*
  - This is a risk to all UN and UNDP assistance at country level. Political circumstances in some countries or regions could simply make it difficult or impossible to implement planned activities. UNDP will use its existing situation analysis tools and methodologies to assess the political economy of a requesting country and tailor its activities accordingly as a way of minimizing this risk. Funding will be granted to countries on the basis of existing partnership and/or projects (sign of demand and political commitment).

  - Some activities could have negative consequences on young people who participate if safe spaces are not ensured. It will be important to evaluate the risks associated with youth inclusive participation for young people themselves in certain contexts. Important to ensure safe environments for young women and young men to participate, be sensitive to inequalities, and be cautious to not

incentivize violence. Youth-GPS will ensure a diversity of options for participation while protecting individuals' identities are made available where necessary/relevant. The project team will also apply the Youth-Strategy guiding principles and the Inter-agency guiding principles on young people's participation in peacebuilding.

- *Strategic matters*, if coordination on the youth agenda is insufficient within the UN System. UNDP will continue to maintain close/forge new relationships with other UN entities and continue to play an active role in the Inter-agency Network on Youth Development, as co-lead of the UN System-Wide Action Plan on Youth task team, co-chair of the UN Working group on Youth and 2030 Agenda and of the Working Group on Youth Political Inclusion and Civic Engagement, member of the Working group on youth employment and entrepreneurship and of the Working Group on Youth Volunteerism. Youth-GPS will also continue to nurture UNDP's collaboration with the Youth Envoy and inter-agency task teams/networks at regional and country levels, and will continue to promote the establishment of country-level youth engagement platforms.

- *Operational and social issues*, when there is a risk of excluding potential stakeholders, in particular the most marginalized youth. Youth-GPS is conceived to facilitate and ensure the participation of youth in all their diversity, including the most marginalized. Youth-GPS engagement platforms and grassroots initiatives will ensure that all youth are

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included and that we do not reinforce inequalities or discriminations. Youth-GPS will in particular strive to ensure its mechanisms and components are gender-responsive and rights-based systematically.

Stakeholder Engagement:

The main stakeholders in the project are young people themselves, youth organisations, youth-focused organisations, youth movements, ministries, centres of government, national and local youth councils, parliamentarians, young politicians, young peacebuilders, young entrepreneurs, media, academia, etc. In line with its commitment to gender equality, UNDP will ensure that gender equality is integrated in all aspects of the activities by ensuring young women's representation in all meetings, addressing the marginalization of young women, enhancing young women's leadership and helping ensure that both young women and young men benefit from greater youth empowerment. This project will also apply principles in line with UNDP's Strategy on Civil Society and Civic Engagement (2012)[50] and the Guiding Principles on Young People's Participation in Peacebuilding (2014),[51] developed by the Inter-agency Network on Youth Development/ Working Group on Youth and Peacebuilding.

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

In line with UNDP's new corporate strategy (under review) on SSC/TrC recognizing the critical role of national capacities and the importance of universal access to knowledge as a development multiplier for accelerating the achievement of the 2030 Agenda, this project will make use of policy advice packages to enhance youth exchanges and youth leadership and prompt South-South and triangular knowledge exchanges to enhance youth empowerment. Youth-GPS will also work closely with Human Resources (e.g. JPO Service Centre and others) to promote the inclusion of youth leader from the South in particular in UNDP. Within the SDGs localization process, UNDP is also supporting, through its Hub for Territorial Partnerships, cooperation among subnational stakeholders such as local authorities, civil society organizations, University, and private sector representatives, in order to exchange best practices and tools for youth engagement, local economic development with a special focus on youth employment, youth access to quality basic and public services, etc.

