



PROJECT DOCUMENT

Bangkok Regional Hub, Regional Project

Project Title: Youth Empowerment Portfolio in Asia and the Pacific (YEP-AP)

Project (Award) Number: 147208

Implementing Partner: UNDP Regional Bureau for Asia and the Pacific (RBAP)

Start Date: 1 January 2023 **End Date:** 31 December 2029

PAC Meeting date: 7 November 2022

Board Meeting date (for Project Document extension): 16 December 2025

Brief Description

The Sustainable Development Goals (SDGs) are the foundation of the UN's 2030 Agenda for Sustainable Development, a 'blueprint to achieve a better and a more sustainable future for all' by 2030. The Agenda is a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. Youth empowerment is essential to meet the 2030 Agenda. At least 90 of the 231 indicators in the Sustainable Development Goals include a strong youth component.¹

According to the 2021/2022 Human Development Report (HDR) titled 'Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World', humanity is living in uncertain times and people are feeling more unsettled than ever before. Human Development has reversed for a second consecutive year constituting a backslide in Human Development never seen before, setting the world back to levels recorded at the start of the 2030 Agenda for Sustainable Development and the adoption of Paris Agreement in 2016. Growing global turmoil has led to unprecedented reversals in human development progress in 90 percent of countries including many countries in the Asia-Pacific region.²

The Asia-Pacific region is home to more than 600 million youth aged 15-24 years.³ Countries in the Asia-Pacific region are at different stages of demographic transition, some with ageing populations and others with a youth bulge, each of which presents a unique set of challenges and opportunities.⁴ A significant proportion of youth in this region, almost **25 per cent around 160 million**, particularly young women, are not in employment, education or training (NEET). In 14 of 26 countries of the region with available data, more than one in five women were NEET.⁵ Before the pandemic, over 183 million (or 32 per cent) 3 to 17-year old school-aged children in the region did not have internet at home. Many students also lack devices and adequate digital literacy.

Devastating effects of climate change and the COVID pandemic followed by the economic crisis have exacerbated these challenges, and is putting enormous pressure on the next generation. While progress has been made within the region towards achieving the SDGs, many countries continue to lag behind. Studies show that despite higher levels of education, youth are considerably more disadvantaged than their adult counterparts across the board.⁶ The impact is felt strongest at the local level and manifests not only in the form of unequitable provisions of services and employment,

1 UN (2017) <https://unstats.un.org/sdgs/indicators/indicators-list/>

2 UNDP (United Nations Development Programme). 2022. Human Development Report 2021-22: Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World. New York.

3 ILO (2021) https://ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-jakarta/documents/meetingdocument/wcms_821343.pdf

4 <https://asiapacific.unfpa.org/en/populationtrends>

5 ILO (2022) <https://ilostat.ilo.org/resources/concepts-and-definitions/description-youth-need/>

6 UN DESA (2018) <https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2018/07/Chapter-III-From-youth-to-adulthood-risks-and.pdf>

but also as social and political exclusion, unequal access to justice, and human rights violations. This is especially true for millions of young people belonging to vulnerable and marginalised groups, who often face multidimensional and extreme poverty, and lack of access to opportunities, leading to their growing disillusionment in political institutions and leadership. Many young people face discrimination due to ethnicity, race, gender, age, disability, sexual orientation, and many other factors, or a combination of these. Young people who find themselves at the intersection of these factors are left furthest behind. Deep-rooted structural inequalities and discriminatory gender stereotypes continue to negatively impact girls and young women, and limit their full and equal participation in the social, economic and political spheres.

UNDP's experience on the ground confirms that young people play a critical role in localizing the 2030 Agenda and developing the grassroots solutions to meet SDGs. Many young people want to help achieving the SDGs, but do not always have the resources, tools or opportunities to do so.

The Youth Empowerment Portfolio in Asia and the Pacific (YEP-AP) aims to invest in and empower young people across the region, to accelerate the implementation of SDGs. YEP-AP believes that youth can be leaders, who create inclusive and equitable societies free of discrimination. They can make a positive difference by taking on the challenges through social innovation, mobilising their peers and communities, and creating adaptive and innovative solutions.

YEP-AP focuses on youth political, social and economic empowerment by building the capacities of young people and key stakeholders, creating safe spaces and enabling environments for increased advocacy and civic engagement to ensure equitable inclusion of youth, including women and those from marginalised groups.

The portfolio will promote and advance youth empowerment in the following focus areas (referred to as pillars): (1) Youth Entrepreneurship, (2) Youth and Climate Action, (3) 21st Century and Digital Skills, (4) Youth Civic Engagement and Political Participation.

The portfolio incorporates the principle of 'Leaving No One Behind' (LNOB) - a central transformative promise of the UN's 2030 Agenda for Sustainable Development. It is a commitment to eradicate poverty, discrimination and exclusion, and reduce inequalities that undermine the potential of individuals and communities. The portfolio integrates diversity, equity, inclusion and gender equality across all youth empowerment initiatives, using the LNOB principle as a cross-cutting approach across the four above-mentioned focus areas. The portfolio also includes specific interventions targeting marginalised youth groups and national stakeholders to ensure no youth is left behind.

YEP-AP strengthens youth empowerment at all levels: promoting youth-friendly policy and regulatory environments at upstream level, strengthening the capacities and connections between key stakeholders at midstream level, and directly supporting young people at downstream level, for maximum, collective impact across the region. Covering all these bases through interventions that reinforce each other will collectively result in creating a greater and a more sustainable impact. YEP-AP aims to adopt a portfolio approach and the activities under the four areas are aimed at achieving the following five outputs:

- o Output 1: Young social entrepreneurs enhance economic opportunities for themselves and others
- o Output 2: Young people are enabled to take, advocate for and drive climate action
- o Output 3: Digital inequality is reduced for underserved young people
- o Output 4: Young people are enabled to participate in and positively influence decision making, political processes and governance institutions
- o Output 5: Youth empowerment initiatives strengthen diversity, equity, inclusion and gender equality

YEP-AP is built upon decades of UNDP's experience of working with young people across Asia-Pacific. The proposed areas are based on consultations with young people and partners, best practices and lessons learnt during the previous regional youth project: 'The Regional Youth Project for Leadership, Innovation and Entrepreneurship'.

The project design uses a portfolio approach, having the potential to further evolve as a ‘Youth Empowerment Portfolio’ in the future, which would be based on the experience from the previous regional youth project and further learnings acquired during implementation of YEP-AP.

YEP-AP portfolio activities are built upon the existing and planned regional youth initiatives: (1) Youth Co:Lab (YCLAB), the regional youth social innovation, leadership and entrepreneurship initiative, (2) Youth Empowerment in Climate Action Platform (YECAP), (3) Youth Digitalization for Employability and Entrepreneurship Program (YDEEP) and (4) Youth and Governance Processes and Institutions (Y&GOV). YEP-AP brings these initiatives under one strategy to strengthen UNDP’s regional youth offer, and provides space to address other identified and emerging needs, and development challenges. Refer the Theory of Change diagram in Section II Strategy, for a visual representation on how the YEP-AP portfolio is conceptualized.

The portfolio will directly target 250,000 young people across the Asia-Pacific region, with many more benefitting indirectly from YEP-APs activities. These benefits will also extend to the broader community, including underserved communities supported by young social entrepreneurs, climate advocates, and activists.

The YEP-AP Portfolio includes a strong Gender Responsive Approach and follows the UN principle of Leaving No One Behind, to carry out targeted interventions directed towards leaving no youth behind, including young women and youth from vulnerable and marginalised groups.

YEP-AP results contribute specifically to Outcome 1 of the UNDP’s Regional Programme Document (RPD) 2022-2025 through Output 1.2 ‘Macro-economic transformation that supports technological and digital transformation, trade and integration, development of micro, small and medium-sized enterprises, and employment sector reform’. It is also in line with the UNDP Strategic Plan and contributes to Outcome 2 through the Signature Solution 1 and Output 1.3 (refer section V. Results Framework for further details). While directly being aligned to the aforesaid, the portfolio can also be indirectly attributed to few other RPD outputs such as Output 1.4 ‘Sustainable, scalable and innovative solutions and strategies for nature, climate and energy transformation’ and Output 3.1 ‘Policies, programmes and capacity interventions implemented at all levels of governments and society’. In the new RPD, YEP-AP primarily contributes to Outcome 1: Inclusive, shock-resilient and sustainable economic systems that expand decent work and livelihoods, strengthen social protection, reduce inequalities and enable women, youth and marginalized groups to thrive and Output 1.1 (2026-2029) Economic opportunities are expanded through regional support for integrated, future-oriented planning, building country capacities to mobilize domestic and innovative financing for sustainable development and the empowerment of youth and marginalized groups to access productive assets, decent work, skills and markets in emerging growth sectors. The portfolio aims to create regional impact and directly influence the regional SDG agenda, with lasting benefits for both current and future generations in the Asia-Pacific region.

Contributing Outcome (UNSDCF, CPD, RPD):
 RPD (2022-2025) Outcome 1: Inclusive and sustainable structural transformations accelerated to reduce poverty, inequality, and vulnerabilities towards the achievement of SDGs and inclusive, sustainable, resilient, and digital transitions.
 RPD (2026-2029) Outcome 1: Inclusive, shock-resilient and sustainable economic systems that expand decent work and

Total resources required:	USD 32,493,000	
Total resources allocated:	UNDP TRAC:	-
	Donor:	USD 3,300,000 ⁸
	Government:	-

⁸ It is noted that this total amount has not yet been committed by any donor/s and is not supported by a signed agreement/s.

livelihoods, strengthen social protection, reduce inequalities and enable women, youth and marginalized groups to thrive.

Indicative Output(s):


Output 1.2 (2022-2025) : Macro-economic transformation that supports technological and digital transformation, trade and integration, development of micro, small and medium-sized enterprises, and employment sector reform, accelerated towards inclusive low carbon and nature-based solution pathways within blue, green, and people-centred recoveries.

Output 1.1 (2026-2029) Economic opportunities are expanded through regional support for integrated, future-oriented planning, building country capacities to mobilize domestic and innovative financing for sustainable development and the empowerment of youth and marginalized groups to access productive assets, decent work, skills and markets in emerging growth sectors.

Gender Marker⁷ : GEN02

	In-Kind:	-
Unfunded:	USD 29,193,000	

Agreed by (signatures):

UNDP
<p>DocuSigned by:</p>  <p>82665CD7435A41B...</p> <p>Name: Gerd Trogemann Title: Manager, Regional Programme and Global Policy Network (Project Board Chair)</p>
<p>Date: 22-Jan-2026</p>

⁷ The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principal objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

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Acronyms

ADB	Asian Development Bank
AGYLE	Academy for Global Youth Leadership Empowerment
AIPP	Asia Indigenous Peoples Pact
AIYP	Asia Indigenous Youth Platform
AP	Asia and the Pacific
APINY	Asia-Pacific Interagency Network on Youth
ASEAN	Association of Southeast Asian Nations
BPPS	Bureau for Policy and Programme Support
BRH	Bangkok Regional Hub (UNDP)
CO	Country Office (UNDP)
CoP	Community of Practice
CSOs	Civil Society Organizations
DIM	Direct Implementation Modality (UNDP)
DPC	Direct Project Cost (UNDP)
ESCAP	Economic and Social Commission for Asia and the Pacific
ESO	Entrepreneurship Support Organisations
GBV	Gender-Based Violence
GEF	Global Environment Facility
GEM	Global Entrepreneurship Monitor
GMS	General Management Support (UNDP)
GPN	Global Policy Network (UNDP)
HDR	Human Development Report
HQ	Head Quarters
ICT	Information and Communication Technology
IDP	Internally Displaced People
ILO	International Labour Organization
IPSA/NPSA	International/National Personnel Services Agreement (UNDP)
IRRF	Integrated Results and Resources Framework (UNDP)
IWP	Integrated Work Plans (UNDP)
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex etc
LMS	Learning Management System
LNOB	Leaving No One Behind
M&E	Monitoring and Evaluation
MGCY	Major Group for Children and Youth
MSME	Micro, Small, Medium Enterprises
MVP	Minimum Viable Product
NAP	National Action Plan
NDC	Nationally Determined Contributions
NEET	Not in Employment, Education or Training
NGO	Non-governmental Organisations
OAI	Office of Audit and Investigations
OHCHR	Office of the High Commissioner for Human Rights
PMU	Programme Management Unit (UNDP)

PwDs	Persons with Disabilities
RBAP	Regional Bureau for Asia and the Pacific (UNDP)
RBM	Results Based Management
RPD	Regional Programme Document (UNDP)
RYPLIE	Regional Youth Project for Leadership, Innovation and Entrepreneurship
SAARC	South Asian Association for Regional Cooperation
SBAA	Standard Basic Assistance Agreements (UNDP)
SDGs	Sustainable Development Goals
SEA/SH	Sexual Exploitation and Abuse/Sexual Harassment
SES	Social and Environmental Screening (UNDP)
SGP	Small Grants Programme
Sida	Sweden's government agency for development cooperation
SIP-C	Social Innovation Platform for Climate
SMS	Short Message Services
SP	Strategic Plan (UNDP)
SSC/TrC	South-South and Triangular Cooperation
ToT	Training-of-Trainers
TVET	Technical and Vocational Education and Training
UN	United Nations
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Fund for Population Activity
UNICEF	United Nations International Children's Emergency Fund
UNSDCF	United Nations Sustainable Development Cooperation Frameworks
UNSMS	United Nations Security Management System
UNV	United Nations Volunteers
Y&GOV	Youth and Governance Processes and Institutions
YAR	Youth as Researchers
YCLAB/YCL	Youth Co:Lab - Regional Youth Project on Leadership, Innovation and Entrepreneurship
YDEEP	Youth Digitalization for Employability and Entrepreneurship Program
YEA	Youth Empowerment Alliance
YECAP	Youth Empowerment in Climate Action Platform
YEHRD/EHRD/HRD	Young Environmental Human Rights Defenders
YEP-AP	Youth Empowerment Portfolio in Asia and the Pacific
YOUNGO	Youth Constituency of the UNFCCC
YPS	Youth, Peace and Security
YSE	Young Social Entrepreneur / Youth Social Entrepreneurship
YSIF	Youth Social Innovation Fund
YSO	Youth-Serving Organizations

I. DEVELOPMENT CHALLENGE

A. UNDERSTANDING THE DEVELOPMENT CHALLENGE

According to the 2021/2022 Human Development Report, ‘Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World’, humanity is living in uncertain times and people are feeling more unsettled than ever before. People are feeling insecure about the future. The COVID 19 pandemic, human suffering and economic crisis caused by war, and climate and ecological disasters have wiped out years of human development progress. Intersecting uncertainties means that crises are having devastating impacts on our deeply connected societies. The invasion of Ukraine has compounded a significant cost-of living-crisis and a looming global food insecurity crisis is threatening to leave hundreds of millions without food. The COVID-19 pandemic, beyond its damage to people’s health and mental wellbeing, has also devastated economies and exacerbated gender inequality. Growing global turmoil has led to unprecedented reversals in human development progress in 90 percent of countries including those in the Asia- Pacific region.⁹

Over 60 per cent of the world’s youth live in Asia- Pacific, that is over 660 million young people between the ages of 15 to 24 years.¹⁰ **However, 25 per cent or around 160 million, are not in employment, education, or training (NEET) and this number is growing.**¹¹ Age, along with other drivers of marginalisation can leave certain groups of youth even further behind.¹² Young women make up almost three quarters of NEET in Asia Pacific. Quality education is critical for equipping young people with the skills and knowledge to meaningfully participate in the labour market. A UNICEF study has shown that around 54 per cent of South Asian youth leave school without the necessary skills needed to secure a decent job in the next decade.¹³

BOX.1 YEP-AP DEFINITION OF YOUTH

‘Youth’ and ‘young people’ are used interchangeably within this document. The UN definition of ‘youth’ is persons between 15 and 24 years of age. However, several Asia-Pacific countries define their youth population differently. There is also a definition for ‘young people’ (10-24 years old) and for ‘adolescents’ (10-19 years old). There is, however, no universal definition of the “young” or “youth” population, as these terms usually refer to a more fluid category than a fixed age-group. Many agencies adapt their definition to the national/regional context depending on their operations. The definition of ‘Youth’ and ‘Young People’ for the purpose of YEP-AP is persons between the age of 15 to 30 years. UNDP 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. For the purposes of YEP-AP, by “youth”, we refer principally to young women and men aged 15-24, but also those aged 25-30 and higher (which is particularly important as it relates to transition to full adulthood and political participation in line with certain national definitions).

One of the greatest challenges faced by policymakers across Asia-Pacific is to find the required political will and best ways to engage the region’s large youth population. Today’s youth have come of age in an environment of unprecedented potential for their engagement through innovations and technological advances, which gives them the opportunity to participate in the development of their own countries. At the same time, **COVID-19 and resulting challenges around job availability, inflation and social isolation, have made it harder to secure meaningful employment and politically engage in the issues that affect them the most.**¹⁴ This has particularly been the case for the most marginalised youth, including those from the poorest backgrounds, women and girls, youth with disabilities, LGBTQI+ youth, migrants and displaced youth, and indigenous youth.¹⁵ Women and girls’ meaningful social, economic and political participation continues to be restricted as a result of discriminatory gender norms and other structural barriers. The COVID-19 pandemic exacerbated existing gender inequalities, driving women even further behind. More information, including additional data on the impacted youth populations, can be found in Table 1 below.

Young people today are more connected, creative, informed, and persuasive than any previous generation. They are responding to the world’s challenges with innovative approaches, contributing fresh ideas, creating the world they want, and driving human development for themselves, their communities and societies.

9 UNDP (United Nations Development Programme). 2022. Human Development Report 2021-22: Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World. New York.

10 <https://www.unescap.org/resources/youth-asia-pacific>

11 ILO (2022) <https://ilostat ilo.org/resources/concepts-and-definitions/description-youth-neet/>

12 <https://www.adb.org/sites/default/files/publication/788326/adb-brief-211-youth-employment-support-asia-pacific.pdf>

13 UNICEF (2019) <https://www.unicef.org/rosa/press-releases/more-half-south-asian-youth-are-not-track-have-education-and-skills-necessary>

14 IMF (2020) <https://www.imf.org/en/Publications/WP/Issues/2020/10/16/COVID-19-and-inequality-in-Asia-Breaking-the-Vicious-Cycle-49807>

15 IMF (2020) <https://www.imf.org/en/Publications/WP/Issues/2020/10/16/COVID-19-and-inequality-in-Asia-Breaking-the-Vicious-Cycle-49807>

In recent years, we have witnessed a growing movement of young people increasingly involved in civic engagement, climate action and activism. However, **most young people, especially young women and girls are yet to be meaningfully engaged in the decision-making processes and in institutions that impact their lives.** This is reflected in the latest Youth Progress Index results, where most Asia-Pacific countries score poorly in freedom of assembly/association and the freedom of expression, providing key barriers to youth mobilisation and engagement.¹⁶

¹⁶ Deloitte (2021) <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/youth-progress-index.html>

Table 1: Core development challenges, supporting data and affected youth populations

Development challenge	Supporting data and narrative	Most affected youth populations
<p>1. Lack of decent and meaningful economic opportunities for youth, and barriers to entrepreneurship</p>	<ul style="list-style-type: none"> • Asia-Pacific’s rate of young people Not in Employment, Education or Training (NEET) has been on an upward trend: increasing from 23.2% in 2012 to an estimated 24.4% - or 162 million young people – in 2020.¹⁷ Young women make up almost three quarters of NEET in Asia Pacific.¹⁸ • According to ILO, the labour force participation rate “for women in the region in 2022 is projected to be 26.3 per cent, compared to 46.6 per cent for young men, while 23.0 per cent of young women in the region are projected to be in employment compared to 39.1 per cent of young men.”¹⁹ • In Asia Pacific, 84.4 percent of young people work in the informal sector, compared with 68.6 percent of adults.²⁰ • 46% of young people in Asia Pacific are in informal employment (the highest share of any region in the world).²¹ • The COVID-19 crisis has inflicted a “triple shock” on young people. As described by the ILO, it is not only destroying their employment, but it is also disrupting education and training, and placing obstacles in the way of those seeking to enter the job market.²² According to ILO (2022), “the youth unemployment rate in the Asia-Pacific region is estimated to have risen by 1.6 percentage points between the pre-pandemic benchmark of 2019 and 2022, which is eight times higher than the corresponding rise for adults. The unemployment rate of young people aged between 15 and 24 years in Asia and the Pacific is estimated to have reached 14.9 percent in 2022.”²³ • According to ILO, in 2020, the labour under utilization rate for youth in the Asia-Pacific region was 20.5 percent (the latest year for which data is available).²⁴ • According to a recent UN study, small business owners, especially women, youth, ethnic minorities, and migrants have suffered the most due to pandemic lockdowns and restrictions.²⁵ • The COVID-19 crisis has disproportionately affected lower-paid, young workers, increasing wage inequalities.²⁶ 	<ul style="list-style-type: none"> • Low-income youth • Youth facing multidimensional poverty • Youth in informal employment • NEET youth • Girls and young women • LGBTQI+ youth • Young people living with disabilities. • Displaced populations (internally displaced people and refugees) and migrant youth • Indigenous youth

18 ADB (2022) <https://www.adb.org/sites/default/files/publication/788326/adb-brief-211-youth-employment-support-asia-pacific.pdf>

19 ILO, 2022. Country brief. Global Employment Trends for Youth 2022: Asia and the Pacific.

20 [Mass unemployment the new normal in SE Asia - Asia Times](https://www.asiatimes.com/news/2022/04/20/mass-unemployment-the-new-normal-in-se-asia/)

21 ADB (2021) <https://www.adb.org/sites/default/files/publication/626046/covid-19-youth-employment-crisis-asia-pacific.pdf>

22 ADB (2021) <https://www.adb.org/sites/default/files/publication/626046/covid-19-youth-employment-crisis-asia-pacific.pdf>

23 ILO, 2022. Country brief. Global Employment Trends for Youth 2022: Asia and the Pacific.

24 ILO, 2022. Country brief. Global Employment Trends for Youth 2022: Asia and the Pacific.

25 UNDESA (2020) <https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2020/04/YOUTH-FLASH-Special-issue-on-COVID-19-1.pdf>

26 ILO (2021) https://www.ilo.org/asia/media-centre/news/WCMS_762842/lang--en/index.htm

Development challenge	Supporting data and narrative	Most affected youth populations
	<ul style="list-style-type: none"> • In Asia and the Pacific 45% of those earning below the minimum wage are women, 17 per cent under 25 years old and 71 percent educated to less than secondary education level.²⁷ • According to the study by GEM and Youth Co:Lab, young social entrepreneurs in the Asia-Pacific region face challenges in sustaining their businesses from start-up/idea stage to the operational phase.²⁸ • Access to finance among young entrepreneurs is constrained by age-related factors, lack of credit history and limited financial literacy.²⁹ • Young women entrepreneurs in the region face higher structural barriers as a result of discriminatory gender norms, high unpaid care burden, lower access to productive assets, more limited opportunities to develop relevant skills, constraints on access to finance, absence of entrepreneurial networks and mentors, and gender-blind policies, laws and regulations.³⁰ • Quality entrepreneurship education may not be accessible or equally available for all young people. According to GEM and Youth Co:Lab study, “access to higher education leads to higher entrepreneurial attitudes and entrepreneurial opportunities”³¹. The study suggests ‘rethinking the existing education systems from primary through to tertiary educational levels’ to support youth entrepreneurship in the long term to address challenges that young people face. Weak connections/coordination between incubator programmes and government / private sector social initiatives.³² • According to GEM and Youth Co:Lab study, “the Asia-Pacific region provides a slightly better entrepreneurial ecosystem for social entrepreneurship than the GEM global average. However, the region ranks less favourably in the following framework conditions: entrepreneurial education at school stage, R&D (research and development) transfer to businesses, government entrepreneurship programmes, government policies (tax and regulations), internal market burdens or entry regulations and entrepreneurial finance.”³³ • Human and business networks are important for business development but according to the 2020 World Youth Report “young people rarely have human capital they can leverage to broaden market access and increase the likelihood of success”.³⁴ 	

27 ILO (2021) https://www.ilo.org/asia/media-centre/news/WCMS_762842/lang--en/index.htm

28 Ulrike Guelich, Niels Bosma and the Global Entrepreneurship Research Association (GERA), (2018). Youth Entrepreneurship in Asia and the Pacific 2019.