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50 UNDP's Strategy on Civil Society and Civic Engagement. http://www.undp.org/content/undp/en/home/librarypage/civil_society/UNDP-Strategy-on-Civil-Society-and-Civic-Engagement-2012.html

51 Guiding Principles on Young People's Participation in Peacebuilding. www.youth4peace.info

Knowledge:

Numerous knowledge products will be developed in the context of this project thereby consolidating UNDP's role as thought leader and influencer in the area of youth and development. Targeted efforts will be put towards the development of cutting-edge methodological tools and guidance notes to enhance policy and programming on youth empowerment in the field as well as the generation of knowledge and lessons learned drawn from implementation of UNDP supported initiatives. Knowledge platforms, communities of practitioners and social media will be harnessed. Youth-GPS will pilot/roll-out/launch global youth knowledge and advocacy products developed during the course of the project at the country level. It is also hoped that Youth-GPS will significantly contribute to the knowledge body in the whole global youth area and contribute to better monitoring on and accountability to youth. Specific investment will be made to develop robust surveys and tools to enhance measurability of youth results throughout the life cycle of the project, therefore contributing to the global reflection of youth-focused indicators in the context of the 2030 Agenda or to measure the participation of youth in peacebuilding in particular.

Sustainability and scaling up:

With regard to the sustainability of the project approach and results, a heavy focus for the project will be placed on institutional learning, institutional capacity development, strengthening of national systems, youth networks, a strong and broad global network of practitioners, a solid and inclusive roster of experts, a detailed database, as well as interactive and dynamic tools to support policy and programming in this area, beyond this project. The outputs of this project will also inform future corporate planning (medium priorities for UNDP as identified in its ABP/IWP). To reduce the environmental impact, alternatives to air travel will be favoured wherever feasible, with emphasis on the development of innovative communication platforms to support activities and collaboration. Youth-GPS will also diversify sources of funding and partners. Youth-GPS will ensure that visibility is fully integrated in the project's activities and results, building on the success of the implementation of UNDP's Youth Strategy 2014-2017 and a successful communication strategy so far. Within the inception phase of Youth-GPS, a specific communication plan will also be developed. The main objective is to communicate the results of the project at all levels as well as the different partnerships established. The global youth portal and social media tools and platforms will be instrumental to feature progress and partnerships, promising practices and successes. Youth-GPS will also work with traditional media organisations to ensure visibility within print and broadcast media, as well as in fora and conferences.

Project Management:

The strategy of Youth-GPS is meant to enable the delivery of maximum results with available resources, making the best of the decentralized presence of youth focal points in the different regional teams, of inter-agency partnerships (UN and civil society) and of national systems. Online platforms will also be harnessed to limit costs (consultations, e-discussions, online knowledge management). Many activities will be delivered jointly with UN entities members of the UN Inter-agency Network on Youth Development and partners on the ground. Youth-GPS will look for synergies with other initiatives, ensure close collaboration with other thematic teams. Using a portfolio approach, Youth-GPS will also collaborate with the UN Global initiative on Decent Jobs for Youth (hosted in ILO) and the UN Global initiative on National Youth Policies (hosted in UNDP, which will allow for cost reductions in terms of project support/operations in particular).

The Youth-GPS management and support team will be located in the Governance and Peacebuilding Cluster, Bureau for Policy and Programme Support, in New York, USA, with activities at all levels. Detailed governance arrangements are outlined in section VII.