29 Ulrike Guelich, Niels Bosma and the Global Entrepreneurship Research Association (GERA), (2018). Youth Entrepreneurship in Asia and the Pacific 2019.

30 UNDP UNICEF (2021) <https://www.unicef.org/eap/media/8036/file/Gender%20barriers%20report.pdf>

32 Incubators in Developing Countries: Status and Development Perspectives [World Bank Document](#)

33 Ulrike Guelich, Niels Bosma and the Global Entrepreneurship Research Association (GERA), (2018). Youth Entrepreneurship in Asia and the Pacific 2019.

34 UN, 2020. The World Youth Report: Youth Social Entrepreneurship and the 2030 Agenda <https://www.un.org/development/desa/youth/world-youth-report/wyr2020.html>

Development challenge	Supporting data and narrative	Most affected youth populations
	<ul style="list-style-type: none"> • Access to business support services and infrastructure is not equally available for all young people. For example, Youth Co:Lab’s study in Indonesia found that availability of support programmes and infrastructure is uneven across the provinces.³⁵ • There are performance gaps between women and men-led enterprises. For example, women tend to be focused on lower productivity sectors and women owned enterprises tend to be smaller than men-led businesses.³⁶ • Young women believe the content and the skills imparted in public education systems as inadequate in equipping them navigate their professional journeys including entrepreneurship.³⁷ 	
<p>2. Youth lack access to knowledge, skills and opportunities to tackle the climate crisis and create a collective impact</p>	<ul style="list-style-type: none"> • The August 2021 release of the Sixth Assessment Report (AR6) highlights the urgency of the situation, with the UN Secretary General declaring a “code red for humanity.” Across the Asia-Pacific region, temperatures are increasing, floods and droughts are becoming more intense, and sea-levels are rising - with disastrous impacts for young people that live there. • Only 40 per cent of the extremely high climate risk countries have mentioned children and/or youth in their Nationally Determined Contributions (NDCs).³⁸ • Women and girls are disproportionately impacted by climate change, exacerbating existing gender inequalities including access to resources, technology and information needed to adapt to climate change and posing unique threats to their livelihood, health and safety³⁹ Gendered and social norms impact women's participation, representation and leadership in decision making resulting in women’s needs being overlooked by policy making processes including those shaping climate adaptation and mitigation strategies⁴⁰ • 63% of people in Asia and the Pacific recognize climate change as a major “global emergency” and want more action from their leaders. This frustration has been demonstrated by the multiple climate strikes, campaigns and other youth-led movements.⁴¹ • Nine in 10 youth in Malaysia have experienced environment and climate-related effects in the last three years.⁴² 	<ul style="list-style-type: none"> • Girls, members of the LBGTQI+ community and indigenous youth encounter a disproportionate number of attacks. • These groups, in addition to those from the poorest households, out-of-school youth, displaced populations (IDPs and refugees) and those living with disabilities, have least access to the tools, knowledge and resources to protect their rights and advocate for environmental justice.⁴⁸ • Displaced populations (IDPs and refugees) and migrant youth

35 UNDP and IsDB (2022). State of the Ecosystem for Youth Entrepreneurship in Indonesia. <https://www.undp.org/indonesia/publications/state-ecosystem-youth-entrepreneurship-indonesia>

36 Cirera, Xavier, Qasim, Qursum. Supporting growth-oriented women entrepreneurs : a review of the evidence and key challenges (English). Innovation, technology and entrepreneurship policy note, no. 5 Washington, D.C. : World Bank Group. <http://documents.worldbank.org/curated/en/301891468327585460/Supporting-growth-oriented-women-entrepreneurs-a-review-of-the-evidence-and-key-challenges>

37 UNDP UNICEF (2021) <https://www.unicef.org/eap/media/8036/file/Gender%20barriers%20report.pdf>

38 UNICEF (2021) <https://www.unicef.org/press-releases/one-billion-children-extremely-high-risk-impacts-climate-crisis-unicef>

39 UN Women (2022) <https://www.unwomen.org/en/news-stories/explainer/2022/02/explainer-how-gender-inequality-and-climate-change-are-interconnected>

40 UN Women (2020) https://asiapacific.unwomen.org/sites/default/files/Field%20Office%20ESEA/Docs/Publications/2021/02/ap-HRCC-report_online-compressed.pdf

41 UNDP (2021) <https://www.preventionweb.net/news/asia-pacific-youth-unite-fight-climate-change>

42 UNICEF Malaysia (2020) <https://www.unicef.org/malaysia/press-releases/9-out-10-youth-malaysia-are-already-taking-individual-action-address-climate-change>

Development challenge	Supporting data and narrative	Most affected youth populations
	<ul style="list-style-type: none"> • In 2021, more than 50 human rights defenders in Asia-Pacific were killed protecting their environment against hostile corporate and government interests.⁴³ • Marginalised and disadvantaged groups like indigenous peoples and people with disabilities and migrants are more susceptible to the adverse effects of climate change.⁴⁴ • Numerous studies have documented the impact that improved knowledge and awareness can have on young peoples’ current and future environmental footprint, and how what they learn now, will be passed on to friends, families, and future generations. This is the basis of much of YECAP and their partners’ (including UNICEF’s) youth education and advocacy programming.⁴⁵ • Policy makers lack the capacity, knowledge and opportunity to effectively engage young climate activists from diverse backgrounds⁴⁶. • According to Youth Co:Lab’s survey conducted in 2022, 84 percent of young social entrepreneurs believe climate change to be a global emergency. 85 percent of the surveyed young social entrepreneurs and changemakers are facing challenges in their efforts to advance climate action. The lack of financial resources is identified as the most common obstacle, followed by lack of connections to relevant partners and lack of education and training. 80 percent of the surveyed social entrepreneurs would like to take more action in tackling climate change through their organisation.⁴⁷ 	
<p>3. Youth lack digital skills and access to the quality education and training needed to prepare for the future of work and to become globally engaged citizens</p>	<ul style="list-style-type: none"> • Young people are growing up in a time of unprecedented workforce transformation due to the 4th Industrial Revolution and this will demand new skills and new ways of working.⁴⁹ • The COVID-19 pandemic has created an unprecedented disruption to learning. In Asia Pacific, almost all countries closed schools for two months or more, and reopening is gradual and uncertain as countries continue to deal with fluctuating rates of transmission.⁵⁰ • 128 million young people in Asia Pacific are out of school and vulnerable groups are often systematically excluded from education systems. Often, even those in school are not learning adequately and reaching minimum proficiency in foundational skills, such as reading and mathematics.⁵¹ • 54 per cent of South Asian youth leave school without the necessary skills needed to secure a decent job in the next decade.⁵² 	<ul style="list-style-type: none"> • Low-income youth • Youth living in multidimensional poverty • NEET youth • Girls and young women • LGBTQI+ youth • Young people living with disabilities. • Displaced populations (IDPs and refugees) and migrant youth

43 Asia Times (2022) <https://asiatimes.com/2022/06/urgent-need-to-protect-young-climate-activists/>

44 UN (2020) <https://www.un.org/development/desa/indigenouspeoples/climate-change.html#:~:text=The%20effects%20of%20climate%20change%20on%20indigenous%20peoples&text=Climate%20change%20exacerbates%20the%20difficulties,rights%20violations%2C%20discrimination%20and%20unemployment>

45 <https://www.unicef.org/rosa/reports/heat-is-on-southasia>

46 [3 ways to engage young people for effective climate action | World Economic Forum \(weforum.org\)](https://www.weforum.org/articles/2022/03/ways-to-engage-young-people-for-effective-climate-action/)

47 Youth Co:Lab (2022). Climate Concern to Climate Action. The Role of Young Social Entrepreneurs. (not published yet)

49 Forbes (2018) <https://www.forbes.com/sites/thevec/2018/10/19/how-the-fourth-industrial-revolution-is-impacting-the-future-of-work/?sh=3713924565a7>

50 UNICEF (2021) <https://www.unicef.org/eap/it-time-reopen-southeast-asia-schools>

51 UIS (2019 and 2020). Education dataset. <http://data.uis.unesco.org/> See also: UNICEF (2019). "Learning against the odds: Evidence and Policies to Support All Out of School Children and Adolescents in East Asia and Pacific". Available at <https://www.unicef.org/eap/reports/learning-against-odds>

52 UNICEF (2019) <https://www.unicef.org/rosa/press-releases/more-half-south-asian-youth-are-not-track-have-education-and-skills-necessary>

Development challenge	Supporting data and narrative	Most affected youth populations
	<ul style="list-style-type: none"> • A survey of youth in 10 ASEAN countries revealed that 61 per cent of students do not receive any digital literacy education in schools. Teachers are largely unfamiliar with new technologies and need training to effectively utilize new tools.⁵³ • Access to distance learning has been limited for many young people across Asia Pacific during the COVID-19 pandemic, especially girls and the most marginalized groups.⁵⁴ • The impact of technology can significantly change future labour markets. Women’s participation in jobs and sectors related to technology is low compared with men’s participation, and women are less likely to be connect to the internet. In 2021, just 41% of females in Asia-Pacific could regularly access the internet, compared to 54.6% of males.⁵⁵ There is an urgent need for enabling young women to access a range of skill training opportunities and establish dialogue spaces for addressing job displacement ⁵⁶Young people are more likely to work in the informal sector; less likely to have assets, savings, or social protection; and more likely to work in the sectors that are most adversely affected by the COVID-19 and climate crises.⁵⁷ • A lack of knowledge about existing resources, networks and opportunities at the country level. ⁵⁸ • Lack of coordination of programmes and knowledge management support for youth skills development.⁵⁹ • According to UNESCO (2022), the major challenges in digital transformation in education in the Asia-Pacific region are the following: ‘1) exacerbated learning losses for students most affected by the digital divide, i.e. marginalised and disadvantaged students; 2) low level of relevant ICT and pedagogical skills among teachers; 3) inadequate and unequal access to ICT connectivity and devices; 4) limited policy guidance for ICT in education and digital learning; 5) constrained funding for education; 6) low capacity and lack of tools to monitor education interventions; 7) increased risks related to online safety, privacy and mental health; 8) challenges to leveraging the capacities of the private sector whole protecting education as a basic human right and a public good’.⁶⁰ 	<ul style="list-style-type: none"> • Indigenous youth

53 UNICEF East Asia and the Pacific Regional Office (2021). Digital Literacy in Education Systems Across ASEAN. Key Insights and Opinions from Young People.

54 UNESCO (2021). When schools shut: gendered impacts of COVID-19 school closures. <https://unesdoc.unesco.org/ark:/48223/pf0000379270>

55 ILO (2021) https://www.ilo.org/global/about-the-ilo/WCMS_737673/lang-en/index.htm

56 ILO (2018) https://www.ilo.org/wcmsp5/groups/public/-/asia/-/ro-bangkok/-/sro-bangkok/documents/publication/wcms_645601.pdf

57 OECD (2020) <https://www.oecd.org/coronavirus/policy-responses/the-impact-of-covid-19-on-student-equity-and-inclusion-supporting-vulnerable-students-during-school-closures-and-school-re-openings-d593b5c8/>

58 The Private Sector and Youth Skills and Employment Programs [ThePrivateSectorandYouthSkillsandEmploymentPrograms](https://www.worldbank.org/en/publication/the-private-sector-and-youth-skills-and-employment-programs) (worldbank.org)

59 [COVID-19: Promoting skills development: Skills development during and after the pandemic: Challenges and opportunities](https://www.unesco.org/en/education/skills-development/COVID-19-Promoting-skills-development-Skills-development-during-and-after-the-pandemic-Challenges-and-opportunities) (ilo.org)

60 UNESCO Office Bangkok and Regional Bureau for Education in Asia and the Pacific (2022). Digital Transformation in Education in Asia Pacific: Policy Brief. <https://unesdoc.unesco.org/ark:/48223/pf0000381972/PDF/381972eng.pdf.multi>

Development challenge	Supporting data and narrative	Most affected youth populations
<p>4. Youth lack opportunities to influence decision making, and youth civic engagement remains weak</p>	<ul style="list-style-type: none"> • Asia-Pacific countries feature poorly in the latest Youth Progress Index results, scoring the lowest in freedom of assembly, association and the freedom of expression, providing key barriers to youth mobilisation and engagement.⁶¹ • Societal norms and cultural practices often act as barriers to youth political participation with marginalised youth facing even high barriers. Discriminatory laws, institutions and attitudes restrict women from equal access to decision-making tables whether that is in COVID-19 Task Force Teams, legislative bodies or political parties.⁶² Young women are markedly under-represented in politics and business across Asia Pacific, with just under 20% of Asia’s parliamentarians being women, and in the Pacific only 16.3%.⁶³ • Women’s representation in local governments falls below the global average (36%) in 86% of Asia Pacific countries with available data.⁶⁴ Youth are routinely invisible in public data and remain underrepresented in public and political institutions as well as in civic processes such as elections, parliaments, public administration, political parties and civil society organizations. This is especially true of youth belonging to disadvantaged and marginalized groups. Young people’s participation (% under 30 years) in national level parliaments across the region is negligible, between 0-3% for Viet Nam, Bangladesh, Thailand, Malaysia, and Pakistan.⁶⁵ • Misinformation and hate speech, that are spread especially on social media, continue to crowd-out evidence-based news, fermenting intolerance and even conflict. A recent report by the UNDP underlines the strong association between declining levels of trust and feelings of insecurity.⁶⁶ • Civic space in Asia and the Pacific continues to shrink with many countries rated as ‘closed’, ‘obstructed’, or ‘repressed’. In the past five years alone, countries in Asia have adopted 47 new measures restricting civic space. • In 2021, Asia-Pacific recorded 305 cases of violations against Human Rights Defenders (HRDs). Moreover, it also recorded 79 killings of HRDs.⁶⁷ • In consultations held with youth for Stockholm+50, they raised the issue of lack of knowledge around policy development and the skills and capacities to engage in such processes beyond the limited opportunities to make their voices heard. This was attributed to lack of resources for skills development in this area, security issues faced by advocates and activists, and insufficient opportunities and means for youth to voice their concerns and present their ideas: for example, easily accessible platforms to crowd-source youth voices, and a lack of resources and capacity to develop such platforms. 	<ul style="list-style-type: none"> • Low-income youth • NEET youth • Girls and young women • LGBTQI+ youth • Young people living with disabilities. • Displaced populations (IDPs and refugees) and migrant youth • Indigenous youth

61 <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/youth-progress-index.html>

62 UNWomen (2020) <https://asiapacific.unwomen.org/sites/default/files/Field%20Office%20ESEA/Docs/Publications/2020/10/ap-wps-Women-in-decision-making-during-and-post-COVID-9-OCT.pdf>

63 Inter-Parliamentary Union. "Women in national parliaments," as of 1 February 2019. Referenced by UN Women here: <https://www.unwomen.org/en/what-wedo/leadership-and-political-participation/facts-and-figures#notes>.

64 UNWomen <https://asiapacific.unwomen.org/en/news-and-events/in-focus/csw/snapshot-of-womens-leadership-in-asia-and-the-pacific>

65 [Youth participation in national parliaments | Inter-Parliamentary Union \(ipu.org\)](https://www.unwomen.org/en/news-and-events/in-focus/csw/snapshot-of-womens-leadership-in-asia-and-the-pacific)

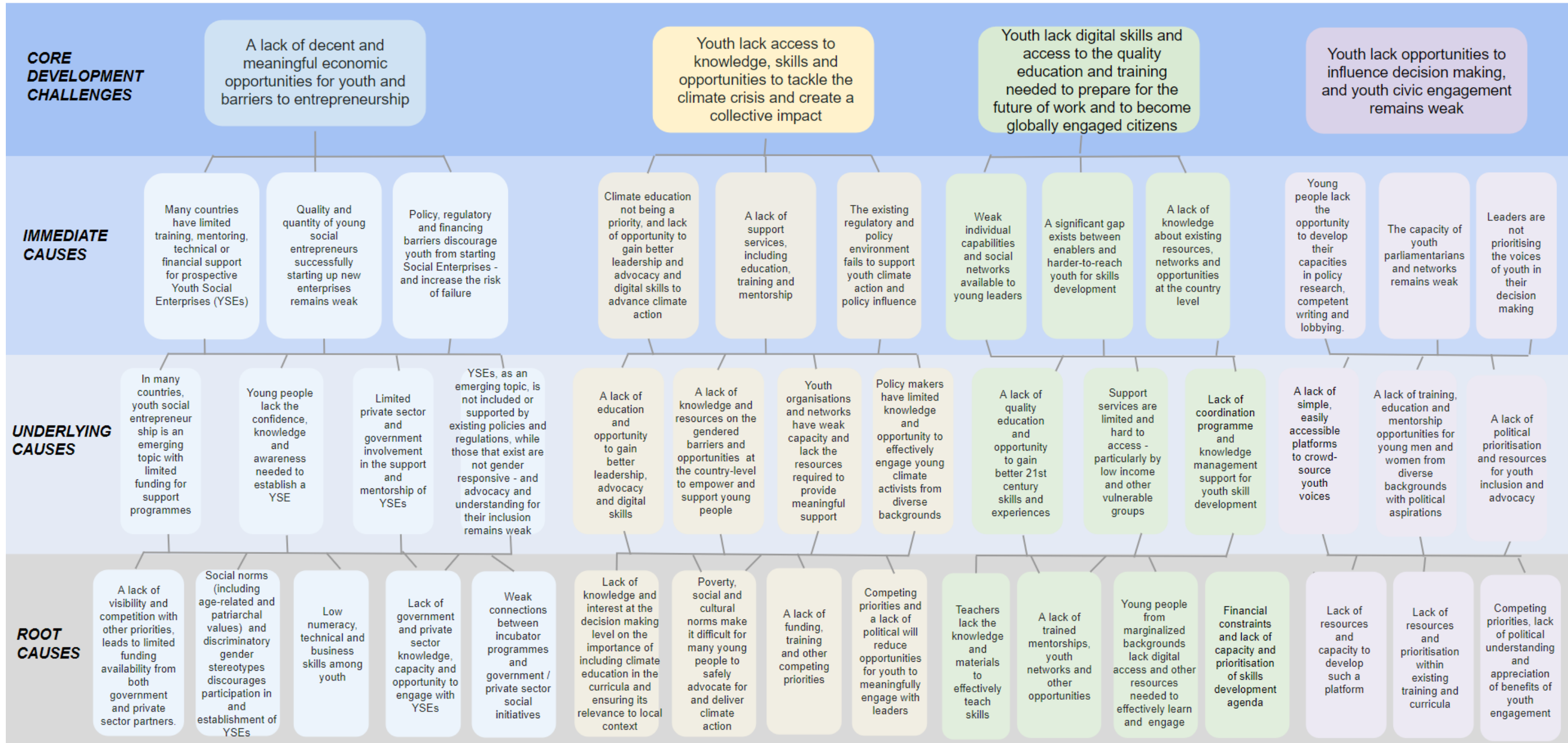
66 [2022 Special Report on Human Security | Human Development Reports \(undp.org\)](https://www.unwomen.org/en/news-and-events/in-focus/csw/snapshot-of-womens-leadership-in-asia-and-the-pacific)

67 Front Line Defenders. "Global Analysis 2021" https://www.frontlinedefenders.org/sites/default/files/2021_global_analysis_-_final.pdf

Figure 1: A problem tree for YEP-AP

OVERALL DEVELOPMENT CHALLENGE:

Young people across Asia-Pacific, particularly the most marginalised, lack the knowledge, skills and opportunity to influence policy and drive transformational change in support of the SDG targets.



Impact of Covid 19

The COVID-19 pandemic has also had a significant impact on young people across Asia-Pacific, the repercussions of which may continue to be felt for a long time. Specific impacts included:

- **Missing out on essential education**, not only during the pandemic, but some young people, in particular girls, will be less likely to return to school at all. Further, remote schooling initiatives are not reaching the most vulnerable, are delivered through outdated teaching techniques, and lack of access to technology.⁶⁸ For example, research by UNESCO estimates that 1.2 million additional girls may drop out or not have access to schools in countries in East Asia and the Pacific, due to pandemic's socioeconomic impact. Those who did not have access to distance education during government-imposed lockdowns are at particular risk of dropping out.⁵⁹
- **Losing jobs or moving into long-term unemployment**, as companies are forced to close doors and economies contract. Further, many countries do not have social security systems in place for the unemployed, for example few East Asian countries provide adequate social safety nets, for vulnerable groups.⁶⁹
- **Negative impacts on youth-led enterprises**, as result of lockdowns, collapsing demand, broken supply chains and other challenges brought on by the pandemic. 92 percent of the enterprises surveyed by Youth Co:Lab in 2021 reported being negatively impacted by the crisis. 85 percent had to take actions to shrink their business model or limit their growth, and 51 percent had to partially or fully close at some point, while 59 percent saw their cashflows decrease.⁷⁰
- **Experiencing health complications**, as a direct result of the pandemic. Many young people, especially those with pre-existing health conditions, lost their lives as a result of the COVID-19 Pandemic. Many also now experience chronic conditions, due to complications resulting from the virus. This has particularly been the case for those young people with underlying health conditions and/or those lacking access to affordable healthcare.⁷¹
- **Mental health implications**, as a result of physical distancing and school closures, which limited young people's peer to peer interaction, and resulted in increased feelings of anxiety and depression as they lack access to online support services. Poor mental health in turn has a negative impact on learning, health, employment and interpersonal relationships.⁷²
- **Increasing rates of Gender-Based Violence** as a result of social isolation and lockdown measures, and economic instability. Young people – particularly women and gender minorities – are increasingly vulnerable to gender-based violence and exploitation, both inside and outside of their homes. The lack of available support services during periods of lockdown, and lack of reliable and quality online support services in the region has only further compounded this issue.⁷³
- **Shrinking civic space and increased mistrust in society** in Asia-Pacific continues with many countries rated as 'closed', 'obstructed', or 'repressed'. In the past five years alone, countries in Asia have adopted 47 new measures restricting civic space, many expedited during COVID.⁷⁴
- **Exacerbating existing gender inequalities**: unequal sharing of power and deep-rooted gender discrimination meant that women were disproportionately impacted by humanitarian and development challenges. During COVID-19, women were more likely to lose their jobs, disproportionate burdens of unpaid care work became heavier, and for women who already faced multiple forms of discrimination, the obstacles to progress became even greater.⁷⁵

World We Want Consultations

According to the World We Want and YECAP consultations in 2021 young people in Asia-Pacific are most worried about the **climate emergency followed by conflict and disasters, geopolitics, and economic inequality**. However, in contrast,

68 UNICEF (2020) <https://www.unicef.org/eap/covid-19-response-east-asia-and-pacific>

69ADB (2021) <https://www.adb.org/publications/covid-19-youth-employment-crisis-asia-pacific>

70 Youth Co:Lab (June 2021). How Young Entrepreneurs in Asia-Pacific Responded to COVID-19.

71 UNICEF (2020) <https://www.unicef.org/eap/covid-19-response-east-asia-and-pacific>

72 Harvard (2022) <https://www.hsph.harvard.edu/news/hsph-in-the-news/covid-youth-mental-health-crisis/>

73 UN Women (2021) <https://www.unwomen.org/en/news/in-focus/gender-equality-in-covid-19-response/violence-against-women-during-covid-19>

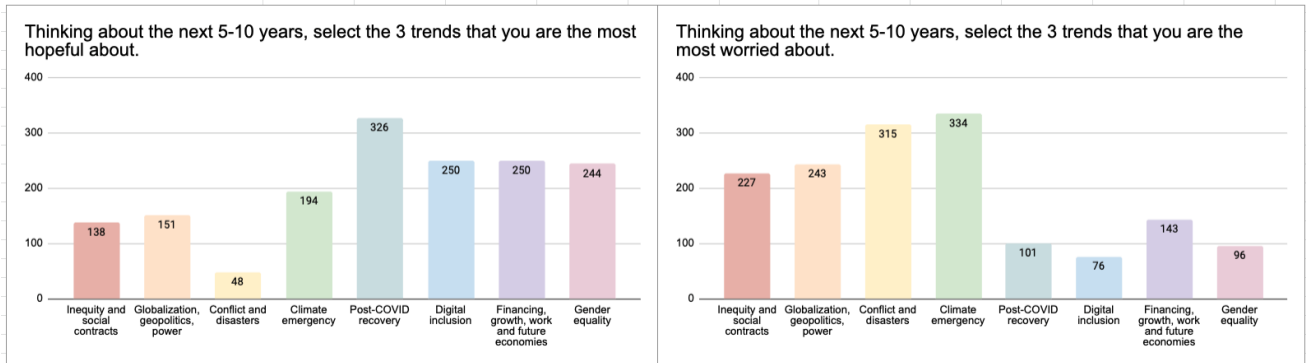
74 ICNL (2022) <https://www.icnl.org/our-work/asia-pacific-program>

<https://asiatimes.com/2022/04/rebuilding-trust-the-missing-link-in-quest-for-a-better-world/>

75 UNDP (2022) Gender Equality Strategy 2022-2025 | United Nations Development Programme (undp.org)

they are positive and hopeful about what the future might hold in terms of **COVID-19 recovery, digital inclusion, future economies, and gender equality** (Figure 1).