4 RESULTS FRAMEWORK

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INTENDED OUTCOME AS STATED IN THE UNDAF/COUNTRY [OR GLOBAL/ REGIONAL] PROGRAMME RESULTS AND RESOURCE FRAMEWORK:	**Primary Outcome:** UNDP SP and GP Outcome 2 - Citizens expectations for voice, development, rule of law and accountability are met by stronger systems of democratic governance Secondary Outcomes - 1, 3, 4, 5, 6 and 7.
OUTCOME INDICATORS AS STATED IN THE STRATEGIC PLAN INTEGRATED RESULTS AND RESOURCES FRAMEWORK:	**SP Outcome 1 - Indicator 1:** Employment rate (formal and informal), disaggregated by sector and subsector, sex age and excluded groups and by wage category when available (also in GP).
	SP Outcome 2 - Indicator 2: Voter turnout disaggregated by age, sex and excluded groups (also in GP).
	SP Outcome 3 - Indicator 5: Homicide rate disaggregated by sex and age (also in GP).
	SP Outcome 4 - Indicator 4: Proportion of decision making positions (executive, legislative and judicial) occupied by women at national and sub-national levels (also in GP).
	SP Outcome 7- Indicator 3: Number of countries integrating and adapting the post 2015 / 2030 Agenda and sustainable development goals into national development plans and budgets.
APPLICABLE OUTPUT(S) FROM THE UNDP STRATEGIC PLAN:	**SP Output 1.1** - National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment – and livelihoods – intensive.
	SP Output 2.1 - Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions.
	SP Output 2.4 - Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development.
	SP Output 4.4 - Measures in place to increase women's participation in decision-making.
	SP Output 5.5 - Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions.
	SP Output 7.3 - National development plans to address poverty and inequality are sustainable and risk resilient.
RELEVANT OUTPUT INDICATORS FROM THE GLOBAL PROGRAMME:	**GPI 1.1.1** - Number and type of strategies developed and shared which help the poor to diversify output, expand value addition and sustain and create jobs and livelihoods.
	GPI 2.1.2 - (proposed as part of the SP and GP MTR) - Number and type of guidance and tools to enhance youth participation and empowerment.
	GPI 2.4.1 - (proposed as part of the SP and GP MTR) - Existence of a UNDP global youth engagement platform.
	GPI 4.4.1 - Existence of guidance on advancing the participation of women in political, civic, social and economic decision making.
	GPI 5.5.1 - Number of guidance with recommendation on conflict sensitive programming based on review and codification of global 'lessons learned'.
	GPI 7.3.2 - Existence of global guidance to support the implementation of responses to the post 2015 / 2030 Agenda.

PROJECT TITLE: **UNDP Youth Global Programme for Sustainable Development and Peace ('Youth-GPS', 2016-2020)**
ATLAS PROJECT NUMBER: **00097302**

EXPECTED OUTPUTS	**OUTPUT INDICATORS** [disaggregated by sex as appropriate and when available]	**DATA SOURCE**
OUTPUT 1 *National and local partners have increased capacities to enhance youth empowerment*	**1.1.** Proportion of young people (within the project supported countries) that believe decision-making and institutions are inclusive of youth, by country (disaggregated by sex).	Survey
	1.2. Percentage of countries in which youth-sensitive indicators are used to monitor the implementation of the 2030 Agenda.	Official data
	1.3. Percentage of countries where youth empowerment is a key objective in UNDP programmes and projects.	UNDP
	1.4. Percentage of supported countries in which national and local partners' capacities to address youth needs have been increased.	UNDP
OUTPUT 2 *Regional capacities for youth empowerment are strengthened*	**2.1.** Number of regional initiatives advancing youth empowerment, including youth platforms, by region.	UNDP
	2.2. Percentage of trained stakeholders implementing or supporting youth-led initiatives at the regional level, by region (disaggregated by sex).	UNDP
OUTPUT 3 *Strategic global policy and advocacy for youth empowerment is enhanced*	**3.1.** Number of global policy and programming guidance documents developed and disseminated to advance youth empowerment.	UNDP
	3.2. Number of global partnerships/MoUs/agreements forged on youth empowerment	UNDP
	3.3. Number and type of convened community of practitioners' consultations and dialogues on youth empowerment for sustainable development and peace	UNDP
	3.4. Number and type of entities participating in the Youth-GPS-convened Youth in Governance and Accountability Partnership	UNDP
OUTPUT 4 *Capacities for young women's empowerment are strengthened at global, regional and country levels*	**4.1.** Number of capacity development initiatives promoting young women's participation in political life and public institutions.	UNDP
	4.2. Proportion of the 15% allocation to Women, Peace and Security funding interventions addressing the needs of young women.	UNDP
	4.3. Percentage of initiatives supporting youth participation in peacebuilding with a gender sensitive approach.	UNDP