Figure 2: World We Want consultation results⁷⁶



While young leaders and activists have opened spaces for dialogue and are asking critical questions, their voices are not always heard and reflected in decisions that affect them or their future. There is growing evidence that development policies and programmes which are planned and implemented with the participation of youth have a higher chance of achieving a lasting impact, reducing tensions and fostering inclusive development.

Realising the potential and hopes of young people across the Region, UNDP and its partners have been putting youth front and centre in tackling the key development challenges the world faces through a range of youth-focused initiatives.

Young people have an important economic role to play in Asia-Pacific’s development trajectory, both now and in the future. They also play a leading role in the expansion of social enterprises, which are creating employment, reducing youth poverty and supporting countries to meet their SDG targets.⁷⁷

Youth can make a positive difference by taking on the challenges laid out in the 2030 Agenda through social innovation, mobilising their peers and communities and creating adaptive and innovative solutions. These initiatives focus on key issues, such as youth economic empowerment, enhancing youth resilience, increasing youth participation in governance and peacebuilding, and has been informed by decades of UNDP research and engagement with young people across the Region.

Human Development Report

YEP-AP also aligns its work with the **Human Development Report 2021-22** that calls for an urgent focus on finding creative and sustainable solutions to create a safe future and a healthy planet by addressing inequality and unlocking human potential through enhancing people’s freedoms and opportunities despite the uncertainties. To chart a new course, the report recommends implementing policies that focus on.

- Investment - from renewable energy to preparedness for pandemics.
- Insurance - including social protection to prepare our societies for the ups and downs of an uncertain world.
- Innovation - technological, economic, cultural innovation that can also build capacities to respond to upcoming challenges.

YEP-AP is informed of these recommendations in its programming, in order to navigate the uncertainty and double down on human development, as it is imperative that we protect the planet and provide people with tools that make them feel secure, give hope for the future and take the focus beyond people’s health and wealth.

The **Youth Empowerment Portfolio in Asia and the Pacific (YEP-AP)** aims to tackle four key underlying causes of youth **disempowerment** and lack of opportunity to influence positive, transformational change for young people in the Region. In the context of YEP-AP, **transformational change refers to transforming the current social, political and economic environment, ensuring that it is more just, inclusive and prosperous for young people.**

⁷⁶ UNDP (2021) Youth Consultations for RPD Strategy 2022-25
⁷⁷ UNDP (2021) <https://www.undp.org/asia-pacific/news/youth-social-entrepreneurship-some-learnings-success>

YEP- AP takes into account the issues and challenges that prevent young people from reaching their potential and aims to align its interventions to address and find solutions to these challenges. YEP-AP has identified 4 core development challenges that youth face in this region:

1. *Lack of decent and meaningful economic opportunities for youth, and barriers to entrepreneurship*
2. *Youth lack access to knowledge, skills and opportunities to tackle the climate crisis and create a collective impact*
3. *Youth lack digital skills and access to the quality education and training needed to prepare for the future of work and to become globally engaged citizens*
4. *Youth lack the opportunity to influence decision making, and youth civic engagement remains weak*

In addition to the above, gender-related inequalities, higher barriers and limited access to opportunities among young people from vulnerable and minority backgrounds, represent cross-cutting issues that are visible across all these challenges.

B. ADDRESSING THE DEVELOPMENT CHALLENGE

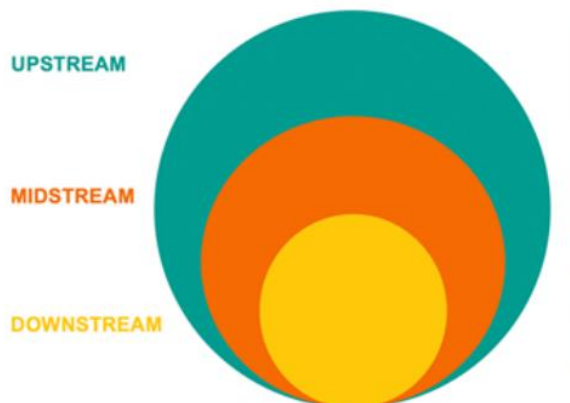
1. Tackling the main causes of youth disempowerment

In order to address the Development Challenges outlined in Section I A, YEP-AP will work with socially conscious and responsible private sector organizations, investors, governments, business incubators and other ecosystem support partners in order to build young people’s capacity for social innovation, social entrepreneurship, climate advocacy, civic and political engagement and the future of work – both directly and by strengthening the wider ecosystem throughout Asia and the Pacific. The definition of ecosystem, for the purpose of this strategy, can be found in Box.3 below.

The final evaluation of the Regional Youth Project on Leadership, Innovation and Entrepreneurship (RYPLIE) ‘confirm the underlying assumptions of the Theory of Change that Youth Co:Lab presented to the evaluation’ (Figure 3). Building on the strengths of this holistic approach and the lessons learnt over the past years, the YEP-AP will continue adopting this approach and work on three interconnected levels of action to tackle the identified development challenges across the five outputs:

- At upstream level contributing to the policy and regulatory environment to develop a more enabling environment for youth social, political and economic empowerment
- At midstream level working with the key stakeholders and partners that supports youth empowerment
- At downstream level directly supporting and working with young people

Figure 3: The YEP-AP aims to create an impact at all levels



BOX.2 YEP-AP DEFINITION OF YOUTH SOCIAL ENTREPRENEURSHIP (YSE)

According to UN 2020 Youth Report, social entrepreneurship can be “understood to be entrepreneurial activity with the explicit objective of addressing social problems”. According to the report, drawing from Bidet and Spear (2003), the following are typical characteristics of a social enterprise: “An initiative launched by an individual or a group of individuals; an explicit aim to benefit the community; decision making power not based on capital ownership; participatory governance involving those affected by the venture; limited profit distribution”.

Following characteristics of a social enterprise as laid out by Social Enterprise UK are considered: It is a business with a clear social or environmental mission that is set out in its governing documents; Majority of the enterprise’s income (over 50 percent) is derived from sale of goods or services; As a business, at least half of the profits or surpluses are reinvested towards the social purpose; There is an inherent transparency about how all operations and the social impact is created.

Given that many project activities are targeted at young aspiring social entrepreneurs and idea-stage social enterprises, the YEP-AP project adopts a broad definition of social entrepreneurs and social entrepreneurship, including youth aged 18-30 who are actively involved in an individually or collectively led initiatives, projects, businesses or a non-profit organisations that aim to advance social and/or environmental objectives. The broad definition is chosen in order to support young aspiring and existing social entrepreneurs and changemakers from various backgrounds and in different contexts, as well as at various stages of enterprise development.

BOX.3 YEP-AP DEFINITION OF ECOSYSTEM

In this project document, the ecosystem refers broadly to the overall operating environment for young people and their social, political and economic empowerment. Thus, the ecosystem stakeholders and ecosystem builders include, but are not limited to, national and local governments, entrepreneurs, academia, educational and financial institutes and organisations, business support services, Entrepreneurship Support Organisations (ESOs), Non-governmental Organisations (NGOs), and development partners including UN agencies. Young people are at the center of the ecosystem. For instance, in the context of youth social entrepreneurship, the ecosystem can be understood to consist of policy and regulatory environment, business support services and infrastructure, cultural factors, entrepreneurship education and so on.

II. Strengthening diversity, equity and inclusion through YEP-AP

‘Leaving no one behind’ - a central transformative promise of the UN’s 2030 Agenda for Sustainable Development - is a commitment to eradicate poverty, discrimination and exclusion, and reduce the inequalities that undermine the potential of individuals and humanity.

The 2030 Sustainable Development Agenda calls for efforts to ensure no one is left behind, and to reach the furthest behind first. Leaving no one behind requires combating discrimination and rising inequalities within and amongst countries, and tackling their root causes.

Millions of people worldwide are economically, socially or politically excluded. They often face discrimination because of their ethnicity, race, gender, age, disability, sexual orientation, or a combination of these. People who find themselves at the intersectionality of these factors are left furthest behind. For example, Indigenous women who live in remote indigenous communities may experience economic disadvantages or have limited access to formal education and health care, and get disproportionately affected by climate change.

Over the past two decades, Asia and the Pacific has been the fastest growing region in the world; however, progress has been more rapid in groups that are easier to reach. The region has one of the largest populations of young people, many of whom are marginalised and experiencing vulnerabilities. Yet, advances and gains for those hardest to reach, including those in remote areas, have been challenging due to widening inequalities exacerbated by the COVID-19 pandemic, the global recession, local and international conflicts, and humanitarian and natural disasters.

Inequalities, lack of diversity and inclusion, barriers to access development initiatives and economic, social and political, opportunities are some of the issues that cut across all the areas that pose a challenge to youth, especially women and youth from marginalised communities.

These challenges cannot be seen in isolation, and it would not be possible to find a solution for them if we do not look at some common issues that traverse all the above-mentioned challenges. These barriers faced by youth are interconnected through major issues like inequality, including gender inequality, exclusion, discrimination, inequity and unequal access to opportunities for young people, including women from marginalised and hard to reach communities. Thus, it is critical to use the lens of equality, equity and non-discrimination in our programming efforts when addressing the challenges faced by young people to ensure that no one is left behind.

Inequality and discrimination, including barriers in accessing economic and learning opportunities, prevent young people from marginalised communities from reaching their full potential. Young people who are often isolated, either socially, geographically, economically or discriminated due to their gender or sexual orientation - tend to be marginalised and more vulnerable to the adverse effects of climate change, violence, conflict, displacement, health emergencies and economic downturns.

An intersectional approach involves looking at multiple factors of increased marginalisation and discrimination affecting communities and individuals. When programmes and services fail to incorporate intersectional approach into their practices and policies, many individuals and entire communities get left behind. Therefore, it is crucial to design programmes and policies that serve diverse groups and effectively address not only discrimination, but ensure that inclusion is at the center of these efforts for equitable outcomes.

BOX.4 DEFINITIONS RELATED TO LNOB

In this document the terms marginalised, vulnerable, underserved, minority groups and LNOB groups have been used to indicate those who have been left behind.

YEP-AP will focus on working particularly with young women, and specific groups like LGBTIQ+, Persons with Disabilities, Migrants and displaced people, and Indigenous People. The project will work with young people who are from the above mentioned groups and also those who may not belong to these groups, but are working for or with these communities.

However, this does not prevent future programme interventions from working with other LNOB groups.

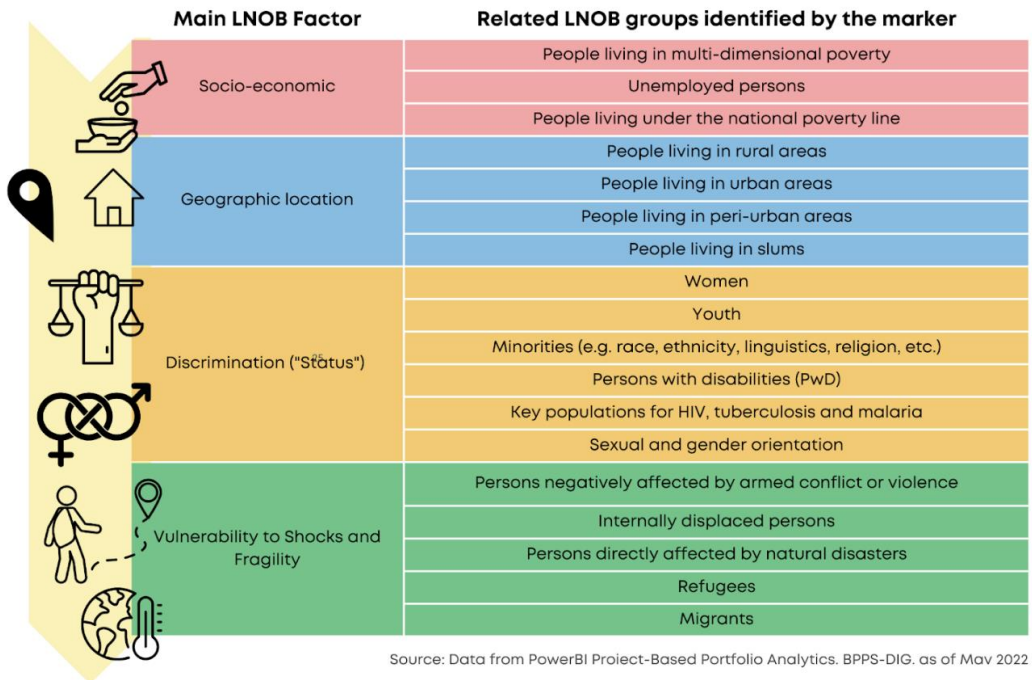
In 2018, a UNDP discussion paper outlined 5 factors which intersect to produce disadvantage and deprivation: discrimination, geography, governance, socio-economic status, shocks and fragility. Intersectionality of these factors, or the complex, cumulative ways in which multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap or intersect, results in marginalisation of individuals or groups. All disadvantages and deprivations that leave people behind should be considered across these five factors:

1. Discrimination: Exclusion, bias or mistreatment based on some aspect of a person’s identity (ascribed or assumed) including, but not limited to gender, ethnicity, age, class, disability, sexual orientation, religion, nationality and indigenous or migratory status;
2. Geography: Physical isolation, vulnerability, deprivation or inequity based on a person’s area of residence;
3. Governance: Global, national and/or sub-national institutions that are ineffective, unjust, exclusive, corrupt, unaccountable and/or unresponsive; and/or laws, policies and budgets that are inequitable, discriminatory or regressive (including taxes and expenditures);
4. Socio-economic status: Disadvantages in terms of income, wealth, life expectancy, educational attainment or chances to stay healthy, be well-nourished, be educated; and access to energy, clean water and sanitation, social protection, financial services, vocational training etc.; and
5. Shocks and fragility: Vulnerability and exposure to the effects of climate change, natural hazards, violence, conflict, displacement, health emergencies, economic downturns and other types of shocks.⁷⁸

The following table shows LNOB groups that are identified based on each of the above factors. This table is adapted from the Draft of the LNOB Evaluation Report for UNDP (pending publication, expected in December 2022). It does not include markers for the 5th factor of Governance that affects LNOB groups.

⁷⁸ https://www.undp.org/sites/g/files/zskgke326/files/publications/Brochure_LNOB_web.pdf

Figure 4: Groups Identified by the LNOB Marker⁷⁹



To ensure that young people from marginalised communities are empowered to make a meaningful contribution to the SDGs, YEP-AP will implement a strategy with gender equality, diversity and inclusion at the core of its initiatives. It is premised in the UN’s Leave No One Behind principle that the SDGs can be successfully implemented only with the inclusion of all segments of society, including governments, civil society organisations (CSOs), women, youth, and the private sector. It is a dedicated strategy that focuses on marginalised youth who can be the drivers of change because of their personal, first-hand experience in facing the most pressing social, economic, political and environmental challenges.

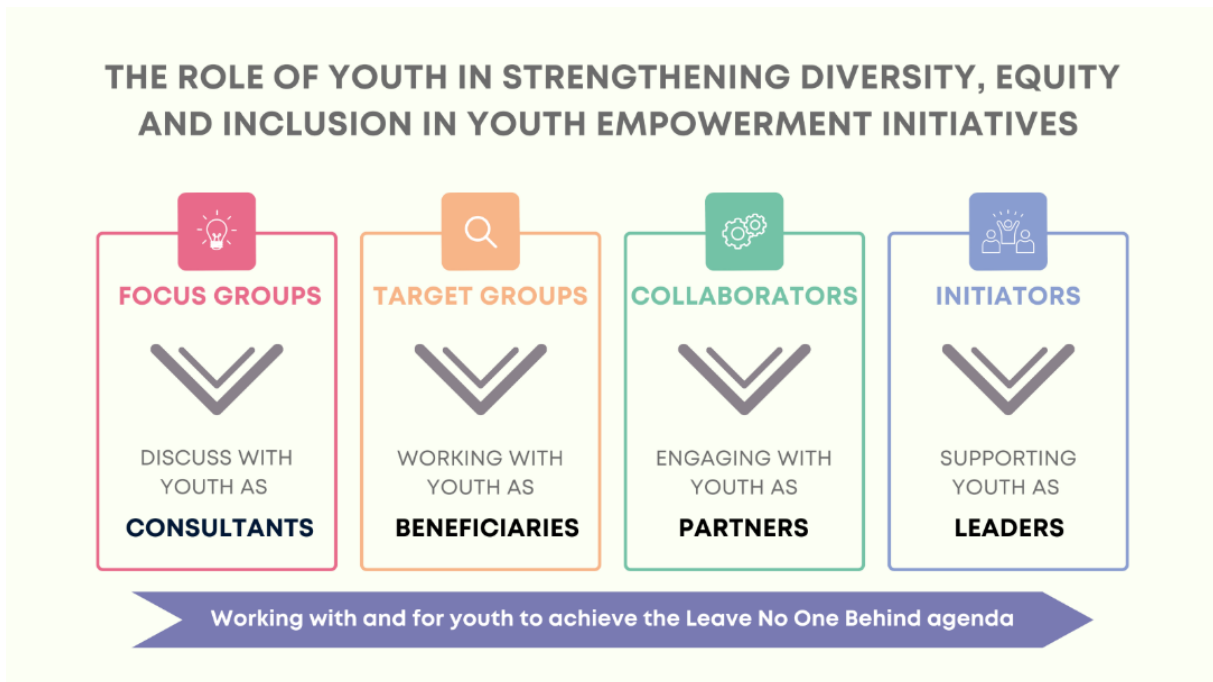
The Youth Empowerment Portfolio will ensure diversity, equity and inclusion and contribute towards gender equality through youth empowerment initiatives. To achieve this goal, it will integrate the ‘Leave No One Behind’ and ‘Reaching the Furthest Behind First’ by following three principles:

- **Equality** – ensuring equality of opportunity and outcomes for all groups
- **Non-discrimination** – ensuring that there is no discrimination against individuals and groups, using principles enshrined in international human rights treaties
- **Equity** – ensuring fairness in the distribution of benefits, costs, and opportunities

YEP-AP will be focussing on working particularly with young women, and specific groups like LGBTIQ+, Persons with Disabilities, Migrants and displaced people, and Indigenous Peoples. The portfolio works with and for these young people to strengthen diversity, equity and inclusion in youth empowerment initiatives.

⁷⁹ LNOB Draft Evaluation Report (pending publication, expected to be published in December 2022)





Figure 5: The Role of Youth in Diversity, Equity and Inclusion in Youth Empowerment Initiatives








III. Addressing the SDGs




A description of how the Portfolio addresses each of these SDGs can be found in Table.2 below.




Table 2: How the portfolio addresses the SDG targets





Pillar / Focus Area	Goal	How the portfolio will contribute to these related SDGs
Cross-Cutting		<p>The SDG 17 Partnerships for the Goals is at the heart of the YEP-AP. The RYPLIE project evaluation listed several benefits of the partnerships the project has developed with the ecosystem stakeholders. The project approach is built on a premise that creating an enabling environment for youth political, social, and economic empowerment requires contributions from the stakeholders across the sectors, including the government, the private sector, civil society organisations, youth organisations and academia. Many of the activities have been co-designed by UNDP and the key partner organisations, including inputs from young people. The project promotes and builds partnerships that contribute to project outcome across all five outputs. Strengthening the capacities of the ecosystem stakeholders, facilitating networking, knowledge exchange and partnership building at the country level and regionally and advocating for system level change are central objectives across the outputs.</p>
Output 1: Young social entrepreneurs enhance economic opportunities for themselves and others (YCLAB, YECAP, YDEEP)		<p>YEP-AP aims to create economic opportunities for youth and enhance livelihoods in their communities through social entrepreneurship. The project supports young people to start and develop their businesses and turn their ideas into sustainable business models. The project focusses on reducing social and economic inequities by improving access to entrepreneurial opportunities for the most marginalised groups, including women, those from low-income backgrounds, migrant and displaced youth, Indigenous youth, LGBTQI+ youth, and young people with disabilities, and promoting meaningful employment through the enterprises to ensure that no one is left behind.</p>
		<ul style="list-style-type: none"> The first output aims to equip youth with skills required for running a successful social enterprise by providing them with capacity building opportunities and connecting them with business development support and mentorship services as well as financing opportunities. The programme will help facilitate south-south cooperation, forums, trainings and other forms of information sharing, encouraging the exchange of knowledge and best practices on youth entrepreneurship and connecting the ecosystem stakeholders to strengthen the support available for aspiring and existing young social entrepreneurs. Customised and targeted entrepreneurship support and training will be provided to youth from marginalised communities to become social entrepreneurs and leaders and create innovative solutions to foster inclusive societies and have a positive impact in the most vulnerable communities.
		<ul style="list-style-type: none"> Youth Co:Lab promotes development and adoption of policies, tools and initiatives that strengthen the operating environment for youth-led enterprises by convening dialogues among ecosystem stakeholders, facilitating knowledge exchange on the best practices and producing action-oriented research studies to guide the development of the ecosystem for youth entrepreneurship.

Pillar / Focus Area	Goal	How the portfolio will contribute to these related SDGs
		<ul style="list-style-type: none"> Inspire and motivate all stakeholders engaged in the Leave No One Behind agenda to contribute, develop partnerships, enable innovation, and create funding opportunities for young changemakers from marginalised communities, including women, those from low-income backgrounds, migrant and displaced youth, Indigenous youth, LGBTQI+ youth, and young people with disabilities. Youth Co:Lab supports youth productivity and innovation, including by creating livelihoods for young people through entrepreneurship, and ensuring equitable access to these entrepreneurial opportunities, particularly for marginalised groups, including young women, LGBTQI+ youth, those from low-income backgrounds, indigenous youth, migrants and displaced youth and youth with disabilities. Youth Co:Lab will work with young social entrepreneurs from diverse backgrounds to strengthen and expand existing businesses, and start new ones, encouraging and formalising their growth. This in turn is expected to lead to more economic opportunities for young people across the region. Connecting young social entrepreneurs with private sector partners and potential donors will increase their access to business mentorship and financing.
		<ul style="list-style-type: none"> Connecting young social entrepreneurs and enterprises with private sector partners and potential donors will increase their access to financial services and help increase their integration into value chains and markets. Seed grants and crowdfunding support, provided directly by YEP-AP will also help young social entrepreneurs develop their businesses and social innovations. Fostering a better connection between ecosystem support organisations: making the support offers and resources better targeted and effective in supporting youth social innovation and entrepreneurship. Fostering innovation for transformational change by encouraging and supporting young people to develop new and innovative SDG solutions that can be scaled and replicated. Ecosystem studies produced by the project will help identify gaps and barriers in terms of access to technology and infrastructure that are supportive of innovations, and entry points for strengthening the innovation and technology ecosystem for young entrepreneurs.
		<ul style="list-style-type: none"> The project has a targeted approach that provides young people, particularly from the bottom 40 per cent, including young women, low-income youth, indigenous youth and youth with disabilities, LGBTQI+ youth and migrant and displaced youth with the training and resources they need to turn their ideas into sustainable businesses, and in doing so, create economic opportunities for themselves as well as for their communities. The National Innovation Challenges, Regional Forums, Start-ups Support Programme (Springboard) and other trainings, meetings and summits will allow young women and youth from marginalised communities to connect with each other, across their respective countries and regions. It will provide them with an opportunity to connect with and influence leaders and experts in technology, development, innovation, and business. Amplifying the stories and achievements of youth from the minority and marginalised communities (including young women, those living in poverty, indigenous youth, LGBTQI+ youth, and youth with disabilities and migrant and displaced youth) through communications products and campaigns and to give them more visibility and exposure that lead to further opportunities to connect with other ecosystem partners and expand their businesses.

Pillar / Focus Area	Goal	How the portfolio will contribute to these related SDGs
		<ul style="list-style-type: none"> Action oriented research and other knowledge products will identify barriers specific to women and entry points for strengthening the inclusiveness and accessibility of the operating environment for young entrepreneurs, changemakers and activists who are from minority groups and women and establish direction for dialogue with key stakeholders on practical action to address the higher barriers facing women.
<p>Output 2: Young people are enabled to take, advocate for and drive climate action (YECAP)</p>		<ul style="list-style-type: none"> The Movers Programme equips youth with the modern-day skills they need to become effective climate advocates and leaders. Whilst climate change is a key pillar of the Movers Programme, the curriculum is designed to improve youths’ overall digital skills, interpersonal and global citizenship skills, improving their leadership skills and future job prospects. The project curates dedicated knowledge products and services for youth from marginalised groups to level the playing field and inspire systemic change within UN and beyond. The YECAP Fellowship Programme trains young leaders as climate leaders, green business creators and supporters, and enhance National Climate Action. Under the programme, the Active Citizens Programme, connects young people across and between countries, supporting them to develop their skills and knowledge to develop climate and social action projects to support their communities. The YECAP programme will also work to strengthen national climate education curricula across the region, in collaboration with the Ministries of Education and the Environment. YEP-AP will support the development of research and knowledge products, including, long-term low emission development strategies, entrepreneurship and green jobs, and other pertinent subjects. YECAP will provide training and mentorship to youth-led organizations (e.g., proposal writing, partnership development, communications, community building, etc.) and to build their climate change expertise and ability to promote sustainable development across all their activities and achieve a greater impact.
		<ul style="list-style-type: none"> The full and effective participation of women is a core priority. A concerted effort is being made to ensure that women and those from the most marginalised groups, are included in all programme activities. This includes those from the low-income communities, indigenous groups and those with disabilities. The project will take active steps to ensure gender equal participation in all activities as well as take concrete steps to mainstreamed and design targeted interventions for women and minority groups to ensure they are able to access and meaningfully participate in project activities

Pillar / Focus Area	Goal	How the portfolio will contribute to these related SDGs
		<ul style="list-style-type: none"> • Our Environmental Human Rights Defenders (EHRDs) activity will provide direct guidance, training and support to young people standing on the front lines of the fight for environmental justice. Women, indigenous and LGBTQI+ youth face the greatest risks of violence within this group and will receive the support they need to keep themselves safe.
		<ul style="list-style-type: none"> • The entire YECAP programme focusses on advocating for major, immediate action, to tackle the climate crisis at all levels. This includes promoting resilience, protecting the poorest and most vulnerable and reducing greenhouse gas emissions through mitigation activities. For example: <ul style="list-style-type: none"> ○ The YECAP Fellowship Programme trains young leaders as climate leaders, green business creators and supporters, and enhance National Climate Action at all levels. ○ Government policy labs aim to increase government capacity and opportunity to engage with young climate activists, with the aim of influencing national policy and ensure immediate, urgent climate action. ○ The Active Citizens Programme supports young climate activists move beyond individual, small-scale climate action - to impact at a larger scale, creating collective and systemic change within their communities. ○ The Springboard programme supports young social entrepreneurs who have businesses focussing on green solutions, sustainability and protecting the environment including those from marginalised communities including women, those from low-income backgrounds, migrant and displaced youth, Indigenous youth, LGBTQI+ youth, and young people with disabilities, who are disproportionately affected by climate change and environmental disasters
		<ul style="list-style-type: none"> • YECAP focusses on developing climate resilient solutions and strengthening adaptive capacity, through youth activism and social entrepreneurship. This strengthens the capacity of young people to tackle the climate crisis, by improving their knowledge and leadership skills. • The programme also supports young people to advocate for immediate and urgent action to tackle the climate crisis at all levels. This includes promoting resilience, protecting the poorest and most vulnerable and reducing greenhouse gas emissions through mitigation and adaptation activities. For example: <ul style="list-style-type: none"> ○ The YECAP Fellowship Programme trains young leaders as climate leaders, green business creators and supporters, and enhance National Climate Action at all levels. ○ Government policy labs aim to increase government capacity and opportunity to engage with young climate activists, with the aim of influencing national policy and ensure immediate, urgent climate action. ○ Strengthen the inclusion of climate change in national curricula across the Region, making climate change education more fun, practical and inspirational. ○ Connecting youth with national parliaments to help engage youth in parliamentary agenda setting and consideration of policy alternatives. ○ The Active Citizens Programme supports young climate activists move beyond individual, small-scale climate action - to impact at a larger scale, creating collective and systemic change within their communities. ○ Large scale youth-led advocacy campaigns will help increase public and awareness, whilst also promoting government and corporate accountability for climate action.

Pillar / Focus Area	Goal	How the portfolio will contribute to these related SDGs
		<ul style="list-style-type: none"> The Springboard programme supports not only young social entrepreneurs who have businesses with green and sustainable solutions and businesses but also actively promotes and encourages all young social entrepreneurs to include green, sustainable and environmentally friendly practices in all stages of their businesses, thus lowering their carbon footprint and protecting the environment. The project has a specific focus on helping indigenous communities who are 5% of the world’s population but protect 80% of the world’s biodiversity by. Supporting Young social entrepreneurs from indigenous communities through regional dialogues, springboard programme and connecting them with grant opportunities as these indigenous entrepreneurs not only create livelihoods for their communities but also actively protect their natural environments and biodiversity through their businesses. Supporting young social entrepreneurs who have businesses that focus on preserving indigenous knowledge, and preservation of their lands, traditions and heritage.
<p>Output 3: Digital inequality is reduced for underserved young people (YDEEP)</p>		<ul style="list-style-type: none"> YDEEP specifically aims to equip youth with relevant 21st century skills to not only support youth employability but enable young people to thrive as leaders and globally engaged citizens. Through its methodology, the programme will improve digital, soft (e.g., critical thinking, problem solving, public speaking, professional writing, teamwork etc.) and global citizenship skills for young people across the Region, helping to close existing inequity gaps, particular for those young people living with disabilities, indigenous youth and those living in vulnerable situations. Movers Programme aims to mainstream access to skills development by utilizing a training-of-trainers approach (ToT) to equip youth, particularly from underserved communities with the necessary 21st century, digital and soft skills to support their employability and to become globally engaged citizens. 21st century, digital and global citizen skills curriculums will be co-developed with industry leaders and experts. 21st century skills development workshops/curricula will be piloted at the secondary level educational institutions.
		<ul style="list-style-type: none"> The project through mainstreamed and targeted interventions under this output will ensure women and minority groups are able to access and meaningfully participate in project activities that would support their employability and strengthen their engagement as global citizens

Pillar / Focus Area	Goal	How the portfolio will contribute to these related SDGs
		<ul style="list-style-type: none"> The programme strives to empower youth from diverse backgrounds including marginalised youth, particularly women, minority and indigenous groups, LGBTQI+, youth with disabilities, migrant and displaced youth and those from the poorest communities, in creating and being a part of solutions that ensure that they are socially, economically and politically included, thus helping to bridge existing gender disparities and other inequities.
<p>OUTPUT 4: Young people are enabled to participate in and positively influence decision making, political processes and governance institutions (Y&GOV)</p>		<ul style="list-style-type: none"> The project strives to provide more data and evidence on the challenges and barriers women experience when participating in decision making and peacebuilding efforts. The project through targeted interventions will work towards addressing social norms and behavioural change that address deep rooted negative gender stereotypes and discrimination that prevents women’s engagement and leadership in decision making processes and civic spaces.
		<ul style="list-style-type: none"> The Project strives to include youth from diverse backgrounds including marginalised youth, particularly girls, minority and indigenous groups, LGBTQI+, youth with disabilities, migrant and displaced youth and those from the poorest communities, thus helping to bridge existing gender disparities and other inequities for themselves and for others. The project will advocate for more disaggregated data and conduct dedicated research on LNOB. The project operates across the region in developing countries and provides spaces for youth representation and voices at both national, regional and global levels. The project will advocate and encourage all key stakeholders to invest in and meaningfully engage youth including women, those from low-income backgrounds, migrant and displaced youth, Indigenous youth, LGBTQI+ youth, and young people with disabilities , by addressing the fact that youth are routinely invisible in public data and remain underrepresented in public and political institutions, as well, as in civic/ governance processes such as elections, parliaments, public administration, political parties and civil society organizations. This is especially true of youth belonging to disadvantaged and marginalized groups.
		<ul style="list-style-type: none"> The project will take a holistic approach by emphasising that the participation of youth including women, those from low-income backgrounds, migrant and displaced youth, Indigenous youth, LGBTQI+ youth, and young people with disabilities, in public policy- and decision-making processes can take place at various levels. They can engage in local government processes that determine development priorities; they can raise their voices through various media channels; they can also demand accountability from existing institutions. At the same time, specific institutions should provide avenues for young voices, including Youth Councils at national and decentralized levels as well as youth organizations that represent specific youth constituencies or advocate for specific youth-related issues to influence decision-making. The project will promote youth-friendly legal systems and raise awareness of the laws that discriminate against youth especially those from marginalised communities, including women, those from low-income backgrounds, migrant and displaced youth, Indigenous youth, LGBTQI+ youth, and young people with disabilities. Despite their significant impact on the nature and degree of youth participation and active citizenship, these vary greatly among countries. Among the most important elements are the minimum legal age, not only for voting but also for running in elections.

II. STRATEGY

A. THE THEORY OF CHANGE

In response to the development challenges outlined above, UNDP created YEP-AP as a regional strategy to help achieve the SDGs by 2030 through empowering youth as transformative agents. The programme is a multi-dimensional and multi-level response to tackle the challenges that young people, including the most marginalized, face today in the Asia and Pacific region. Our programme addresses the needs of youth by harnessing the distinctive strengths that UNDP brings to the United Nations system and the broader development landscape to promote youth empowerment, precisely in areas which have impact in achieving sustainable development.

The programme is closely integrated with broader UNDP programmatic priorities and the signature solutions of the UNDP Strategic Plan as well as the objectives of the Regional Programme Document for the Asia and the Pacific region. The programme is also aligned with UNDP Gender Equality Strategy 2022-2025; integrating strong gender dimensions across the outputs. The YEP-AP will also focus on addressing the multiple and intersecting forms of inequality and discrimination faced by young people and follow the UN principle of Leaving No One Behind.

The conceptualization of the programme was directly informed by, and integrates, the recommendations that young people, development practitioners and policy makers have formulated in the many global and regional fora, and consultations that UNDP led, co-organized or participated in, including the World We Want and YECAP consultations across Asia-Pacific.⁸⁰ Young people have called for more meaningful rather than tokenistic participation⁸¹, for expanded civic space, for participatory and inclusive political and decision-making processes, for opening of doors for young women, marginalized and vulnerable youth, and for better economic opportunities. A consensus has also emerged on the need for better data, analysis and greater youth mainstreaming in development initiatives worldwide, through the promotion of youth-sensitive budgeting for instance, to better orient policies and actions toward the needs of all young people. As such, the programme is designed to accelerate the implementation of Youth 2030: The UN Strategy on Youth, the 2030 Agenda and other recent strategic corporate policies and normative frameworks (including UNDP Strategic Plan 2022-2025 and global programmes such as the Global Programme on Governance for People and Planet).

Following focus areas of the regional youth portfolio have been identified based on the above inputs. These make the pillars presented in the Theory of Change. Gender equality, inclusivity and diversity components are strongly integrated across the pillars to address key drivers of inequality and discrimination facing young people especially women and marginalised youth.

Figure 6: Trajectory of Regional Youth Initiatives



The intent of this regional youth portfolio is to provide a dynamic framework for UNDP's key approaches to empowering youth as agents of change for inclusive growth, social and economic development, and climate resilience. Therefore, the approach aims at working with partners including youth for a new social contract that promotes equitable outcomes that addresses young people's specific needs for economic prosperity, while protecting their future through green

⁸⁰ UNDP (2021) [Youth Consultations for RPD Strategy 2022-25](#)

⁸¹ Youth participation needs to be meaningful and effective; tokenistic gestures can be counter-productive, turning youth further away from development and politics.

growth, and engages youth in the civic and governance processes to bring about positive change. The programme through its multi-pronged approaches will equip young people with the knowledge and skills to pursue employment opportunities, while addressing structural barriers including social and gender norms that would enhance access to and ensure equal and meaningful participation of all young people including young women and girls, LGBTQI+, people with disabilities, indigenous people, migrants and other marginalised groups. This is expected to contribute to the systemic transformation needed for the achievement of the SDGs and the targets set out in the Paris Agreement. The YEP-AP project is designed with **the portfolio approach** in mind. This Project Document can be the starting point of a future Youth Portfolio, which would be largely informed based on the experience of delivering this project.

The portfolio-based approach has been tried out at the country offices level such as [Hackadev](#) in Sri Lanka, [Youth Participation of Sustainable Development Project](#) in China and the [Youth Strategy](#) of Thailand. These initiatives have provided room for the youth team to develop more offers for expanding issues, such as youth engagement for climate change.

Through its many programmatic offers and activities, YEP-AP will be reaching almost all of the countries in Asia and the Pacific to address the identified development challenges. YEP-AP project activities are built upon the existing and planned regional youth initiatives given below:

Table 3: Initiatives within YEP-AP

YCLAB -	YECAP -	YDEEP -	Y&GOV -
<p>Youth Co:Lab</p> <p>Youth Co:Lab positions young people front and center in order to solve the region’s most pressing challenges. Co-created in 2017 by the United Nations Development Programme (UNDP) and the Citi Foundation, Youth Co:Lab aims to establish a common agenda for countries in the Asia-Pacific region to empower and invest in youth, so that they can accelerate the implementation of the Sustainable Development Goals (SDGs) through leadership, social innovation and entrepreneurship.</p>	<p>Youth Empowerment in Climate Action Platform</p> <p>In 2020, Youth Empowerment in Climate Action Platform (YECAP) was established by UNDP Asia-Pacific and the UNFCCC Regional Collaboration Centre for Asia-Pacific, RCC Bangkok, in collaboration with UNICEF East Asia and Pacific, UNICEF South Asia, the British Council, YOUNGO, Movers Programme and the 2030 Youth Force as a safe and inclusive space for youth across Asia and the Pacific to meaningfully engage in climate action.</p>	<p>Youth Digitalization for Employability and Entrepreneurship Program</p> <p>YDEEP aims to create digital pathways and reduce digital inequality for youth, particularly those from underserved communities across Asia-Pacific. In doing so, the programme seeks to support young people’s employability and enable them to thrive as leaders and globally engaged citizens and contribute to sustainable development in their communities and beyond.</p>	<p>Youth and Governance Processes and Institutions</p> <p>Y&GOV enables young people to participate and meaningfully engage in decision making, political processes and governance structures for peaceful, and inclusive societies. Through a holistic approach, the project emphasizes participation of underserved communities including women, those from low-income backgrounds, migrant and displaced youth, Indigenous youth, LGBTQI+ youth, and young people with disabilities.</p>

Through these youth empowerment initiatives Project covers 5 key outputs:

- **Output 1: Young social entrepreneurs enhance economic opportunities for themselves and others (Youth Co:Lab, YECAP, YDEEP)**
- **Output 2: Young people are enabled to take, advocate for and drive climate action (YECAP)**
- **Output 3: Digital inequality is reduced for underserved young people (YDEEP)**
- **Output 4: Young people are enabled to participate in and positively influence decision making, political processes and governance institutions (Y&GOV)**
- **Output 5: Youth empowerment initiatives strengthen diversity, equity, inclusion and gender equality (Youth Co:Lab, YECAP, YDEEP, Y&GOV)**



Figure 7: The YEP-AP Theory of Change

OVERALL DEVELOPMENT CHALLENGE

Young people across Asia-Pacific, particularly the most marginalised, lack the knowledge, skills and opportunity to influence policy and drive transformational change in support of the SDG targets.

CORE DEVELOPMENT CHALLENGES

1. The lack of impactful economic opportunities for young people and barriers to entrepreneurship

2. Youth lack knowledge, skills and opportunities to tackle the climate crisis and create a collective impact

3. Youth lack digital skills and access to the quality education and training needed to prepare for the future of work and to become globally engaged citizens

4. Youth lack opportunities to influence decision making, and youth civic engagement remains weak

5. Gender-related inequalities, higher barriers and limited access to opportunities among young people from vulnerable and minority backgrounds

OUTCOME

Youth create transformational change, supporting Asia-Pacific countries to meet their Sustainable Development Goal targets

OUTPUTS

PILLAR 1: YOUTH ENTREPRENEURSHIP

Output 1: Young social entrepreneurs enhance economic opportunities for themselves and others

PILLAR 2: YOUTH AND CLIMATE ACTION

Output 2: Young people are enabled to take, advocate for and drive climate action

PILLAR 3: 21ST CENTURY AND DIGITAL SKILLS

Output 3: Digital inequality is reduced for underserved young people

PILLAR 4: YOUTH CIVIC ENGAGEMENT AND POLITICAL PARTICIPATION

Output 4: Young people are enabled to participate in and positively influence decision making, political processes and governance institutions

Output 5: Youth empowerment initiatives strengthen diversity, equity, inclusion and gender equality

THIS WILL BE ACHIEVED BY...

	Youth Entrepreneurship	Youth and Climate Action	21st Century and Digital Skills	Youth Civic Engagement and Political Participation
UPSTREAM	<p>Output 1.1: Strengthening the enabling policy environment for youth entrepreneurship through action oriented research and policy dialogues and evidence-based advocacy (YCLAB and YDEEP)</p> <p>Activity 1.1.1 Knowledge products: Research, ecosystem diagnostics and toolkits and related policy dialogues (YCLAB and YDEEP) Activity 1.1.2 Strategic Intelligence Hub (YCLAB)</p>	<p>Output 2.1: Connecting youth and government on climate related questions and organising Government Policy Labs on climate (YECAP)</p> <p>Activity 2.1.1 Youth Policy Labs on Climate Activity 2.1.2 Technical support to government partners Activity 2.1.3 Crowdsourcing youth voices and engagement Activity 2.1.4 Research and knowledge products</p>	<p>Output 3.1: Strengthening national systems and creating alternative learning pathways that prepare youth for the future of work and reduce digital inequality (YDEEP)</p> <p>Activity 3.1.1 Piloting 21st century and digital skills development workshops for educators Activity 3.1.2 Convening policy dialogues</p>	<p>Output 4.1: Supporting national and sub-national governments to engage youth in meaningful ways in decision making and policy development (Y&GOV)</p> <p>Activity 4.1.1 Promote and scale-up the use of new ICTs Activity 4.1.2 Ensuring youth participation in Youth, Peace and Security NAP development and implementation at the country level</p>
MIDSTREAM	<p>Output 1.2: Enhancing capacities of the ecosystem stakeholders, facilitating knowledge exchange and strengthening partnerships (YCLAB; YDEEP)</p> <p>Activity 1.2.1 National and regional Youth Empowerment Alliance (YCLAB) Activity 1.2.2 National and regional dialogues and summits (YCLAB) Activity 1.2.3 Ecosystem capacity building (Amplifier) programme (YCLAB) Activity 1.2.4 National partners for innovation challenge winners (YCLAB) Activity 1.2.5 Promoting mentorship (YDEEP) Activity 1.2.6 Digital entrepreneurship opportunities (YDEEP)</p>	<p>Output 2.2: Building capacity of national youth networks, young activists and youth-led organizations to lead sustainable, inclusive, and resilient engagements on climate action (YECAP)</p> <p>Activity 2.2.1 Mapping exercise of youth organisations and relevant stakeholders, and establishing National YECAP Alliances Activity 2.2.2 Training & mentorship Activity 2.2.3 Supporting the expansion of the Asia Indigenous Youth Platform (AIYP) Activity 2.2.4 Fostering regional and South-South peer to peer and learning opportunities Activity 2.2.5 Increasing access to financing solutions Activity 2.2.6 Opportunities Hub & Knowledge Hub</p>	<p>Output 3.2: Developing capacity of non-profit organizations, community partners and youth networks to deliver accessible and scalable 21st century skills development (YDEEP)</p> <p>Activity 3.2.1. Strengthening capacities of ecosystem support organizations</p>	<p>Output 4.2: Creating and expanding spaces for youth participation and engagement in the public policy and peacebuilding processes to enable youth to influence decisions and processes that affect them (Y&GOV)</p> <p>Activity 4.2.1 Supporting youth networks and organisations to act as channels for youth voices and empowerment Activity 4.2.2 Creating opportunities for meaningful dialogue between youth and decision makers</p>
DOWNSTREAM	<p>Output 1.3 Directly supporting young aspiring and existing social entrepreneurs</p> <p>Activity 1.3.1 Organising innovation challenges (YCLAB) Activity 1.3.2 Facilitating access to capacity building, mentorship, networking and financing opportunities for young social entrepreneurs through Springboard programme (YCLAB, YECAP and YDEEP)</p>	<p>Output 2.3: Increasing youth knowledge, awareness and leadership skills in climate action (YECAP)</p> <p>Activity 2.3.1 The Movers Climate Programme Activity 2.3.2 AGYLE Programme Activity 2.3.3 YECAP Fellowship Programme Activity 2.3.4 SIP-C Activity 2.3.5 Building capacities of EHRDs</p>	<p>Output 3.3: Mainstream access to digital and 21st skills development by empowering youth to lead skills initiatives and provide access to volunteering and learning/internship opportunities (YDEEP)</p> <p>Activity 3.3.1 Movers Programme Activity 3.3.2 Develop standardized learning curricula that combine online learning with facilitator-led learning Activity 3.3.3: Develop a digital learning platform with curated content in the area of digital and 21st century skills</p>	<p>Output 4.3 Building the capacity of young people to participate in civic engagement, decision-making and other political processes (Y&GOV)</p> <p>Activity 4.3.1 The integration of civic engagement and anti-corruption into the Movers Programme Activity 4.3.2 Fostering community dialogues Activity 4.3.3 YPS related activities</p>

ASSUMPTIONS

EXTERNAL FACTORS

- Alignment with partner objectives
- Political will of the governments to advance the agenda
- Ongoing stakeholder demand and partner's commitment
- Relevance of offers for diverse groups and genders of youth
- Energy and commitment of youth participants
- The COVID-19 pandemic will subside, and in-person interactions and meetings can resume.
- Engagement will be meaningful and impactful at all levels, and young people, particularly the most marginalised including young women and girls , can be actively engaged in the programme, despite the challenges they face including socio-economic barriers.
- Political and business leaders will listen and act upon the voices and recommendations provided by young people.