BASELINE		TARGETS PER YEAR					DATA COLLECTION
Value	Year	Year 1	Year 2	Year 3	Year 4	FINAL YEAR	
N/A	2015	50%	50%	Not measured	Not measured	60%	Barometers/ Transparency Index/ Perception surveys/ 2030 Agenda reporting
0	2015	N/A	N/A	50% of total	75% of total	90% of total	SDG country reports/ ROAR
0	2015	10% of total	20% of total	30% of total	40% of total	50% of total	Internal reporting
0	2015	N/A	30% of total	40% of total	50% of total	60% of total	Internal reporting
1 (LAC) + 1 (AS)	2015	3	4	5	5	5	Internal survey / new ROAR (baseline from internal survey)
N/A	2015	N/A	10%	20%	30%	40%	Internal survey / new ROAR
3	2015	4	6	7	8	10	Internal reporting
3	2015	4	5	6	8	10	Internal reporting
0	2015	3	5	10	20	30	Internal reporting
2	2015	5	10	15	20	30	Internal reporting
0	2015	2	4	6	10	20	Internal reporting
N/A	2015	N/A	20%	30%	40%	50%	Gender marker/new ROAR/internal reporting
N/A	2015	20%	30%	40%	50%	60%	Internal reporting

MONITORING & EVALUATION

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MONITORING PLAN

MONITORING ACTIVITY	PURPOSE	FREQUENCY
TRACK RESULTS PROGRESS	Collect and analyse progress data against the results indicators in the RRF to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator
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.	Ongoing, at least quarterly
LEARN	Regularly capture knowledge, good practices and lessons, as well as actively source them from other projects and partners and integrate them back into the project.	Ongoing, at least annually
PROJECT QUALITY ASSURANCE	Assess the quality of the project against UNDP's quality standards to identify project strengths and weaknesses, and to inform management decision-making to improve the project.	Annually
REVIEW AND MAKE COURSE CORRECTIONS	Make use of internal review of data and evidence from all monitoring actions to inform decision making throughout project lifetime.	At least annually
PROJECT REPORT	Present a progress report to the Project Board and key stakeholders, including progress data showing the results.	Annually, and at the end of the project (final report)
PROJECT REVIEW (PROJECT BOARD)	Oversee and ensure the quality of the project and of results achieved, to ensure realistic budgeting and to promote project results/lessons learned.	Annually

EXPECTED ACTION	PARTNERS (IF JOINT)	COST (IF ANY)
Progress data against results indicators in the RRF will be collected and analysed. Slower than expected progress will be addressed by project management.	UNDP partners (Country Offices, relevant BPPS teams, Global Centres, Regional Bureaux, Regional Hubs, Evaluation Office, Human Development Report Office, others as required) UN partners: IANYD members, UNCTs, DOCO, and others as relevant. External partners will also be consulted as deemed necessary by the project team and project board.	100K
Risks will be 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. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.		50K
Relevant lessons are captured by the project team and used to inform management decisions.		150K
Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve the overall quality of project performance.		50K
Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		50K
A progress report will be presented to the project board and other stakeholders, which will consist 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.		100K
The 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. Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		100K

EVALUATION PLAN

EVALUATION TITLE	**GLOBAL EVALUATION ON UNDP'S CONTRIBUTION TO YOUTH EMPOWERMENT**
RELATED STRATEGIC PLAN OUTPUT	1 to 7
PLANNED COMPLETION DATE	December 2020
KEY EVALUATION STAKEHOLDERS	UNDP (Country Offices, relevant BPPS teams, Global Centres, Regional Bureaus, Regional Hubs, Evaluation Office, Human Development Report Office, others as required). UN partners: IANYD members, UNCTs, DOCO, and others as relevant. External partners will also be consulted as deemed necessary by project team and project board.
COST AND SOURCE OF FUNDING	USD 200K