INTERNAL FACTORS

- Staff capacity, commitment and vision
- Capacity to localize training material and resources where needed as well as availability of online resources.
- Youth-leadership in the project activities contributes positively to meaningful youth engagement and youth empowerment.
- Application of gender-transformative approach and strong LNOB lens to reach the most vulnerable youth.
- Sufficient resources can be mobilised in order to maximise the impact of programme activities.
- The proposed programmes will provide youth with sufficient motivation and capacity to be successful in their planned endeavours.
- The project will successfully implement the Leave No One behind principle at all levels.
- The project will be successful in reaching and supporting youth from marginalized groups including women through grassroots efforts through relevant partners.

Table 4: An overview of the assumptions on which the project results are based

Output	Assumptions		How this will impact positive change (and for who)
	Cross-cutting	Output-specific	
<p>Output 1: Young social entrepreneurs enhance economic opportunities for themselves and others (YCLAB, YECAP, YDEEP)</p>	<ul style="list-style-type: none"> The COVID-19 pandemic will subside, and in-person interactions and meetings can take place. Countries in Asia-Pacific and the region are resilient against crises including conflict and environmental disasters. The project will enhance, rather than duplicate, existing efforts at the country and regional levels, including those that are led by sister UN agencies Engagement will be meaningful and impactful at all levels, and young people, particularly the most marginalised, wish to be actively engaged in the programme, despite the challenges they face. 	<p>Support offers to enable youth to sustain their businesses</p> <p>National ecosystem partners remain committed to advancing youth entrepreneurship and social innovation agenda</p> <p>The project is able to provide targeted support that best serves youth from diverse backgrounds and marginalised communities while addressing national contexts and priorities.</p> <p>Research and thought leadership products are able to identify gaps and entry points for strengthening the enabling environment for youth entrepreneurship</p>	<p>The overall operating environment for young aspiring and existing entrepreneurs will be stronger when the ecosystem partners are committed and have the capacities to support youth-led enterprises.</p> <p>Entry points identified for strengthening the operating environment for young entrepreneurs will support governments and the private sector to develop policies and initiatives that benefit YSEs and break down barriers to entrepreneurship.</p> <p>When youth are supported to develop and sustain their businesses, that will strengthen the livelihoods of themselves and their communities. Sustainable youth-led social enterprises have the capacities to contribute to the SDGs through their business solutions.</p> <p>Young social entrepreneurs from marginalised groups including women, migrant youth, LGBTIQ+ youth, Indigenous youth and youth with disabilities will have better access and is able to participate and receive business support services including springboard programme and training, will feel safe and connected with ecosystem partners that will enable them to grow their businesses and impact their communities</p>
<p>Output 2: Young people are enabled to take, advocate for and drive climate action (YECAP)</p>	<p>Engagement will be meaningful and impactful at all levels, and young people, particularly the most marginalised, wish to be actively engaged in the programme, despite the challenges they face.</p>	<p>Young people will be protected, including through UNDP’s efforts, to ensure they can participate and advocate safely</p> <p>The political momentum towards youth inclusion and climate action, occurs as needed, at the national and private sector levels</p>	<p>Youth will be able to take, advocate for and drive climate action, contributing to the objective to limit the global temperature rise under 1.5 Celsius.</p> <p>National youth networks, young activists and youth-led organisations are able to lead sustainable, inclusive and resilient engagements on climate action.</p>
<p>Output 3: Digital inequality is reduced for underserved young people (YDEEP)</p>	<ul style="list-style-type: none"> Sufficient resources can be mobilised in order to maximise the impact of programme activities. The proposed programmes will provide youth with sufficient motivation and capacity 	<p>Project is able to protect and provide sufficient support for the young volunteers and train-the-trainer approach encourages youth to lead 21st century and digital skills development activities and increase awareness of SDGs through the Movers workshops</p> <p>Digital platforms are accessible to vulnerable and underserved youth</p> <p>National governments and stakeholders are committed to reducing digital inequality and strengthening the 21st</p>	<p>Youth will be equipped with skills and capacities that support their employability and enable them to become globally engaged citizens</p> <p>Young people are more aware and have the means to promote the SDGs through community action</p> <p>Youth are better prepared for the ever-changing work environment and have improved access to digital and transferrable skills development opportunities</p>

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	<p>to be successful in their planned endeavours.</p> <ul style="list-style-type: none"> • Political and business leaders will listen and act upon the voices and recommendations provided by young people. • The project will successfully implement the Leave No One behind principle at all levels. 	<p>century and digital skills development opportunities at the upstream level</p> <p>Ecosystem stakeholders are committed to support the agenda</p>	<p>Youth from underserved and marginalized communities will have better access and opportunities to grow their skills and capacities and be empowered to facilitate their own digital transition</p>
<p>OUTPUT 4: Young people are enabled to participate in and positively influence decision making, political processes and governance institutions (Y&GOV)</p>	<ul style="list-style-type: none"> • The project will be successful in reaching and supporting youth from marginalized groups including women through grassroots efforts with the help of relevant partners and also make progress in addressing societal and gender norms that prevent marginalised groups including women from meaningfully participating in project activities and influencing policy and decision-making processes. 	<p>Governments at national and sub-national levels are committed to promoting youth participation and adopting new means to engage youth in a meaningful way.</p> <p>Planned interventions are able to reach women and youth from diverse backgrounds, particularly those from marginalised communities, who usually have even less opportunities to influence decision-making than other young people.</p>	<p>Youth can meaningfully influence the decisions that affect them</p> <p>Governments at national and sub-national levels are better able to design policies and programmes that serve the needs of the youth and future generations</p> <p>Strengthened engagement structures and platforms contribute to institutionalization of meaningful youth participation</p> <p>Women and youth from marginalized communities can convey their challenges and needs and influence policy decisions, services and initiatives that will serve their communities</p>
<p>OUTPUT 5: Youth empowerment initiatives strengthen diversity, equity, inclusion and gender equality (YCLAB, YECAP, YDEEP, Y&GOV)</p>		<p>Young people from marginalized communities are empowered, enabled and meaningfully engaged to create innovative solutions that will generate economic opportunities, end discrimination and exclusion, and reduce inequalities and vulnerabilities to ensure that no one is left behind.</p> <p>Increased and strengthened collaboration between various youth movements to ensure intergenerational and intersectional partnerships for inclusion, diversity and gender equality.</p>	<p>Through an intersectional approach with inclusion and diversity at the core of the project and its interventions, youth from diverse backgrounds are able to access and benefit from youth empowerment initiatives.</p> <p>Placing a greater emphasis on gender-transformative approaches, communication, and advocacy can lead to the empowerment of young people from marginalised and diverse communities, which can help address socio-political barriers to social inclusion.</p> <p>Youth including marginalised youth including women have access to dialogue platforms and safe spaces and are able to meaningfully participate in political processes and influence programmes and policies. Greater representation of youth voices from LGBTIQ+, indigenous peoples, people with disabilities, migrants and refugees in international, national and local development programming and policy reforms aimed at enhancing diverse communities, and political participation.</p>

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B. KEY RESULTS AND LESSONS LEARNED

YEP-AP is built upon decades of UNDP’s experience of working with young people across Asia-Pacific, the approaches built and tested over the past five years under the Regional Youth Project for Leadership, Innovation and Entrepreneurship (RYPLIE) and the strong country level experience and programmes. The specific pillars proposed, have been tried and tested and adjustments have been made as necessary, to ensure maximum impact for young people across the Region. They are built upon previous evaluations, including the one recently concluded by the RYPLIE. YEP-AP also aims to move from a predominantly project-based single sector approach to an integrated programming approach to enhance and elevate the support to youth as it addresses the critical development issues that they face in the region.

I. Key results

Over the past 5 years, UNDP’s regional youth projects have delivered results at scale. The YEP-AP will continue this work and further expand and strengthen the offers based on the lessons learnt. The following key results have been achieved over the past several years in the delivery of the previous regional project - RYPLIE (which was formulated differently from YEP-AP) and the initiation phase of the YECAP initiative. The following table shows those key results grouped according to their relevance to the pillars 1 to 3 of the new project: YEP-AP, where pillar 4 is a new, emerging area of focus.

Table 5: Key results achieved to date

Pillar / Focus Area	Key results
<p>PILLAR 1: Youth Entrepreneurship</p>	<p>Since its inception in 2017, the Youth Co:Lab project has grown to be the largest movement for youth social entrepreneurship, innovation and leadership in the Asia-Pacific region</p> <p>Some of the key results achieved by the project so far include:</p> <ul style="list-style-type: none"> • Over 14,000 youth including women, those from low-income backgrounds, migrant and displaced youth, Indigenous youth, LGBTQI+ youth, and young people with disabilities were reached in 28 countries and territories and supported through innovation challenges, hackathons, National Dialogue events and other activities. National Dialogues across the region convened national partners and young people to discuss the state of the ecosystem for youth entrepreneurship, leadership and social innovation and identify means to strengthen the operating environment for young social entrepreneurs. • More than 1,530 youth-led social enterprises and social innovation teams addressing social, economic and environmental challenges in their communities and societies have been launched or improved by the Youth Co:Lab project. • Based on the self-reported data, the livelihoods or jobs of over 112,000 people were enhanced by some of the most established social enterprises supported by Youth Co:Lab and 9.94 million users benefitted from their products and services. • 210 ecosystem stakeholders from government, the private sector, civil society organisations, academia, and the development sector joined Youth Co:Lab’s Youth Empowerment Alliance. With a focus on youth entrepreneurship and social innovation, the Alliance is a powerful network connecting young social entrepreneurs to finance, mentors, partners and support. • Three Regional Youth Co:Lab Summits and other regional events have brought together young entrepreneurs across and the ecosystem stakeholders across the region to connect, get inspired, celebrate entrepreneurship and drive change. • As of July 2022, UNDP has provided capacity building to 27 Entrepreneurship Support Organisations through the Springboard Amplifier Programme

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Pillar / Focus Area	Key results
	<ul style="list-style-type: none"> The knowledge and research products produced by Youth Co:Lab to support data-driven decision making and policy design and implementation on youth entrepreneurship, social innovation and leadership were downloaded over 17,900 times from the UNDP website and have started to contribute to the system changes. In 2021, Youth Co:Lab piloted its own youth entrepreneurship ecosystem diagnostic framework in partnership with Islamic Development Bank to identify entry points for strengthening the overall ecosystem for youth-led enterprises. Youth Co:Lab has mobilized USD 47.5 million from government and private sector partners to support youth entrepreneurship initiatives across 28 countries in Asia-Pacific. By 2030, UNDP aims to unlock an additional USD 100 million for transformative enterprises creating developmental impacts to advance the SDGs.
<p>PILLAR 2: Youth and Climate Action</p>	<p>The YECAP platform was officially launched in February 2021 and since been able to complete multiple achievements:</p> <p>298 Movers workshops have been organised, mobilising and empowering over 6900 young climate action leaders.</p> <p>The Springboard Programme has supported 114 youth-led climate focused enterprises across Asia-Pacific</p> <p>2 key knowledge products have been launched:</p> <p>UNICEF South Asia research “Rising to the challenge:” The study examines youth experiences and perceptions of climate change impacts on education, learning and young peoples’ needs to become effective and confident agents of change.</p> <p>UNICEF East Asia and Pacific – UNESCO policy briefs: Policy briefs on Advancing an Inclusive Green Economy through Empowerment and Participation of Young People in the Greater Mekong Region curated from a three-country study in Cambodia, Thailand and Viet Nam.</p> <p>A youth consultation engaging 300+ young energy leaders leading to the high-level dialogue on energy has been convened.</p> <p>National youth consultations for NDC planning in 8 countries: in Malaysia, Viet Nam, Niue, Cook Islands, Iran, Tonga, Maldives and Thailand), in addition to the World We Want YECAP + Stockholm+50 consultations.</p> <p>Launch of Regional YECAP Fellowship programme: for 100 young climate leaders across the Region</p> <p>Participation in Asia-Pacific Climate Week 2021 and 2022</p> <p>My Climate Story, YECAP Hackathon and the YECAP Unconference have engaged more than 1000 youth across the Region.</p> <p>YECAP supported ASEAN’s first meeting on Youth and Climate Change: including the launch of Bandar Seri Begawan Declaration on ASEAN Youth for Climate Action to ASEAN Environment Ministers.</p>
<p>PILLAR 3: 21st Century and Digital Skills</p>	<p>Since 2019, the Movers Programme is a regional movement of volunteers who develop SDG awareness, entrepreneurial mindsets and 21st century skills by conducting localised training at a grassroots level. Key results so far include:</p> <p>1135 Movers workshops have been organized, mobilizing and empowering over 600 Movers volunteers</p>

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Pillar / Focus Area	Key results
	<p>Workshops attended more than 46 000 times across the region, reaching more than 27,000 youth</p> <p>22 Curriculums developed, with ongoing translations in 7 languages</p> <p>Launch of national Movers activities in 9 countries: in India, China, Bangladesh, Pakistan, Philippines, Viet Nam, Cambodia, Sri Lanka and Singapore</p> <p>30+ ecosystem stakeholders from government, the private sector, civil society organisations, academia, youth networks and the development sector. With a focus on fostering South-South and Triangular Cooperation, the network can help realize a multiplier effect in expanding and improving the quality of support services available to youth in digital, 21st century and entrepreneurship skills development across Asia-Pacific.</p>
<p>PILLAR 4: Youth Civic Engagement and Political Participation</p>	<p>Recent times have seen a political and social awakening among young people in the region. Whether by participating in democratic processes or protests, organizing climate strikes, or using social media platforms to speak out against repression, the renewed active civic participation of young people is crucial to ensure a diverse public discourse and to create healthy democracies. <u>Y&GOV is a new, emerging pillar of the project under YEP-AP.</u></p> <p>The new Project pillar aims to build upon the 95 projects UNDP is implementing at the country level, focusing on governance for peaceful, and inclusive societies making sure no one is left behind, with targeted efforts to include women, those from low-income backgrounds, migrant and displaced youth, Indigenous youth, LGBTQI+ youth, and young people with disabilities</p> <p>An additional 19 projects in the Asia-Pacific Region focus on crisis prevention and increased resilience covering areas ranging from civic and voter education, youth peace and security, anti-corruption, preventing violent extremism, hate speech, polarization, and misinformation, as well, as youth political participation and SDG localization at the subnational level etc.</p> <p>Studies have been conducted at the national level together with a range of sister agencies e.g., UNESCO on the Youth as Researchers (YAR) programme. In Pakistan and Philippines youth compiled extensive data on the impact of COVID-19 on youth, and contributions of young people to combat challenges brought about by the pandemic under this initiative.</p>

II. Lessons Learned

The following key lessons have been learned over the past several years, following programme inception and delivery of the previous regional project - ‘The Regional Project on Leadership, Innovation and Entrepreneurship’ (which was differently formulated from YEP-AP). But in this table those lessons learnt are grouped according to their relevance to the pillars of YEP-AP. Table 6 provides a snapshot of the lessons learned, including pillar-specific lessons and those which cut across the whole YEP-AP project.

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Table 6: Lessons learned since project inception

Pillar / Focus Area	Pillar-specific lessons learned	Cross cutting lessons learned
<p>PILLAR 1: Youth Entrepreneurship</p>	<p>According to the RYPLIE (Regional Youth Project on Leadership, Innovation and Entrepreneurship) final evaluation, the key strengths of the project’s design and implementation lied in:</p> <ul style="list-style-type: none"> • The adoption of a flexible, iterative design and implementation processes: this has allowed the project respond to current needs and priorities of youth in the Asia-Pacific; • A clear vision that project activities should be completely youth-led • An ecosystem approach to youth social entrepreneurship that focuses on providing strategic inputs at downstream, midstream and upstream levels • The development of a process which has made it possible for UNDP through Youth Co:LaB to find effective ways of working with the private sector as a key partner. <p>Other lessons learnt during the project implementation include:</p> <ul style="list-style-type: none"> • Direct support, specifically customized and designed for marginalized youth allows young people to become real drivers of change, by incorporating their personal strengths and experiences to tackle the social, economic, and environmental challenges within their communities. Few services target or prioritize marginalized young social entrepreneurs including women, those from low-income backgrounds, migrant and displaced youth, Indigenous youth, LGBTQI+ youth, and young people with disabilities which leads to their under-representation in the entrepreneurship ecosystem – a key gap that will be addressed by YEP-AP. There is also value in knowledge exchanges between marginalized youth and those who aren’t. Learning from each other’s experiences is an empathy exercise and challenges youth’s world views. • Online platforms are great, but they’re not enough: Many young people who are in isolated or distant communities, like rural youth and certain countries that have low digital connectivity cannot access resources and events that are held online. Both youth participants and the national staff identified a strong need some form of in-person contact and interaction, National Dialogues and regional summits have led to new partnerships for both young entrepreneurs and for private sector partners. Face to face interactions also generate different types of connections and exchanges and levels of influence among key stakeholders and decision-makers as well as among YSEs. 	<p>1. Targeted efforts are required to ‘leave no youth behind’: Experience from project implementation has shown that a focus on providing spaces for youth leadership and entrepreneurship only benefits young people who already have capacities and access to various opportunities, if such support is not balanced with capacity development for more marginalized youth and specific measures to ensure inclusivity. According to the lessons learnt provided by the RYPLIE project evaluation, definition of success and growth priorities and approaches may need to be defined in different ways when working with young entrepreneurs from groups that are left behind compared to approaches and success factors when working with highly educated youth from urban areas.</p> <p>2. Youth empowerment is a collective agenda and requires a systemic approach: As youth empowerment involves all aspects of young people’s lives, it cannot be achieved by any single actor. It requires collective efforts of a range of actors to create an enabling environment that encompasses policies, regulations, spaces, actors, skills, culture, finance etc. YEP-AP will use a network of networks approach to facilitate collaborative and collective action to drive youth empowerment.</p> <p>3. Without youth empowerment, Agenda 2030 cannot be achieved: 90 of the 230 indicators of the SDGs are</p>

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Pillar / Focus Area	Pillar-specific lessons learned	Cross cutting lessons learned
	<ul style="list-style-type: none"> • Alumni interaction and mentorship: Innovation challenge participants and new Springboard participants have stated that they would like to interact more and learn from experienced alumni to exchange knowledge, share ideas, build connections and receive mentorship. 	
<p>PILLAR 2: Youth and Climate Action</p>	<p>The following factors have been found to imperative for the success of the project:</p> <p>Partnerships: Single sector approaches often result in unnecessary competition, duplicating efforts, and wasting of valuable resources. Partnerships, like YECAP, instead provide an important opportunity for “doing development better” - by recognizing the quality and competencies of each sector and finding ways of harnessing these for common good.</p> <p>Regional-national collaboration: Convening partners have learned that managing a large-scale partnership that includes on-ground implementation, government partnerships, and regional advocacy, require effective coordination and collaboration and regional and national levels. The partnership’s activities, budget, and reporting will be coordinated at the regional level, with regular communication with the country-office technical focal points. As outlined above, at the regional level convening partners will also coordinate closely with UN global initiatives for youth empowerment and regional bodies.</p> <p>Government support (alignment with UN SDCFs and existing global, regional, national programmes): Endorsement and leadership from government and regional counterparts (such as ASEAN, SAARC etc.) has been one of YECAP’s key success factors, as is the ability of YECAP’s convening partners to leverage diverse representation of government partners for technical and financial support. This includes close collaboration with the Ministries of Youth, Ministries of Education, Ministries of Environment etc. in each country. Thus far, the activities proposed are well aligned with the respective agencies’ cooperation agreements (United Nations Sustainable Development Cooperation Frameworks, UNSDCF) and established workplans with government counterparts (Country Programme Documents, CPDs) and regional counterparts (Integrated Work Plans, IWPs). In order to reach scale and shift systems, YECAP has learned that convening partners must continuously identify and target entry points with government stakeholders and regional</p>	<p>related to youth and young people can play a significant role in contributing to other targets as well. More importantly, previous experience with Youth Co:Lab, YECAP and other programme components have shown that young people play a critical role in localizing the agenda and developing innovative grassroots solutions.</p> <p>4. Youth mainstreaming is critical: The proposed programme is based on years of previous experience, and a series of trailed and tested platforms for mainstreaming of youth across the sustainable development agenda. UNDP is collaborating with dozens of partners across Asia-Pacific, ensuring the streamlining of interventions and maximum impact.</p> <p>5. Sub-regional and sub-national strategies are required: Asia-Pacific region has considerable sub regional variations in terms of culture, education, skills, and socio-political challenges. Sub-national strategies are also required to respond to the heterogeneity of young people. The RYPLIE project evaluation found that there is a need to add local context to Youth Co:Lab training materials, establish long term relationships with local business partners and set up entrepreneurship competition themes that are closely linked to local challenges and national priorities. While the evaluation found the project flexibility at the national level to be a great advantage, it is recommended to find ways to</p>

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Pillar / Focus Area	Pillar-specific lessons learned	Cross cutting lessons learned
	<p>counterparts, including policy consultation and formulation efforts and the development of regional and national roadmaps etc.</p>	<p>monitor and track the national level results in an effective way.</p>
<p>PILLAR 3: 21st Century and Digital Skills</p>	<p>Connecting policy makers and fostering South-South collaboration: Youth-related policies and investments can all too often be siloed. YDEEP aims to create a community of practice among policy makers, to support integrated approaches for youth skills development.</p> <p>Establishing online platforms: The design and scale-up of accessible and relevant digital learning platforms enable young people, including more marginalized groups, to build skills; delivering efficiencies and economies of scale.</p> <p>Carrying out joint research: Research collaborations are important to develop a strong, inclusive evidence base for all current and future project activities. Lessons learnt will be disseminated to support further results across Asia Pacific and beyond.</p> <p>The RYPLIE project evaluation provided the following Lessons Learnt regarding the 21st century skills development activities of the project (Movers programme):</p> <p>To ensure retention of Movers Volunteers, YCLAB needs to develop a system to cover the upfront expenses associated with in-person workshops. As the project shifts to a stronger focus on LNOB groups, it also cannot expect the Volunteers to advance these costs out of their own pockets nor is it reasonable to ask more well-off volunteers to do so, as many simply do not have these funds to spare even if they are at university.</p> <p>Seed funding for partners and training targets need to be in proportion with the size of the country’s youth population and the capacity of the implementing partner.</p> <p>Movers participants have suggested that they need to also learn how to detect if something is fake news. They have several constructive suggestions to make regarding additional programming that could contribute to their acquisition of 21st Century skills.</p>	<p>6. Youth empowerment is intrinsically linked to future of work: youth programmes need to respond proactively to trends around the future of work and design interventions accordingly. The pillars of our programme are building young people’s capacity with regards to 21st century skills and future readiness.</p> <p>8. Gender responsiveness: According to the RYPLIE final evaluation, the previous project was gender-responsive in some ways but overall has more of a gender-sensitive approach focused on achieving gender-balanced participation. According to the evaluation, to achieve more equitable results for all genders, the project needs to work towards the adoption of a more gender transformative approach in which its program components address the root causes of gender inequality and work towards results which reflect changes in gender relations relevant for the project context.</p> <p>9. Trusting young people to lead the process: UNDP, through their provision of capacity building support and creating a space for them to lead, has empowered young people to act as their own facilitators. Across all our programming areas, youth have led the localization, organization, facilitation, participant recruitment of the consultations with the support from youth focal points at UNDP country offices. This has allowed UNDP to curate</p>

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Pillar / Focus Area	Pillar-specific lessons learned	Cross cutting lessons learned
	<p>Movers participants think they could play an effective role as ambassadors for the program, particularly at the high school level. They would like to create more awareness of the program at this level and suggested that this could be a role for Movers participants even if they do not want to become full-fledged Movers Volunteers. They felt it was important for younger age groups to become aware of the SDGs before they go on to choose what they will do after they graduate from high school.</p>	<p>genuine and transparent dialogues with youth which would not have been possible otherwise.³¹</p>
<p>PILLAR 4: Youth Civic Engagement and Political Participation</p>	<p>RBAP’s collective programming and research on youth has come to the following conclusions:</p> <ul style="list-style-type: none"> • We must keep up the pressure on member states to protect and prioritise the rights, freedoms and security of their youth including women, those from low-income backgrounds, migrant and displaced youth, Indigenous youth, LGBTQI+ youth, and young people with disabilities. • To embrace the ideas of youth, and not shut them out. To educate and empower them, rather than leaving them behind. To increase and protect spaces for dialogue, rather than closing them. • We must advocate for youth leadership in decision making and peacebuilding: This conversation must go beyond the narrative of youth employment, where very often it remains, to promote the positive role youth can play in decision making, mediation, peace processes, disarmament and community and political dialogues. • The youth agenda cannot move forward alone. For example, we must continue to enhance women’s roles in peacebuilding and preventing violent extremism by pushing the implementation of the Women, Peace and Security Resolution 1325. By moving together in unity, we are stronger. <p>This can be done though the following interventions:</p> <ol style="list-style-type: none"> 1. Promote civic awareness, encouraging volunteerism and networking, and community-based development 2. Engage youth in enhancing quality of public services, social accountability, and government responsiveness 3. Create space for youth’s involvement in elections, constitution-making, peacebuilding and parliamentary processes 4. Support awareness and promotion of youth rights, access to information, justice and security 	<p>10. Digital tools should be used as an enabler, not as a barrier: The COVID-19 pandemic has meant that over the past two years, much of the YEP-AP’s engagement has been carried out virtually. While various digital platforms are providing varied solutions, they might also pose difficulties in engaging the audience effectively considering the complexity of features and bandwidth restrictions. Tools such as “Mentimeter” have been successfully used gamify the data collection and real time data visualizations to spark the dialogues. The simplicity of this platform allowed us to have more time for meaningful conversations instead of time spent on learning new systems. ³²</p> <p>11. Country level implementation can be strengthened through new and existing coordination mechanisms: for example, the UN Task Forces, UN-Country Team, or existing joint workplans between convening partners. YECAP convening partners aim to develop a coordination mechanism that allows for quick decision-making on the ground, with regional support available through technical advice, evidence-generation, regional advocacy, regional platforms, knowledge management, capacity building and cross-country learning, programme communications.</p>

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Pillar / Focus Area	Pillar-specific lessons learned	Cross cutting lessons learned
	<ul style="list-style-type: none"> 5. Strengthen social cohesion, combat hate speech, mis/disinformation and prevent all forms of violent extremism 6. Support legal reform to eliminate discrimination against marginalized youth 7. Opening up new spaces and opportunities for youth political involvement – including changes in the policy environment and regulatory frameworks 8. Developing the requisite skills and competences among young people needed for their effective participation – through civic education and other informal mechanisms of political socialization and learning 9. Better youth-specific research and related data analysis – increased investment & disaggregated data collection and analysis 	

C. THE APPROACH

The types of interconnected issues described in the Development Challenge chapter call for systemic, transformational innovation across Asia-Pacific's youth empowerment and entrepreneurship agenda. This means looking at the entire system and its sub-systems, to determine the key challenges holding back young people in the region, and finding the appropriate leverage points from where the project can aim to tackle, this complex development issue.

The project is designed to meet the increasing demand for integrated solutions to these complex problems, which UNDP as the SDG integrator is well-positioned to deliver. Our model will deploy a balanced portfolio of interventions - across capacity development, technological innovation, citizen engagement, policy, finance, and other relevant levers of change. Emphasis is placed on empowering the "users" or value recipients of the project by using various methods and tools, including digital tools, leveraging the best aspects of youth participation and deliberation; and thereby ensuring that the offer and its various components are driven by youth and are responsive to their needs.

I. Programming principles

The project is grounded in a set of principles crucial to enabling system transformation:

1. **Targeted efforts to 'leave no youth behind:** Experience from project implementation has shown that a focus on providing spaces for youth leadership and entrepreneurship only benefits young people who already have capacities, if such support is not balanced with support to capacity development for more marginalized youth and specific measures to ensure inclusivity. Marginalised youth are more susceptible to the adverse effects of climate change, violence, conflict, displacement, health emergencies and economic downturns. Youth at the intersection of these factors are often left furthest behind. An integrated approach, to provide direct support, specifically customized and designed for marginalized youth is required. Keeping in line with the UN 's principle of leaving no one behind the project will implement solutions that focus on youth from marginalised and vulnerable groups including women, LGBTIQ+, people with disabilities, indigenous peoples, and displaced or migrant youth.

YEP-AP fully embraces young people's diversity in all its forms. YEP-AP seeks to employ and advocate methods reflective of this diversity, so that young people can achieve full engagement, empowerment and development. It means addressing the specific needs of the vulnerable youth such as youth with disabilities, youth living with HIV/AIDS, rural youth, girls and young women, survivors of gender-based violence (GBV), youth affected by conflict, climate change and natural disasters. The project recognizes that the systematic inclusion and participation of women and the consideration of gender, as central in social and economic development. It is essential to the just (re-)construction of political, legal, economic and social structures, and to the advancement of gender equality. Operationalization of the project outputs is guided by the principle of LNOB and gender equality, and will - to the extent possible - ensure gender and LNOB sensitive data-collection, analysis and project intervention design, as well as budgeting. The Leave No One Behind principle is premised on the idea that the SDGs can be successfully implemented only with the inclusion of all segments of society, including governments, civil society organisations (CSOs), the private sector, youth from marginalised groups including women, the LGBTIQ+ community, indigenous youth, young people with disabilities etc.

2. **Long-term vision:** An effective youth empowerment strategy must be embedded in a vision of sustainable, long-term change, with longer time horizons required to create meaningful, long-term change. In line with this principle YEP-AP aligns with the global [Youth 2030 strategy](#).
3. **A systems approach:** Empowering youth means making a positive impact in all aspects of their lives – this cannot be achieved by any single actor. It requires collective efforts of a range of actors to create an enabling environment that encompasses policies, regulations, spaces, stakeholders, skills, culture, finance etc. For example, Youth Co:Lab uses a network of networks approach to facilitate collaborative and collective action to drive youth empowerment through social innovation and entrepreneurship. Therefore, our programme proposes a portfolio of interventions at multiple levels (i.e., downstream, midstream and upstream), using strategic leverage points to create long-term, systemic and transformational change for young people and the achievement of the SDGs.
4. **Using the human rights-based approach** outlined by the UN to promote and protect civil, cultural, economic, political and social rights. YEP-AP will follow a human rights-based approach, seeking to ensure that that young

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people are empowered to achieve their full potential, while recognizing young people's agency as rights-holders, their resilience and positive contributions as agents of change.

5. **Innovation and 21st century thinking** including digital literacy, skills and other knowledge are important for young people to flourish and lead both in the now, and in the future. The YEP-AP project will support young people to develop new and innovative solutions that can be scaled, replicated and help to achieve SDGs, including innovative approaches to influencing policy decisions.
6. **The use of sub-regional strategies:** Asia-Pacific region has considerable sub regional variations in terms of culture, education, skills and socio-political challenges. YEP-AP aims to tailor sub-regional strategies and programming to respond to these challenges and ensure maximum inclusivity, depending on the diverse groups of young people that live there, and support national strategies.
7. **Embedding adaptability:** It is impossible to accurately predict every required policy response to all future challenges. Flexibility will be at the heart of this regional youth portfolio. This project document is a living document (as opposed to a static one) that can be adjusted in response to real-time data, feedback and evaluation findings. It needs to be parametric in scope and engineered with contingent capabilities for unpredictable evolving circumstances (e.g., macro-economic shifts, training needs because of shifting labour market demands, adoption of modern technologies, political shifts, among others). During the implementation phase of YEP-AP, an adaptive project management approach will be deployed.
8. **Collaborative capability development:** The dynamic and interconnected nature of challenges and opportunities related to youth empowerment and development require governments to become enablers for different stakeholders, including young people, to work together. YEP-AP will focus on strengthening and harnessing collaborative capabilities and partnerships among the key stakeholders that can play critical roles in youth empowerment.
9. **Bottom-up participation:** The YEP-AP project's central assertion is that bottom-up co-creation optimizes public policy and public service design by elevating the knowledge and preferences of policy users, analysts and policy makers through deliberation, expert review and inclusive participation. Policies and programmes developed through this process are more relevant, legitimate, responsive, effective, and generate knowledge in the process of design and delivery that informs future reforms. This in line with the principle of participation and inclusion of "Leaving no one behind" promise of the UN's 2030 Agenda. The YEP-AP project will add value to existing grassroots initiatives, anchoring our efforts in the communities where young people's activism takes place. Youth working at the local level are key to bringing about significant change, especially in remote communities.

II. Linkages with UNDP strategic frameworks

The programme's strategy is grounded in the new [UNDP Strategic Plan 2026-2029](#) as well as the previous period's plan (2022-2025); the [Regional Programme Document for Asia and Pacific \(2026-2029](#) and [2022-2025](#)); and the Global Programme on Governance for People and Planet. YEP-AP specifically aims to especially address new RPD Outcome 1: Inclusive, shock-resilient and sustainable economic systems that expand decent work and livelihoods, strengthen social protection, reduce inequalities and enable women, youth and marginalized groups to thrive and Output 1.1 Economic opportunities are expanded through regional support for integrated, future-oriented planning, building country capacities to mobilize domestic and innovative financing for sustainable development and the empowerment of youth and marginalized groups to access productive assets, decent work, skills and markets in emerging growth sectors.

YEP-AP also supports the RPD results:

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- Outcome 2: Integrated and inclusive pathways to protect nature, reduce emissions and climate risk and align public and private finance to unlock green, blue and nature-positive solutions are adopted across the region – safeguarding planetary health for present and future generations.
- Output 3.1 National and local public institutions have enhanced capacity to co-create with stakeholders, test and scale people-centred, transparent, digitally enabled public policies, service-delivery solutions and accountability mechanisms, benefiting from regional support.

The project outputs contribute to pursuing the three directions of systemic change as outlined in the Strategic Plan: supporting structural transformation, including green, inclusive and digital transitions; leaving no one behind by adopting a rights-based approach centered on empowerment, inclusion, equity, human agency and human development, and building resilience by strengthening countries to prevent, mitigate and respond to climate, social or economic shocks.⁸²

In addition, the Programme supports implementation of UNDP's Signature Solutions by strengthening the enabling environment for youth empowerment at policy level, working with the ecosystem stakeholders to improve their capacities to empower and amplify the potential of youth, and directly supporting young people and youth-led social enterprises. Social enterprises and youth-led initiatives and networks catalysed and supported by the project provide scalable solutions to Eradication of Poverty and inequality, Efficient and Responsive Governance, Increased Resilience, Nature Based Solutions, Clean Affordable Energy and Women's Empowerment and Gender Equality.

YEP-AP directly responds to the aim of [Youth 2030 – the UN Strategy on Youth](#) – to expand global, regional and country-level action to address the needs, build the agency and advance the rights of young people in all their diversity around the world, and to ensure their engagement and participation in the implementation, review and follow-up of the 2030 Agenda. The programme responds to the prioritised areas in the UN Youth Strategy, in particular Youth Economic Empowerment through Decent Work and Youth Engagement, Participation and Advocacy.

III. RESULTS AND PARTNERSHIPS

The intent of this regional youth portfolio is to provide a dynamic framework for UNDP's key approaches to empowering youth as agents of change for inclusive growth, social and economic development, and climate resilience. This is developed with the flexibility for the regional project to grow as a portfolio, and to engage a wide range of partners.

The activities and partnerships mentioned below (in sub-sections A and B) do not constitute exhaustive lists; and by design of this portfolio document, it has the flexibility to develop new activities to achieve one or more of the outputs stated in the Theory of Change, and to collaborate with a variety of partners to achieve them.

A. Expected Results from Outputs and Key Activities

Output 1: Young social entrepreneurs enhance economic opportunities for themselves and others (YCLAB, YECAP, YDEEP)

UNDP will support the development of transformative, youth-led enterprises across Asia-Pacific by fostering inclusive entrepreneurship ecosystems and breaking down barriers for young people, particularly those from marginalised communities, to access critical skills building and business support.

Expected results:

⁸² UNDP Strategic Plan (2022) https://www.undp.org/sites/g/files/zskgke226/files/2021-09/UNDP-Strategic-Plan-2022-2025_1.pdf

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- Action oriented research and knowledge sharing platforms contribute towards the development of policies, programmes and regulations that address the needs of all youth groups, and programmatic action that fosters an enabling, inclusive and gender responsive operating environment for aspiring and existing young entrepreneurs.
- New, as well as strengthened existing partnerships and enhanced capacities of Entrepreneurship Support Organisations contribute to a more enabling operating environment for youth-led enterprises and better availability and accessibility of the support services to all youth groups.
- Youth-led social enterprises, including those led by women and those from marginalised groups, have strengthened capacities to turn their ideas into businesses, and to sustain and grow their enterprises, contribute to the SDGs through their operations and through enhancing livelihoods in their communities.

To achieve this output, YEP-AP will implement the following key activities. Given below is not an exhaustive list of activities, and the project has the flexibility to develop new activities to achieve this output.

UPSTREAM

1.1. Strengthening an enabling policy and regulatory environment for youth entrepreneurship through action-oriented research, policy dialogues and evidence-based advocacy

YEP-AP leverages UNDP's convening power to influence policy and regulatory environments that break down barriers for youth, particularly young women and underserved and marginalised groups to access entrepreneurial opportunities and resources. The project will advocate for inclusive entrepreneurship and youth employment policies and programmes at the highest level of government, encouraging national and sub-national governments to prioritize entrepreneurship as a path to employment, innovation and skill-building, and to ensure needs of vulnerable groups are considered in the policy design.

Activity 1.1.1: Developing knowledge Products: Research, ecosystem diagnostics and toolkits, and organising related policy dialogues (YCLAB and YDEEP)

Over the past five years, Youth Co:Lab has established itself as a thought leader in the area of youth social entrepreneurship and innovation, by partnering with the ecosystem stakeholders to conduct research studies that help understand the barriers and enablers within youth entrepreneurship ecosystem in Asia-Pacific. YEP-AP portfolio will continue to drive the systemic change through data-driven advocacy and communications.

The focus areas of the **regionally developed research products** include but are not limited to:

- Generating information on the opportunities for empowerment of marginalised and minority youth, and young women entrepreneurs, through a regional flagship study. This study aims to identify the barriers to entrepreneurship faced by marginalised and vulnerable, and means to support aspiring and existing youth entrepreneurs from these groups. Guided by project's LNOB strategy, the study(ies) will focus particularly on the following marginalised youth groups: youth with disabilities, LGBTQI+ youth, indigenous youth, displaced and migrant youth.
- Providing young entrepreneurs with practical tools and resources to foster a gender responsive working environment and advance gender equality, through the development of a gender toolkit for young entrepreneurs.
- In addition to the regional knowledge products, the project aims to collaborate closely with Country Offices to commission **national studies** on the state of the ecosystem for youth entrepreneurship and digital technology ecosystems through a gender and inclusion lens. Data-driven research studies on the *State of the Ecosystem for Youth Entrepreneurship* is being conducted in six countries to identify gaps, barriers and entry points for

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strengthening the youth entrepreneurship ecosystems. The studies have been published in Bangladesh and Indonesia, and are initiated in Singapore, Maldives, Pakistan and Brunei Darussalam.

The studies will provide practical recommendations for key stakeholders on the actions needed to strengthen the ecosystem for entrepreneurship, including entry points to strengthen the technology and infrastructure domains and skill development opportunities. The findings will contribute towards framing targeted interventions aimed at strengthening digital and 21st century skill development (contributing to output 3), guide policy discussions on potential entry points for creating an inclusive entrepreneurship ecosystem and help identify specific opportunities for supporting youth, especially those from marginalised communities, to pursue entrepreneurial opportunities. The studies will also identify specific gender-related barriers to entrepreneurship and provide recommendations to enhance entrepreneurial opportunities among women at policy and programmatic levels.

To date, Youth Co:Lab has established extensive **online communities** on its social media channels to increase visibility and encourage discussion on the key topics around youth entrepreneurship. Youth Co:Lab will leverage the existing online communities and **expand external communication efforts** to enhance the visibility of youth social entrepreneurship and innovation agenda and leverage its thought leadership value proposition.

Activity 1.1.2: Strategic Intelligence Hub (YCLAB)

The Strategic Intelligence Hub for Youth Entrepreneurship Ecosystem in Asia and the Pacific is intended to be a nerve centre for strategic priorities for policymakers. UN 2020 World Youth Report recommends the formation of a task force that regularly reviews and evaluates the business environment and its specific impact on youth entrepreneurship and makes recommendations for improvements.

The strategic intelligence hub will serve as a core hub for regional development partners like UNDP, Citi Foundation, Commonwealth Secretariat and others to organise thought leadership and build a community of practice (CoP) consisting of policy and programmatic leaders at the regional, national and sub-national levels. As the hub will continue to grow in membership and its scope of work beyond the pilot duration, private sector representatives and youth entrepreneurs will be invited to the hub as well.

The strategic intelligence hub will be piloted through virtual and in-person engagement opportunities for policymakers, with its need and effectiveness assessed by the organising partners, before considering further engagement. The specific objectives of the hub will include:

- Expanding regional and national understanding of relevant policies, regulatory frameworks and requirements through a youth entrepreneurship lens, to identify common and differentiated ecosystem challenges and enablers for various youth groups, including women, those from low-income backgrounds, migrant and displaced youth, Indigenous youth, LGBTQI+ youth and young people with disabilities.
- Fostering collective intelligence for South-South and triangular collaboration between government partners and other core stakeholders, to bridge data evidence gaps and strengthen enablers for ecosystem development.
- Identifying leverage pathways and offers for research and thought leadership to influence policy, programmes and partnerships development around thematic priority areas identified by the hub at the regional and national levels.
- Increasing understanding of the Youth Co:Lab, Commonwealth Secretariat and the Youth Empowerment Alliance's support offers, including the ecosystem diagnostic methodology, and ways that government actors can leverage key partnerships with development actors.

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MIDSTREAM

1.2 Enhancing capacities of the ecosystem stakeholders, facilitating knowledge exchange and strengthening partnerships

At the mid-stream level, the project will enhance and strengthen the operating environment for aspiring and existing young entrepreneurs by connecting ecosystem stakeholders, providing them with capacity building opportunities and facilitating peer-to-peer learning and South-South knowledge exchange.

Activity 1.2.1 Strengthen partnerships through national and regional Youth Empowerment Alliance (YCLAB)

The Youth Empowerment Alliance was established to connect different entrepreneurial ecosystem stakeholders and help bridge access to funding, mentorship and other opportunities to young people across the region. As of June 2022, the Alliance consisted of 203 partners across the region, including stakeholders from the government, the private sector, CSOs, youth organisations and academic institutions. The project will continue to connect and strengthen partnerships through Youth Empowerment Alliance to actively engage partners to support social entrepreneurs including, women and girls, youth with disabilities, LGBTQI+ youth, migrant and displaced youth and indigenous youth, to test and scale their businesses.

The YEA- AP will also act as a platform to connect young entrepreneurs to various capacity building, mentorship and financing opportunities, including those tailored to support the different needs of young people including women, those from low-income backgrounds, migrant and displaced youth, indigenous youth, LGBTQI+ youth and young people with disabilities. This includes targeted support to women entrepreneurs to build their networks and access funding opportunities through the alliance, and connecting social entrepreneurs with gender lens investors to tackle persistent gender inequalities within communities.

Activity 1.2.2 Facilitate knowledge exchange and partnership-building through national and regional dialogues and summits (YCLAB)

Youth Co:Lab will organise regional events and summits to provide platforms to advocate for, showcase and celebrate the SDG solutions of young social entrepreneurs, as well as for stakeholders across the region to come together to share knowledge, experiences and ideas, to connect and feel inspired to take action to amplify the impacts of young social entrepreneurs in the region. Youth Co:Lab will also amplify and work closely with partners with similar initiatives e.g., Generation Unlimited, SDG Action Awards, Commonwealth Youth Award etc.

National Dialogues will bring together stakeholders across the national ecosystem to discuss common and differentiated barriers and opportunities within the ecosystem for youth entrepreneurship, and provide platforms for discussion and sharing between the ecosystem stakeholders and young entrepreneurs on creating an inclusive entrepreneurship ecosystem. The national dialogues will also showcase young entrepreneur role models, including young female entrepreneurs sharing their experiences, to inspire and build confidence of young people, including girls and women, to pursue entrepreneurship opportunities. The national dialogues will be a platform to share good examples and best practices in terms of supporting young female entrepreneurs and entrepreneurs from marginalised groups.