MULTI-YEAR WORK PLAN

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR				
		Year 1	Year 2	Year 3	Year 4	Year 5
OUTPUT 1 *National and local partners have increased capacities to enhance youth empowerment*	**1.1.** Provide country-level technical, policy advisory support on youth empowerment for sustainable development and peace.	100K	1M	1M	1M	1M
	1.2. Provide catalytic and strategic financial support.	0	4M	3M	4M	3M
	MONITORING		50K	50K	50K	50K
	SUB-TOTAL FOR OUTPUT 1					
OUTPUT 2 *Regional capacities for youth empowerment are strengthened*	**2.1.1.** Africa - Promote youth voice and participation.	0	100K	50K	50K	50K
	2.1.2. Africa - Support youth economic empowerment and leadership.	0	100K	50K	50K	50K
	2.1.3. Africa - Enhance youth capacities for peace and community resilience.	50K	50K	50K	50K	50K
	2.2.1. Arab States - Support regional research and advocacy activities on youth empowerment.	0	50K	50K	50K	50K
	2.2.2. Arab States - Support regional programming initiatives on youth empowerment.	0	100K	100K	100K	100K
	2.2.3. Arab States - Support capacity development and training at the regional level.	0	100K		50K	
	2.3.1. Asia Pacific - Support youth political participation, leadership and civic engagement.	0	100K	50K	50K	50K
	2.3.2. Asia Pacific - Support peacebuilding, social cohesion and access to justice.	0	50K	50K	50K	50K

RESPONSIBLE PARTY	PLANNED BUDGET		
	Funding Source	Budget Description	Amount
UNDP Youth-GPS, and co-implemented with regional focal points and COs, with inputs from thematic clusters as required.		Meetings/events, workshops, national and international consultants, travel, editing, design, video, printing, translations.	USD 4.1 Million
UNDP Youth-GPS, and co-implemented with regional focal points and COs, with inputs from thematic clusters as required.		Meetings/events, workshops, national and international consultants, travel, editing, design, video, printing, translations.	USD 14 Million
UNDP Youth-GPS.		Lessons learned review, surveys, reports, consultants.	USD 200K
			USD 18.3 MILLION
Regional focal point on Youth in Addis, with inputs from Youth-GPS HQ and thematic focal points.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 250K
Regional focal point on Youth in Addis, with inputs from Youth-GPS HQ and thematic focal points.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 250K
Regional focal point on Youth in Addis, with inputs from Youth-GPS HQ and thematic focal points.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 250K
Regional focal point on youth in Amman, with inputs from Youth-GPS HQ and thematic focal points.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 200K
Regional focal point on youth in Amman, with inputs from Youth-GPS HQ and thematic focal points.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 400K
Regional focal point on youth in Amman, with inputs from Youth-GPS HQ and thematic focal points.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 150K
Regional focal point on Asia-Pacific, with inputs from Youth-GPS HQ and thematic focal points.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 250K
Regional focal point on Asia-Pacific, with inputs from Youth-GPS HQ and thematic focal points.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 200K

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR				
		Year 1	Year 2	Year 3	Year 4	Year 5
OUTPUT 2 *(continued)*	**2.3.3.** Asia Pacific - Address issues of marginalization for young people.	0	100K	50K	100K	50K
	2.4.1. ECIS - Support regional youth advocacy and networking.	0	50K	50K	50K	
	2.4.2. ECIS - Support innovative regional programming for youth empowerment.	0	100K	50K	100K	50K
	2.4.3. ECIS - Support peacebuilding, social cohesion and access to justice.	0	50K	100K	50K	100K
	2.5.1. LAC - Support regional research and advocacy activities on youth participation.	50K	50K	50K		
	2.5.2. LAC - Support regional programming initiatives on youth in the areas of youth participation, youth economic empowerment and youth resilience.	0	50K	50K	100K	100K
	2.5.3. LAC - Support capacity development and training at the regional level.	0	50K	50K	100K	100K
	MONITORING	10K	60K	60K	60K	60K
	SUB-TOTAL FOR OUTPUT 2					
OUTPUT 3 *Strategic global policy and advocacy for youth empowerment is enhanced*	**3.1.** Provide cutting-edge global policy and programming guidance and support to enhance youth empowerment for sustainable development and peace.	500K	1M	1M	1M	1M
	3.2. Lead and leverage global inter-agency and multi-stakeholder partnerships for youth empowerment.		100K	100K	100K	100K
	3.3. Support innovative research, new evidence and advocacy initiatives on the role of youth as positive agents of change.	100K	100K	100K	100K	100K