Activity 1.2.3 Strengthen capacities of the national partners through Ecosystem Capacity Building Programme (Amplifier Programme) for Ecosystem Support Organisations (YCLAB)

Capacity building programme for national entrepreneurship support organizations (ESOs) will be delivered in the Asia Pacific Region. Through this programme, local ecosystem enablers will be equipped with the skills and knowledge to improve the quality of support services given to young social entrepreneurs, and accessibility of their services for young women and marginalised youth, as well as get an opportunity to strengthen their networks and connections with other stakeholders. The Springboard Amplifier programme activities mainly include:

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Peer to Peer learning workshops/masterclasses

Each year, from February to July, bi-weekly workshops or masterclasses will be conducted, focusing on team management, curriculum design, impact measurement, partnerships building, mentorship, scaling strategy and key development strategies, including Leaving No One Behind (LNOB) and gender equality.

Community building

Physical and virtual community-building events and activities will be carried out. This includes, but is not limited to newsletters for ESOs, quarterly online meetups, physical regional events, and national partner mixers in some markets.

Knowledge products - Toolkits

Consolidating inputs and best practices from programme participants, the programme will develop toolkits for incubators and accelerators, as an instructional guide to improving the quality and accessibility of support services for young social entrepreneurs across the region, especially for young women and minority youth. An LNOB toolkit for ESOs will be introduced as the first instructional guide for ESOs in the Asia Pacific, with the aim of improving the inclusiveness of their programmes and promoting the LNOB agenda.

Scaling impact through meaningful partnerships

Facilitating meaningful partnerships and South-South collaboration on supporting youth-led entrepreneurship to empower youth and accelerate the achievement of the SDGs.

Activity 1.2.4 National partners for innovation challenge winners (YCLAB)

To expand the outreach to fast-growing start-ups at the national level and to enhance the sustainability of Youth Co:Lab's regional start-up pipeline, Youth Co:Lab will establish partnerships with national entrepreneurship support organizations through UNDP country offices and the Springboard Amplifier Programme, inviting country offices to nominate the most promising SDGs solutions from their cohort that did not enter Youth Co:Lab regional pipeline due to certain reasons. These start-ups will also be invited to Youth Co:Lab's Springboard Hub to receive dedicated account management services, mentorships, join the pre-acceleration programmes, etc to fuel high-impact growth.

Activity 1.2.5 Promote mentoring to inspire, upskill and connect young entrepreneurs, including peer to peer mentoring (YDEEP)

YEP-AP will establish partnership with government agencies and local private sector to provide longer term mentoring opportunities to young entrepreneurs from marginalised communities, including exploring a peer-to-peer approach and private sector volunteer mentors. The project will provide targeted support for young girls and women and young entrepreneurs from marginalised communities to ensure they have capacity and access to connect with local and regional role models and mentors. It will also build capacity of local partners, private sector and government institutions, to deliver inclusive mentoring programmes at-scale, that considers social and gender norms which may limit meaningful participation of certain youth groups including women and those from marginalised communities, through national programming and regional technical guidance and capacity building.

Activity 1.2.6 Strengthen access to digital entrepreneurship opportunities (YDEEP)

Based on the recommendations from the youth entrepreneurship ecosystem diagnostic studies, the project will work with ecosystem partners in Bangladesh, Indonesia, Pakistan, Brunei, and Maldives to explore avenues for connecting young people to socially responsible online, micro-work or micro-entrepreneurship opportunities and other digital enterprise opportunities (such as E-Commerce), in conjunction with relevant skilling and targeted interventions aimed at addressing discriminatory and gender stereotypes that may prevent young people, especially young women from accessing similar support and benefiting from them.

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DOWNSTREAM

1.3. Directly support young aspiring and existing entrepreneurs

The following activities will help young people to turn their ideas into sustainable business models through equitable access to financial education, business skills training, blended mentoring models and other means of support.

Activity 1.3.1 Organising innovation challenges for aspiring and existing young social entrepreneurs from diverse backgrounds (YCLAB)

Youth Co:Lab organises national dialogues and innovation challenge forums for aspiring and existing young entrepreneurs, to provide them with opportunities to test and strengthen their ideas and business models for social impact in their communities, as well as to connect them with ecosystem support organisations and investors for further support. The national programmes also provide a platform for young entrepreneurs and ecosystem stakeholders to come together and discuss about the barriers within the ecosystem for youth entrepreneurship and entry points for strengthening the operating environment for young entrepreneurs. The national events also provide opportunities to strengthen the capacity of ecosystem partners to enhance their role in supporting social enterprises, understand the higher barriers facing marginalised youth, including women and accelerating implementation of the SDGs. The Movers for Entrepreneurs workshops provide youth with opportunities to get inspired about entrepreneurship and develop entrepreneurial skills and mindsets.

Moving on to the new project cycle, Youth Co:Lab national programmes will strengthen the specific focus on reaching and supporting aspiring and existing young entrepreneurs from marginalised communities, such as youth with disabilities, LGBTQI+ youth, indigenous youth, displaced and migrant youth, and young women. Young women and marginalised youth often face higher barriers, have a more limited access to support and opportunities available, relative to other young people. At the same time, with adequate support, they are well placed to address the social and environmental challenges faced by their communities and advocate for positive change through their businesses.

Regional and National Innovation Challenges for marginalised youth who are from and working with marginalised groups including women, LGBTQI+, indigenous peoples, persons with disabilities and migrants, will provide a safe space for the young founders to share their solutions and make connections, and in doing so, establish trust and credibility in these communities. The regional and national innovation challenges will also act as a platform to showcase young role models from marginalised groups to inspire and build confidence of aspiring entrepreneurs from these youth groups.

Activity 1.3.2 Run Springboard incubation and pre-accelerator programmes at national and regional levels (YCLAB, YECAP and YDEEP)

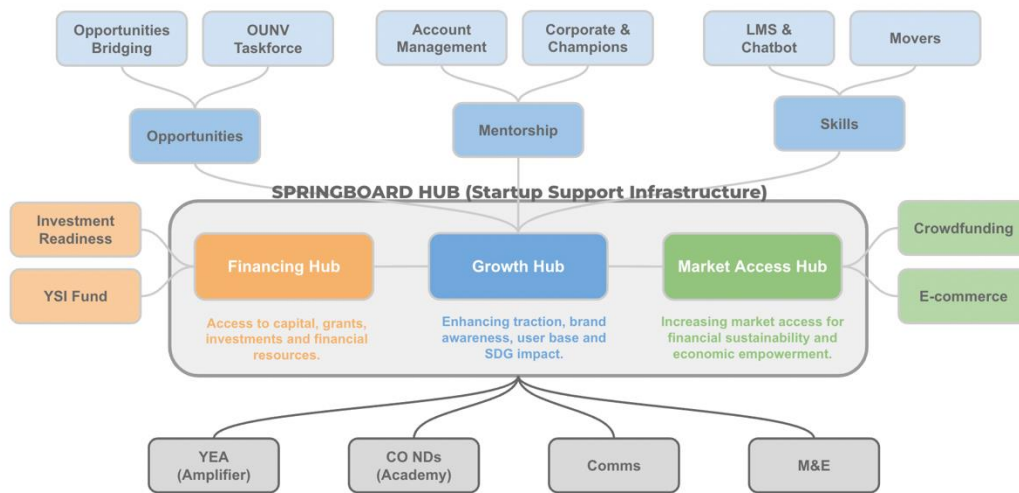
The Springboard Hub is a social enterprise support infrastructure for youth-led social enterprises. Specific activities under this programme include:

- **The Growth Hub:** Aims to help young social entrepreneurs in their journey by providing support at many levels. This includes improving digital literacy among young social entrepreneurs, the adaption of technology for business development and growth, and supporting them in digitalizing their businesses. It aims to improve their leadership and resilience through entrepreneurship training with investors and founders. The Springboard Hub also bridges global funding, awards and mentorship opportunities for YSEs, leveraging on expertise from Youth Empowerment Alliance (YEA) Partners. It provides mentorship opportunities from industry leaders and practitioners in the entrepreneurial, finance and technology space to nurture YSEs, including employees of Citibank, Google and regional investors.
- **The Financing & Market Access Hub:** This includes the Investment Readiness Programme for early-stage investors and venture capital firms, rolling-out crowdfunding campaigns with YSEs and the Youth Social Innovation Fund (YSIF), a financing solution that aims to support and “de-risk” youth-led social enterprises, by providing technical assistance and grants, augmenting further investments from impact and institutional

investors. The participants and winners of the Youth Co:Lab national innovation challenges have the opportunity to receive further support to scale and grow their business and enhance their investment readiness through the Springboard programme. The Springboard support offers include, among others:

- **Dedicated Start-up Support Account Management, curation of global opportunities and showcasing impact and mentorship**
 - Focus areas for greater access to finance include: The **Springboard PLUS Investment Readiness Programme, the Springboard Accelerator, catalytic grants and dedicated crowdfunding and E-commerce support.**

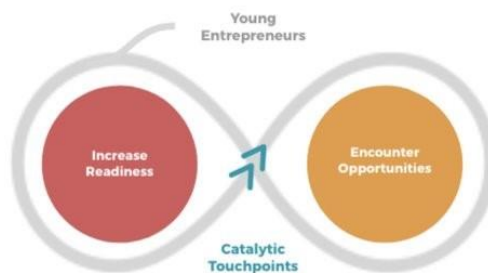
Figure 8: Springboard Hub – Financing, Growth and Market Access Architecture



Building on the experiences and lessons learnt during the first five years of Youth Co:Lab programme, the project will develop dedicated support tracks for youth from marginalised communities and young women, and strengthen the localisation of the training material to make the skills development opportunities better accessible for those with limited access to digital technology. Targeted outreach campaigns will be organised with national ecosystem partners to reach underserved youth.

The figure below shows the catalytic model of the Youth Co:Lab Springboard in supporting young social entrepreneurs from ideation stage to investment ready and sustainable businesses.

Figure 9: Learning loop framework with catalytic touchpoints



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The figure below outlines the various activities under the Springboard programme:

Figure 10: Springboard Programme Structure

YCL Programmes/ YSE Stage	SDG Awareness & Ideation >>	Minimum Viable Product (MVP) >>	Revenue Generation >>	Resources For Scaling
With Regional & COs & Partners	Movers For Entrepreneurs			
With COs & National Partners	National Dialogues		National Springboards	
With Regional Team & YEA			Regional Springboard	SB Ventures (TBD)
#Portfolio YSEs by stage	30,000+	1,200+	470+	90+ [Mobilized US\$9.01M, 6.9M users]*
Springboard Leverage Points and Programmes to shift YSEs up the value chain and into financially viable SDG solutions for scaling impact.	(3) YSE Scouting and Training		(1) YSE MVP to Revenue Generation	(2) YSEs Obtaining Resources for Scaling
	3.1. YCL Academy for COs		1&2.1. Startup Support Managers & Resource Hub for Bridging Opportunities	
	3.2. YCL Amplifier For Partners		1&2.2. Springboard PLUS Investment Readiness Pre-Accelerator Programme	
	3.3. LMS & Chatbot Localisation		1&2.3. Regional Business Mentorship Programmes with Citi, Google, Cherie Blair etc.	
	3.4. YSE Support Toolkits for COs & Partners		1.1. Crowdfunding & E-Commerce	2.1. Investor Relations and Capital Connect

The Springboard Programme for Climate Entrepreneurs provides online training courses, a funding opportunity database and other tools for existing and aspiring climate entrepreneurs, helping them to create impact. Additional support and mentorship will be provided to those entrepreneurs with high-potential innovative climate solutions, which will be funded and scaled through the Climate Innovation Accelerator programme. The young entrepreneurs also benefit from support from the National Youth Networks convened by YECAP (also contributing to output 2).

Output 2: Young people are enabled to take, advocate for and drive climate action (YECAP)

With 60% of the world’s population, the Asia-Pacific region is particularly vulnerable to the climate crisis. However, the climate crisis is not inevitable and youth, who see climate change as a major priority, are an important part of the solution. Despite some enhancement of legal provisions to promote the empowerment and participation of youth across the region, opportunities for their participation in local and central government decision-making processes remain limited. As the climate crisis intensifies, bold, decisive action must be taken at the local, national and regional levels to avert disasters.

In recent years, there is a growing movement of young people across the Asia-Pacific region calling for action on the climate agenda. The Youth Empowerment in Climate Action Platform (YECAP) established by UNDP in collaboration with UNFCCC, UNICEF, British Council and youth-led organizations such as YOUNGO, Movers Programme and 2030 Youth Force aims to enhance youth leadership for climate change and develop green skills for youth.

YECAP provides a comprehensive platform (including raising awareness, training, knowledge sharing platform, opportunities hub, grants, policy labs etc.) to support young people, specifically from underrepresented groups, at every phase of their global citizenship and climate action journey; while government counterparts and partners will strengthen the support ecosystem and policy environment to engage public and scale these actions.

Expected Results:

- Youth are connected with government on climate related questions to influence decision making and participate in the NDC implementation. Policy makers have strengthened understanding of the differentiated impact of climate change on young people including women and enhanced capacities to engage youth in climate related policy and programmatic work.
- Capacities of national youth networks, initiatives and youth-led organizations are strengthened to lead sustainable, inclusive and resilient engagement networks on climate action.
- Young climate activists and solutionists have better access to financing solutions that support the implementation of their climate action initiatives. Youth including the most marginalised are enabled to take, advocate for and drive climate action.

To achieve this output, YEP-AP will implement the following key activities. Given below is not an exhaustive list of activities, and the project has the flexibility to develop new activities to achieve this output.

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UPSTREAM

2.1 Connecting youth and government on climate related questions, and organising Government Policy Labs on climate

Activity 2.1.1 Youth Policy Labs on Climate

In collaboration with relevant government decision-makers and young parliamentarians, YECAP will work at national and regional level, with parliaments, youth parliaments, youth councils and youth networks to develop a policy lab on Climate for young people. This will be done, with a conscious effort to include women and youth from marginalised groups, to establish their careers in local and national government agencies to address specific climate and local SDG challenges including common and differentiated barriers youth face in tackling these challenges.

Activity 2.1.2 Technical support to government partners

YECAP will also provide direct support to policy makers, to strengthen integration of youth voices into their NDC plans through a gender and inclusivity lens. It will develop mechanisms to engage youth from diverse backgrounds including young women and those from marginalised communities in NDC implementation, and increase the availability and accessibility of green jobs for young people. This will include supporting policy makers to identify the existing barriers and then develop necessary policies for increased green skills, jobs and apprenticeships.

Activity 2.1.3 Crowdsourcing youth voices and engagement

To help address the trust deficit and increase youth interest in participating in parliamentary activities related to climate action, YECAP will advocate with parliaments to engage with and crowdsource inputs from young people including women and those from marginalised communities, and involve them in parliamentary agenda setting and consideration of policy alternatives. It is important to hear and address the challenges of marginalised community that bear a bigger brunt of climate change, in order to have a comprehensive and holistic approach towards influencing policy.

UNDP recently launched an online interactive survey through the open-source resource [Pol.is](#) in Bhutan, Pakistan and Timor-Leste to survey youth on the issues that mean most to them, and presented them directly to parliamentarians. YEP-AP aims to expand the use of the platform in all countries targeted by the proposal. In addition to facilitating direct conversations between youth and parliamentarians across the region, particular attention will be given to young women's participation, and providing targeted support to strengthen their voice and influence in these conversations.

Activity 2.1.4 Research and knowledge products

Throughout the duration of the proposed programme, YECAP will work with youth including women and those from marginalised communities to identify key challenges and bottlenecks to youth empowerment across the region, to develop knowledge products through an inclusivity and gender responsive lens including action-oriented research, to create training and advocacy materials on youth environmental rights and their perspectives on climate change and education, NDCs, long-term low emission development strategies, entrepreneurship and green jobs, and other pertinent subjects.

MIDSTREAM

2.2 Building capacity of national youth networks, young activists and youth-led organizations to lead sustainable, inclusive and resilient engagements on climate action

Activity 2.2.1 Mapping youth organisations and relevant stakeholders in the Asia-Pacific region, and establishing National YECAP Alliances

YECAP will map youth led organisations and other relevant stakeholders. It will establish and expand their network to foster connections, knowledge exchange and collaboration for collective advocacy on inclusive climate action, including

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organisations that work with marginalised communities like indigenous peoples who are closely interlinked with natural habitats and face disproportionate adverse effects of climate change.

Activity 2.2.2 Training & mentorship

YECAP will deliver customised training for operating youth-led organizations including proposal writing, partnership development, communications, community building etc., aimed at building expertise on climate change. The trainings will also aim to strengthen capacity and knowledge of youth led organisations in integrating gender equality, diversity and inclusion lens to their organisations and services they currently provide. Through the platform a mentorship programme with the support of YECAP partners and conveners, will be implemented targeting marginalised youth including young women and girls.

Activity 2.2.3 Supporting the expansion of the Asia Indigenous Youth Platform (AIYP)

YECAP will support the expansion of the AIYP Platform by providing targeted support including a 3-month long paid fellowship for indigenous youth. The intervention will foster responsible green business practices among indigenous youth entrepreneurs, and build their capacities around social innovation, business and human rights issues, gender equality, while raising awareness around the challenges faced by indigenous youth and advocate for change.

Activity 2.2.4 Foster regional and South-South peer to peer learning opportunities in coordination with regional bodies and private sector partners

YECAP will convene regional and national youth dialogues, in collaboration with convening partners and other key stakeholders from across the region. These dialogues will showcase best-practice examples from civil-society, businesses and governments on inclusive climate action, providing young people with inspiration and knowledge on how to best influence policy, run a successful sustainable enterprise and mobilize large-scale citizen action.

Activity 2.2.5 Increasing access to financing solutions for young climate advocates and solutionists

YECAP will utilise two key financing mechanisms to support young climate activists across Asia-Pacific. These include:

- **The Small Grants Programme (SGP):** will support individual climate action leaders working at the national level and national youth networks to strengthen their climate action programmes by connecting youth to financing opportunities. Gender equality is an integral component of the SGP, and support will be provided to ensure gender equality during the designing and implementation of climate initiatives by young people.
- **The Climate Innovation Accelerator programme:** The Programme, which has previously been supported by the Adaptation Fund, aims to provide direct financial support for the development and diffusion of innovative and inclusive adaptation practices, tools, and technologies and products, allowing them to scale-up.

Activity 2.2.6 Opportunities Hub & Knowledge Hub

YECAP will establish an online database with opportunities and resources, to support and build the capacity of youth-led organizations to tackle the climate crisis at all levels. The database will also contribute towards strengthening knowledge of youth led organisations on how climate change impacts marginalised groups including young women and girls, and strategies for delivering inclusive climate products and services.

DOWNSTREAM

2.3: Increasing youth knowledge, awareness and leadership skills in climate action (YECAP)

Activity 2.3.1 The Movers Climate Programme

The Movers Programme equips youth with the modern-day skills they need to become effective climate advocates and leaders. Whilst climate change is a key pillar of the Movers Programme, the curriculum is broader and is designed to improve youths' overall digital skills, interpersonal and global citizenship skills, improving their leadership skills and

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future job prospects (see Output 3). The Movers climate programme will strengthen the understanding of youth on the impact of climate change on marginalised communities including young women, and actively engage marginalised youth in the Movers Programme.

The Movers Climate Programme includes the following key activities:

- **Climate education:** through curriculum development and curation of a resources hub.
- **Train-the-trainer program:** to develop the capacities and skill sets of trainers to lead climate advocacy and climate action education.
- **Green jobs awareness:** aims to raise awareness about green jobs and train young people with a focus on young women and youth from marginalised communities including LGBTIQ+, Indigenous Peoples, migrants and youth with disabilities, with green skills to engage and lead green businesses. This includes improving their understanding of Green Jobs, Green Economy and Green Skills.
- **Creating job opportunities:** through mechanisms like the Springboard Programme, YECAP Hackathon and matching green enterprises with green skills talent.

The Movers for Climate Programme is implemented through online sessions as well as in-person events to reach youth who don't have access to digital tools and resources required for online participation.

In order to collect and track the climate actions of youth, a self-reporting mechanism, combined with annual surveys, will be set up to track their activities, actions, progress and increase in knowledge, aptitudes and skills over time.

Activity 2.3.2 The AGYLE Programme

Youth will take part and graduate from the YECAP Academy for Global Youth Leadership Empowerment (AGYLE) in-depth learning programme about climate policy development and negotiations, and will also be placed across organisations and agencies in Asia-Pacific to gain work experience and contribute to climate policy development. The AGYLE youth will also attend key climate-related meetings and events at the national, regional and international levels as well as attend and support capacity building workshops for other YECAP youth.

Activity 2.3.3 The YECAP Fellowship Programme

The Fellowship is cohort-based, with Fellows selected based on their outstanding contribution within the YECAP community.

The Fellowship is a 6-month program for selected Fellows, enabling them to lead, represent and contribute to the YECAP Community by raising awareness among Asia-Pacific youth, including women and those from marginalised communities, while engaging with them in various activities on the safe and inclusive platform. From brown bag sessions to consultations, dialogues and more, on national, regional and global levels, this is an opportunity to address climate issues and solutions by youth, for youth, to elevate youth voices in advocating for climate action priorities and systematic change, and to be a part of a larger youth movement.

During the 6 months, Fellows go through 3 phases:

- **Mentoring:** Guiding the Fellows to choose a particular team to work with, and participate in different tasks and activities during the Fellowship to enrich their experience and knowledge.
- **Scaling Up:** Supporting the Fellows to improve their skills through monthly trainings and progress meetings, leveraging peer-to-peer learning opportunities and initiating climate ideas to implement in the next level.
- **Networking:** Connecting with local youth networks, start-ups, private sector, governments and development organizations, to scale up the impact of the programme by implementing climate action ideas in local communities.

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The Fellowship includes modules on climate education, gender responsive climate action community engagement, mobilization and outreach in broader networks, and opportunities for the Fellows to work together on developing collective as well as a personal climate action project(s).

Activity 2.3.4 The Social Innovation Platform for Climate (SIP-C)

UNDP is currently piloting the use of Social Innovation Platforms (SIP) across Asia-Pacific. The platforms use real-time data to assess local communities' needs and opportunities, including those of youth, and leverages various portfolio approaches to tackle complex challenges and advance SDG localization.

The pilots have been a major success and are ready to be taken to scale across the region. YECAP aims to expand the use of these platforms, to reach all countries targeted by the Programme. This will lead to an increased opportunity for direct political engagement between youth and local governments across the region.

Activity 2.3.5 Building capacities of EHRDs

Environmental defenders are “individuals and groups who, in their personal or professional capacity and in a peaceful manner, strive to protect and promote human rights relating to the environment, including water, air, land, flora and fauna”. Environmental defenders across Asia-Pacific face harassment, intimidation, violence, criminalization and assassination.

To help tackle the issue, YECAP will develop a training course, with a course curriculum that aids young EHRDs in navigating potential and actual harm while conducting their work, help to keep them safe while empowering them to continue their environmental and climate activism. This will specifically include:

- **The synthesis and consolidation of existing tools and guidelines:** addressing security and protection of young defenders, including a toolkit for EHRDs, which is being developed by partners and can be used as a solid baseline. This toolkit will be adapted as needed, according to the specific needs of the targeted youth.
- **Conducting research:** to fill gaps in existing tools and guidelines, and address the challenges highlighted during roundtables;
- **Developing a course curriculum for YECAP and the Movers Programme:** to provide practical, high-impact education and skills development training for young climate advocates.