RESPONSIBLE PARTY	PLANNED BUDGET		
	Funding Source	Budget Description	Amount
Regional focal point on Asia-Pacific, with inputs from Youth-GPS HQ and thematic focal points.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 300K
Regional focal point on Europe and CIS, with inputs from Youth-GPS HQ and thematic focal points.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 150K
Regional focal point on Europe and CIS, with inputs from Youth-GPS HQ and thematic focal points.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 300K
Regional focal point on Europe and CIS, with inputs from Youth-GPS HQ and thematic focal points.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 300K
Regional focal point in Latin America and the Caribbean, with inputs from Youth-GPS HQ and thematic focal points		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 150K
Regional focal point in Latin America and the Caribbean, with inputs from Youth-GPS HQ and thematic focal points.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 300K
Regional focal point in Latin America and the Caribbean, with inputs from Youth-GPS HQ and thematic focal points.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 300K
UNDP Youth-GPS, with inputs from regional and thematic focal points.		Lessons learned review, surveys, report, consultants.	USD 250K
			USD 4 MILLION
UNDP Youth-GPS, with inputs from regional focal points on youth and relevant BPPS clusters, OGC.		1 Youth-GPS Manager (proforma USD 261,516.62 per year) 1 Youth-GPS Analyst (proforma USD 220,000 per year) 1 Youth-GPS Associate (proforma USD 97,928 per year); Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 4.5 Million
UNDP Youth-GPS, with inputs from inter-agency working groups, regional focal points on youth, relevant BPPS clusters, BERA.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 400K
UNDP Youth-GPS, with inputs from regional focal points on youth, OGC, relevant BPPS clusters, HDRO.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 500K

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR				
		Year 1	Year 2	Year 3	Year 4	Year 5
OUTPUT 3 *(continued)*	**3.4.** Convene and support platforms and fora enabling and promoting global and cross-regional knowledge exchange on youth empowerment for sustainable development and peace.	100K	290K	270K	270K	270K
	3.5. Support capacity development and youth accountability mechanisms in UNDP.		100K	100K	100K	
	MONITORING	20K	20K	20K	20K	20K
	SUB-TOTAL FOR OUTPUT 3					
OUTPUT 4 *Capacities for young women's empowerment strengthened at global, regional and country levels*	**4.1.** Promote young women's participation and leadership in public life (political participation and public service).		500K	500K	500K	500K
	4.2. Promote young women's economic empowerment and entrepreneurship.		250K	250K	250K	250K
	4.3. Identify and promote synergies between the Women, Peace and Security, and Youth, Peace and Security agendas from a development perspective.	100K	650K	250K	750K	250K
	4.4. Support gender mainstreaming in the youth agenda and youth mainstreaming in the gender equality and women's empowerment agenda in UNDP.		100K	100K	125K	125K
	MONITORING	10K	10K	10K	10K	10K
	SUB-TOTAL FOR OUTPUT 4					
EVALUATION *(as relevant)*	EVALUATION					200K
GENERAL MANAGEMENT SUPPORT						
TOTAL						

RESPONSIBLE PARTY	PLANNED BUDGET		
	Funding Source	Budget Description	Amount
UNDP Youth-GPS, with inputs from WG on youth and peacebuilding, OGC and relevant BPPS clusters.		1 proforma KM Specialist ($250,000 per year) Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 1.2 Million
UNDP Youth-GPS, with relevant BPPS clusters HR, BERA, Executive Office, DOCO.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 300K
UNDP Youth-GPS, with inputs from regional and thematic focal points.		Lessons learned review, surveys, reports, consultants.	USD 100K
			USD 7 MILLION
UNDP Youth-GPS, with Regional focal points on youth, OGC, GT, IPP, GEPA.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 2 Million
UNDP Youth-GPS, with Regional focal points on youth, relevant BPPS clusters, private sector Istanbul.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 1 Million
UNDP Youth-GPS, with Regional focal points on youth, and relevant BPPS clusters.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 2 Million
UNDP Youth-GPS, with Regional focal points on youth, relevant BPPS clusters.		Meetings/events, workshops, consultants, travel, editing, design, video, printing, translations.	USD 450K
UNDP Youth-GPS, with Regional focal points on youth, relevant BPPS clusters.		Lessons learned review, surveys, reports, consultants.	USD 50K
			USD 5.5 MILLION
UNDP Youth-GPS, with Regional focal points on youth, relevant BPPS clusters.		Consultants, travel, editing, design, printing.	USD 200K
			USD 35 MILLION

7 GOVERNANCE & MANAGEMENT ARRANGEMENTS

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The management arrangements for implementing the project will comprise of the following:

- **Global Project Board** to provide overall policy and strategic guidance;
- **Global Project Management Unit** (Youth-GPS Management and Support team), housed in the UNDP BPPS Governance and Peacebuilding Cluster, that will be responsible for the day-to-day management of the project;
- **Project responsible parties**, in charge of the implementation of the project;

UNDP will be the executing entity and administrative authority for Youth-GPS. UNDP will be solely accountable to the donors for the project. Youth-GPS will be implemented directly (DIM) by UNDP's Bureau for Policy and Programme Support (BPPS) in HQ, in consultation with donors and other partners. The Global Project Board will be chaired by the Chief of Profession/Director of the BPPS Governance and Peacebuilding Cluster, and composed of project beneficiaries (Regional Bureaux and Country Offices) and senior suppliers (main donors, UNDP BERA, UNDP regional focal points). The main role of the Board will be to provide guidance and direction to the Project Management Unit to facilitate the effective and efficient implementation of the project. The Project Management Unit will be based in the BPPS Governance and Peacebuilding Cluster. Implementation will be done under the overall management of the Youth-GPS Manager, and the oversight of the BPPS Chief of Profession for Governance and Peacebuilding.

Other relevant technical teams from BPPS in charge of relevant thematic areas, as well as UNDP Global Centres and UNDP's Bureau of Management, among others and as appropriate, will be closely involved with the project implementation as members of the project boards and providing sectoral guidance, policy advice and good practices (resource teams).

Policy, programming, and knowledge management will be delivered by the Youth-GPS HQ Team. The Youth-GPS HQ team will also liaise on country-level support with the regional specialists in the Regional Service Centres/Hubs. Activities implemented at national level will be delivered by the respective UNDP Country Offices, in consultation and collaboration with their Regional Bureaux and the Youth-GPS HQ team.

Youth-GPS will closely coordinate and exchange knowledge with relevant advisors in the areas of Governance and Peacebuilding and the relevant projects they manage, as well as with the Regional Bureaux/Regional

Service Centres, the Bureau of Management, the Global Centres, the Bureau for External Relations and Advocacy, the Human Development Report Office.

The Chief of Profession, Governance and Peacebuilding, BPPS, will ultimately be accountable for the results of the project. The Youth-GPS Manager will be responsible for day-to-day management and decision-making under the supervision of the Governance and Peacebuilding Chief of Profession who will ensure compliance with the required standards of quality and within the specified limits of time and cost. The Youth-GPS Manager will also be responsible to liaise with other relevant projects and initiatives, and the Inter-agency Network on Youth Development, youth organisations and networks, and relevant stakeholders and partner entities.

At least 50% of the project personnel, regardless of contract type, hired by the project, will be women. Positions may be recruited incrementally as funding gets available. Youth-GPS will also rely on international consultants as part of the support team.

The project will allow for both earmarked and un-earmarked contributions. A minimum of 15% of programming funds will be allocated to Youth-GPS activities with the primary objective of advancing gender equality and women's empowerment.

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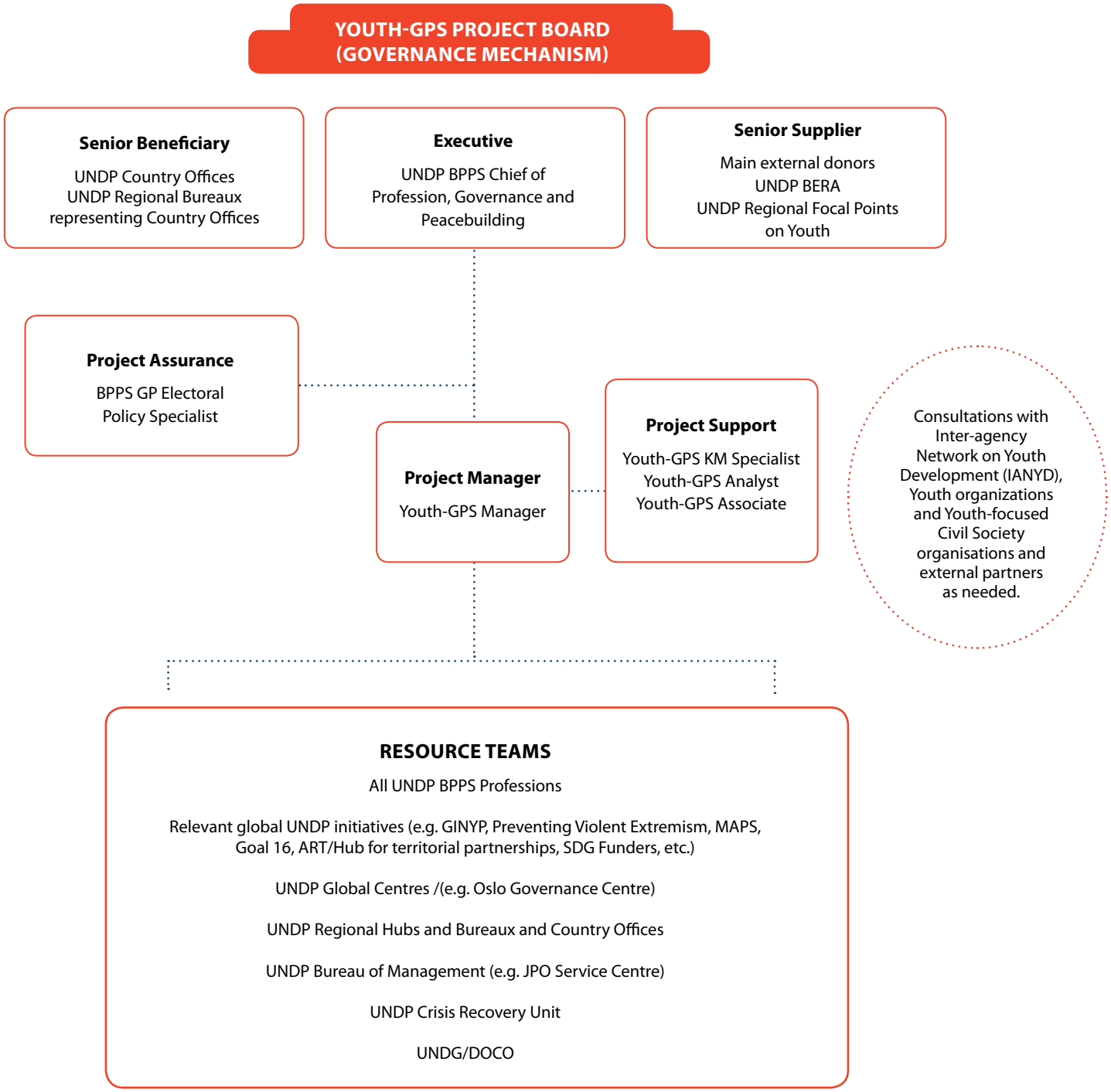
YOUTH-GPS ORGANISATION STRUCTURE



LEGAL CONTEXT AND RISK MANAGEMENT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the United Nations Development Programme (UNDP) 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.

RISK MANAGEMENT

1. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. 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 this agreement.

2. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established

pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

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

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