Output 3: Digital inequality is reduced for underserved young people (YDEEP)

The **Youth Digitalization for Employability and Entrepreneurship Program (YDEEP)** aims to create digital pathways for youth to not only support their employability, but to enable them to thrive as globally engaged citizens contributing to the sustainable development of their communities and beyond. With a marked focus on bridging the digital inequality gap for youth from underserved communities, the programme equips young people with the necessary 21st century and digital skills they need in order to prepare for the future of work. Within YEP-AP, the term 21st century skills refer to three pillars of skills:

1. Digital Literacy Skills, including information and communications technology, technological literacy skills and digital media literacy skills
2. Soft Skills, including leadership, communication, critical thinking and problem-solving skills
3. Global Citizenship Skills, including social and cultural competencies (including but not limited to creativity, innovation, commitment to peace, human rights and sustainable development) to support inclusive and sustainable societies.

Through its methodology, the programme will improve digital, soft and global citizenship competencies and skills to ensure comprehensive support to youth, particularly those from underserved communities including women. Besides

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directly empowering and working with young people, this project component aims to strengthen the overall skills development environment and structures to better prepare and equip youth for the future of work, and bridge the digital inequality gap for those who are most at risk of being left behind.

A combination of mobilization channels will be leveraged to identify and engage young people, particularly those from underserved groups including women and girls, young people with disabilities, LGBTIQ+, migrant and Indigenous youth. This will be done by working with enabling partners such as governments like the Ministry of Youth and Sports, Ministry of Youth and Youth Employment, Ministry of Education, Ministry of ICT (Information and Communication Technologies), Ministry of Technical Education, Vocational Training, Office for training and upgrading of programs and community-based organizations (non-profit organizations, relevant local organizations, community partners and youth networks).

Expected results:

- National systems and alternative learning pathways that equip youth with digital and 21st century skills and prepare youth for the future of work are strengthened.
- Community organizations, non-profits and youth-led networks have an increased capacity to lead and implement scalable digital and 21st century skills development initiatives that are accessible by marginalised youth groups including women.
- Youth have strengthened 21st century and digital skills.

To achieve this output, YEP-AP will implement the following key activities. Given below is not an exhaustive list of activities, and the project has the flexibility to develop new activities to achieve this output.

UPSTREAM

3.1: Strengthening national systems and creating alternative learning pathways that prepare youth for the future of work and reduce digital inequality

Activity 3.1.1 Piloting 21st century and digital skills development workshops for educators

The project will promote and pilot 21st century and digital skills development workshops and programmes at educational institutions and youth engagement systems in the project countries. This will encompass curricula development, testing and training of teachers and educators, in secondary and tertiary level education, including Technical and Vocational Education and Training (TVET). The aim is to help the governments and ecosystem partners to better provide targeted support for those groups that have limited access to skills development opportunities to prepare youth from underserved communities, including young women, youth in rural areas, youth with disabilities, for a future of work that is sustainable and inclusive. Targeted interventions will also be designed to address social and cultural norms and negative gender stereotypes to facilitate the inclusion of those who face additional challenges to participation.

Activity 3.1.2 Convening policy dialogues

The policy dialogues aim to curate insightful and meaningful discussions around emerging policy themes on youth skills development, digitalization and the future of work, fostering a collaborative environment for stakeholders to a shared, lived-in experience of South-South cooperation. As a dedicated community of practice, these policy dialogues provide opportunities to generate evidence on good practices, lead policy advocacy and organize thought leadership on reducing digital inequality for underserved groups and promoting a sustainable and inclusive future of work for all.

MIDSTREAM

3.2: Develop capacity of non-profit organizations, community partners and youth networks to deliver accessible and scalable 21st century skills development

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Activity 3.2.1 Strengthening capacities of ecosystem support organizations

Ecosystem supporters, including **non-government organizations, community partners and youth networks**, will be strengthened so that they can facilitate the growth and implementation through the following activities: (i) provide capacity building, mentorship, and resourcing opportunities to relevant and selected ecosystem partners who will be implementing the program; (ii) coordinate with NGOs, community partners and youth networks to develop resources through a diversity and inclusion lens for community facilitators and educators and (iii) realize a multiplier effect by expanding and improving the quality and access of services available to youth for digital and 21st century skills development across Asia-Pacific.

This also includes dedicated support to non-government organizations, community partners and youth networks that work directly with underserved communities who in turn will also support outreach to underserved youth to develop the necessary 21st century and digital skill competencies.

The programme will invest in online and offline, non-formal approaches to education and learning for the most underserved groups including young women, to gain transferable 21st century and digital skills, in partnership with private sector companies. Working with governments, support development of flexible, alternative learning pathways linked to certification and reaching the most vulnerable and marginalised groups.

DOWNSTREAM

3.3: Mainstream access to digital and 21st skills development by empowering youth to lead skills initiatives and provide access to volunteering and learning/internship opportunities

Activity 3.3.1 Movers Programme

The Movers Programme is a regional movement of volunteers who develop SDGs awareness, entrepreneurial mindsets and 21st century skills by conducting localized training at a grassroots level. The Movers Programme uses a training-of-trainer approach and works with community partners to target marginalised youth including women. This programme equips youth with the modern-day skills they need to improve their employability and future job prospects, become effective advocates and leaders, and be meaningfully engaged as global citizens.

The initiative will make a concerted effort to include young people from all backgrounds, actively facilitating the inclusion of those who face additional challenges to participation. These include:

- Localization of digital skills development and capacity building content: Adapting content into local languages and dialects, and ensuring content and trainings are inclusive and culturally responsive.
- Empowering young women and girls: Focusing on reaching young women and girls, particularly from lower income and other disadvantaged communities, working with gender-focused development agencies, civil society organizations and networks at the country level to provide them with the capacity development support needed for them to flourish.
- Solutions to bridge the digital access: To bridge the digital divide, private sector partners will develop offline skills development and capacity building activities and workshops, to ensure the effective participation of youth who do not have access to the Internet.

Activity 3.3.2 Develop standardized learning curriculum that combine online learning with facilitator-led learning

The project will develop a learning curriculum that provides facilitator-led learning online and in-person. The development of standardized learning curricula for digital and 21st century life skills training focuses on a selection of core learning tracks. The curricula will be developed at the regional level with industry experts and localized at the national level. The delivery of the learning curriculum will be guided by national partners to ensure that the most underserved youth groups are able to access, and will include interventions aimed at addressing social and gender norms that may prevent underserved youth groups from benefiting from these modules.

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The curricula are designed to cover a broad range of topics to improve youths' overall digital skills, interpersonal and global citizenship skills, leadership skills and will target marginalised groups. The program focuses on providing demand driven skills training that are linked to certification to provide recognition of skills development and improve employability prospects.

The levels of skills development include:

- **Digital skills training:** for anyone with basic reading skills who wants to learn the fundamentals of using digital technologies
- **Foundational Skills:** for continued digital fluency and productivity
- **Role-based Knowledge and Skills:** to learn relevant skills for jobs in-demand
- **Technical skills:** for example, skills tied to roles that lead to formal certification.

Activity 3.3.3: Develop a digital learning platform with curated content in the area of digital and 21st century skills

The one-stop-shop digital learning platform enables youth to be guided step by step, to build digital and 21st century life skills. The digital learning platform is designed as a complementary tool to support the learning journey of youth, alongside online and offline facilitator-led trainings and workshops through the Movers Programme. The user experience on the platform is optimized for asynchronous course learning with videos and quizzes – even on low internet bandwidth or while offline, with the objective of reaching underserved youth groups. While accessing course content, learners can also connect and interact with peers and experts in the communities to enable social learning and use the platform to track online and offline activities and progress. The platform also enables the ability to manage, track, optimize and enhance the online learning activities of the youth. It allows the centralization of key resources and training toolkits on the same platform. The platform's performance, coverage and participation will be measured by the platform's built-in analytics tool which allows to gather data such as gender, age, completion rates, learner performance and progress, learner satisfaction and approval, learner competency and proficiency.

Output 4: Young people are enabled to participate in and positively influence decision making, political processes and governance institutions (Y&GOV)

As outlined in the Development Challenges section, space for meaningful civic engagement is shrinking, with tightening regulations on freedom of expression and assembly, restricting youth voices online and offline, and limiting opportunities to influence policy, political and governance processes and institutions.

The fourth YEP-AP programme pillar aims to boost both Asia and Pacific youth's interest, and engagement and active participation in the politics, peacebuilding and democratic institutions that affect their daily lives, both now and in the future.

Expected results:

- National and sub-national governments have enhanced capacities to engage youth in meaningful ways in decision making processes and policy development, including peacebuilding processes, and they adopt means to actively provide spaces for youth to influence decisions.
- New spaces are created, and existing spaces strengthened and expanded, for inclusive youth participation and engagement in the public policy and peacebuilding processes to enable youth, with a focus on marginalised youth, to influence decisions and processes that affect them.
- Youth have strengthened leadership and civic engagement skills and capacities to participate in political processes, peacebuilding and influence decisions that affect them.

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To achieve this output, YEP-AP will implement the following key activities. Given below is not an exhaustive list of activities, and the project has the flexibility to develop new activities to achieve this output.

UPSTREAM

4.1: Supporting national and sub-national governments to engage youth in meaningful ways in decision making and policy development

The aim of this activity is to support governments and policy makers to meaningfully engage youth and provide youth with opportunities to influence decision making, political processes and institutions.

Governments in the region are increasingly adopting legal and policy frameworks to respond to young peoples' needs, aspirations and demands.⁸³ Efforts to create integrated and cross-sectoral approaches to youth participation that will address civic engagement, alongside broader dimensions through youth polices, have increased dramatically in the past few years. More positively, young people are becoming more involved in the development and renewal of these national policies. Yet, their effectiveness, and the degree to which youth are empowered by these measures, varies greatly. YEP-AP will support countries in the development and implementation of these polices.

YEP-AP will also work closely with key government institutions e.g., election commissions, youth ministries, as well as youth councils and youth parliaments, including the increasing number of parliaments that are establishing parliamentary standing committees on youth, networks of young MPs, and other key government institutions dedicated to supporting youth. Specific activities will include:

Activity 4.1.1 Promote and scale-up the use of new ICTs for public participation

YEP-AP will work to promote **new Information Communication Technologies (ICTs)** to strengthen participatory and collaborative processes by enabling young people, including women and marginalised groups, with the skills and knowledge to use ICT platforms to voice their concerns and influence key policy and decision-making processes. This will include:

- **The use of mobile technologies and short message services (SMS):** to allow young people to participate in various initiatives, such as reporting of violence, human rights abuses, corruption, electoral fraud or other violations of rights.
- **Leveraging data mining and interaction on social media:** to collect data which will be used to inform and influence policymakers to understand the needs of young constituencies and shape policies accordingly. For example, a bespoke engagement platform has recently been piloted by several UNDP country offices. New streams of interactivity and feedback, such as crowd-sourcing and social networks, will also offer young people new opportunities to voice their concerns.⁸⁴

Activity 4.1.2 Supporting the development and implementation of Youth, Peace and Security frameworks through youth participatory processes at the national level

YEP-AP will also work with member states and key stakeholders to advance the implementation of the United Nations Security Council Resolution 2250 (2015),⁸⁵ recognizing the positive contribution of young women and men to sustain and build peace. YEP-AP will provide support to increase capacities of national authorities and other development partners and stakeholders to promote young people's participation in peacebuilding including through Youth, Peace and Security (YPS) frameworks and multi-stakeholder coalitions. Various mechanisms to implement YPS agenda

⁸³ <http://www.youthpolicy.org/library/documents/the-state-of-youth-policy-in-2014/>

⁸⁴ <https://www.cogco.co/wp-content/experiments/undp2022/pakistan.html>

⁸⁵ Resolution 2250 was followed in 2018 by Resolution 2419, and on 14 July 2020 the Security Council unanimously adopted Resolution 2535, underlining the vital role of youth in building peace and significantly expanding the agenda with new tasks.

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nationally can be in the shape of roadmaps, national action plans, strategic plans, policies and programs, projects and services. Among other things, YEP-AP will work with national partners to address structural barriers including social and gender norms that may prevent certain youth groups from meaningfully engaging in the framework.

YEP-AP will build capacity of young people with a particular focus on the most marginalised youth groups and young women to engage in the Youth, Peace and Security agenda at the national level, and provide targeted support to integrate diverse youth perspective into the decision-making processes, recognizing their unique role in strengthening national, local and community-based capacities, in conflict and post-conflict situations to prepare for and respond to increasingly frequent, severe weather events and natural hazards, as well as public health challenges that affect young people's lives and their futures, including the COVID-19 pandemic.

MIDSTREAM

4.2: Creating and expanding spaces for youth participation and engagement in the public policy and peacebuilding processes to enable youth to influence decisions and processes that affect them

Enabling and broadening young people's participation in political processes involves creating new spaces and opportunities for youth political involvement. Secondly, it entails developing the requisite skills and competences among young people needed for their effective participation in the political arena. These are tasks for both civic education and other informal mechanisms of political socialization and learning. Thirdly, effective and meaningful empowerment often requires significant changes in power relations, both at the level of agency (e.g., the ability of girls and women to think and act in their own interests), and structure (formal and informal institutions, rules, norms and beliefs that enable and constrain thinking and action). One method of assisting young people to engage more effectively in civic life and understand democratic principles is through networks, youth councils and youth parliament. Through this programme, youth can directly address and challenge issues or policies that most affect them. UNDP will also work together with countries that organize youth parliaments as a means to educate and engage greater numbers of young people in parliamentary work while gaining skills such as public speaking, debate, presentation, research and organisational skills and enhancing their personal development skills that will prepare them for future parliamentary and other political leadership roles.⁸⁶ The spaces and means of engagement must be tailored to the local context and address social and cultural barriers and negative gender stereotypes that may prevent the equal participation of marginalized youth groups. Potential channels include but are not limited to youth councils, youth parliaments, youth organisations, political parties, democracy clubs and various online and offline citizen initiative platforms.

Activity 4.2.1 Supporting youth networks and organisations to act as channels for youth voices and empowerment

YEP-AP will cultivate networks of young indigenous, LGBTQI+, Persons with Disabilities, migrant and women who are motivated to participate in processes that have an influence on young people's lives and their communities. This will include providing support to youth councils, youth parliaments; youth organizations, political parties; democracy clubs, citizen initiative platforms to create new spaces and expand and enhance the inclusiveness of the existing ones through targeted interventions for youth to connect with each other and policy makers and make their voices heard. By providing resources, capacity development opportunities and connections that contribute to the engagement of the marginalized communities, the hope is that the activities contribute towards creating role models, dismantling negative social attitudes and gender stereotypes towards these groups and allow them to meaningfully participate and influence decisions that affect them.

⁸⁶ The term "youth parliaments" generally refers to youth-oriented events which replicate parliamentary procedure and debates. In many cases, they are organized by youth organizations for the purposes of educating young people and raising their awareness about the political process. They can also help highlight the importance of youth policy, feed into parliamentary deliberations and help recruit younger MPs.

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Activity 4.2.2 Creating opportunities for meaningful dialogue between youth and politicians

YEP-AP will aim to create safe spaces for dialogue between politicians and young voters and peacebuilders as a critical step towards building accountability and transparency in elected leaders and governance institutions and to increase the willingness of politicians to engage with youth. Specific interventions will be designed to ensure these spaces are accessible and allow for meaningful engagement from all youth groups including women, indigenous youth, LGBTQI+ and people with disabilities.

DOWNSTREAM

4.3 Building the capacity of marginalized youth, including women, to meaningfully to participate in civic engagement, peacebuilding, decision-making and other political processes

Actors at all levels are taking steps to increase the educational foundations for civic education in Asia-Pacific. In various countries primary and secondary schools, as well as universities and technical colleges are increasingly incorporating issues of active citizenship and service-learning into classroom-based and extra-curricular activities. Universities and research institutions are also increasingly conducting research on youth needs, attitudes and forms of participation. Schools bear a special responsibility for the development of civic competency and civic responsibility, but civil society, the media and community groups can also serve important educational functions.

Gender underlies one of the most important cleavages in political participation in Asia-Pacific. In order to address young women's significantly lesser representation, participation and sense of empowerment in the region, special attention needs to be devoted to making political engagement relevant and accessible to them. As mentioned above, a number of structural measures, such as quotas or other forms of affirmative action, may be required to address the most severe imbalances in formal politics. Other measures can include building young female politicians' capacity to campaign by establishing a mentoring system with other candidates, training young women as election monitors, or establishing a gender action plan within political parties, one that also takes into account the specific role of young women. YEP-AP will implement outreach activities to engage with younger women who may not have considered leadership or political careers, for example young women in remote areas, with diverse social and economic backgrounds and experiences.

Initiatives focused on strengthening the capacities and skills of young women and girls are essential to enable them to actively and effectively participate in social, political, cultural and economic life. Efforts must be made to break down stereotypes of the role of girls and young women in society. Increasing the participation of young women in decision-making processes and leadership positions is essential to guarantee sustainable progress, human development and democracy.

YEP-AP will work with these actors at the regional, national, and subnational level to support and further expand such efforts, including through the following activities.

Activity 4.3.1 The integration of civic engagement and anti-corruption into the Movers Programme

Young people will be provided with skills and further development opportunities on leadership, civic engagement, peacebuilding, decision making and anti-corruption. This activity will also include the strengthening and updating of the Business Integrity Movers module and expanding to include a module relevant to ethics and accountability for youth leaders and entrepreneurs.

Activity 4.3.2 Fostering community dialogues

Community dialogues can serve as an important avenue for fostering active citizenship e.g., collaborations with community-based organizations for the use of techniques such as community-based theatre productions to promote greater social cohesion in vulnerable and marginalised communities. Such dialogues can create safe spaces for young people from diverse backgrounds to discuss development challenges, governance issues and address barriers to

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meaningful civic participation for marginalised youth including negative social norms and gender stereotypes and promote social cohesion.

The concept builds upon the intellectual, emotional and creative resources of participants to engage young people in constructive dialogues.

Activity 4.3.3 Youth Peace and Security (YPS) related activities

Young people will be provided with skills and further development opportunities on e.g., peacebuilding leadership, civic engagement, decision making and anti-corruption. Direct support to youth peace initiatives will also be provided through a combination of capacity development, network building, and small grants. The areas of capacity development include but are not limited to areas of conflict resolution, mediation, dialogue, integrating human rights into journalism, and technical knowledge of political processes, conflict analysis, effective advocacy, combatting mis/disinformation etc.

Output 5: Youth empowerment initiatives strengthen diversity, equity, inclusion and gender equality

YEP-AP is dedicated to mainstreaming diversity, equity and inclusion through the operationalization of the LNOB approach across all its initiatives, focusing particularly on LGBTIQ+, women, people with disabilities, indigenous people, migrants and displaced youth. This crosscutting output aims to explicitly articulate how the project, through its' interventions, will address some of the existing barriers of inequality and discrimination for young people through data driven research, multistakeholder policy level dialogue, capacity building of ecosystem stakeholders and targeted interventions for young people, including young social entrepreneurs.

These interventions will cut across Outputs 1 to 4. This output is designed to help understand the extent to which the project is advancing the LNOB agenda through diversity, equity, inclusion and contributing towards gender equality.

Expected results:

- Policies and programmes that advance youth empowerment are gender responsive and respond to the needs of underserved youth.
- The ecosystem stakeholders have improved capacities to design and deliver services and programmes, and provide dialogue platforms that are gender responsive and able to serve underserved youth.
- Young people from underserved communities have enhanced economic and skills development opportunities, and they are able to participate in and influence political and decision-making processes.

To achieve this output, YEP-AP will implement the following key activities. Given below is not an exhaustive list of activities, and the project has the flexibility to develop new activities to achieve this output.

UPSTREAM

Activity 5.1 Developing knowledge products and facilitating dialogue spaces, to strengthen the integration of gender, inclusivity and diversity in policies and programmes (YCLAB, YECAP, YDEEP, Y&GOV)

Activity 5.1.1 Development of knowledge products

YEP-AP will produce action-oriented research and other knowledge products to identify entry points for strengthening the inclusiveness and accessibility of the operating environment for young entrepreneurs, changemakers and activists from diverse backgrounds across the region. In-depth research will be conducted to identify drivers of inequality and discrimination for the most marginalised youth groups, including a study on social entrepreneurship among young

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minority youth. The project will also advocate for policy changes by generating evidence and data through research, to create an enabling environment and reduce the barriers for marginalised groups and women.

All knowledge products developed through the project will take a diverse and inclusive approach to facilitate stakeholder action that caters to the need of all youth groups including:

- National ecosystem diagnostic studies that are gender and youth inclusive to identify barriers and entry points to entrepreneurship among minority youth and women
- A gender toolkit aimed at providing practical guidance for young entrepreneurs on making their enterprises gender responsive.
- A LNOB toolkit for supporting entrepreneurship support organisations in making their services and programmes more diverse, inclusive and accessible to youth and women from diverse backgrounds.

In order to integrate the findings of the knowledge products, the project will establish and facilitate dialogue platforms between young entrepreneurs, decision makers and other key stakeholders to promote inclusiveness and gender responsiveness of policies and programmes.

Activity 5.1.2 Strengthening participatory approaches for inclusive and gender responsive policies and programmes

YEP-AP will support the development of participatory mechanism in close collaboration with national partners to engage youth from marginalised communities in policy processes and developing plans and programmes. The project will also support policy makers to identify common and differentiated barriers and entry points for increasing youth engagement in areas such as green jobs and youth peace and security. The project will also partner with national stakeholders to address social and cultural norms and gender stereotypes negatively impacting marginalised youth.

In addition to national level dialogues, the project will convene regional dialogue platforms to facilitate knowledge exchanges on key issues such as good practises in preparing education systems to deliver remote learning for all, including hard to reach and most marginalised.

MIDSTREAM

Activity 5.2 Strengthening the capacities of ecosystem partners in providing services and programmes through a LNOB approach (YCLAB, YECAP, YDEEP and Y&GOV)

Direct support will be provided for ecosystem stakeholders to strengthen their capacity and knowledge on providing services and programmes that are more inclusive and accessible for youth from diverse backgrounds, including common and differentiated barriers facing young people. Specific interventions will include establishment of alliances, networks and other platforms aimed at facilitating knowledge exchange at regional and national level focused on promoting diversity and inclusion in youth empowerment initiatives. Additional interventions will be designed to expand and strengthen existing platforms such as the Asia indigenous Youth Platforms. In partnership with ecosystem partners specific interventions will be designed to address social norms and negative gender stereotypes that prevent meaningful participation of young people especially young women and marginalised groups.

YEP-AP will inspire and motivate stakeholders engaged in the Leave No One Behind agenda to contribute, develop partnerships, enable innovation, create funding opportunities and establish avenues for meaningful dialogue for young changemakers. The project will also support youth networks and organisations to expand and create new spaces that enhances the participation of young people from marginalised communities to engage in decision making processes.

DOWNSTREAM

Activity 5.3 Enhancing capacities of aspiring and existing young social entrepreneurs, activists and changemakers (YCLAB, YECAP, YDEEP and Y&GOV)

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The project will support young people from diverse backgrounds with a focus on amplifying the voices of young leaders, activists and social entrepreneurs from underserved communities. Existing initiatives such as the Springboard programme, business incubation support and training and skills developments will be expanded to provide targeted support for these groups. It will support young social entrepreneurs from underserved communities with dedicated mentorship, training and access to grants and funding, incubators and accelerators, training on digital skills and 21st century skills. The project will also support these groups to strengthen their knowledge, awareness and leadership skills for greater climate action.

All capacity building interventions under the project will also incorporate a gender responsive and inclusive lens to strengthen the understanding and skills of young people on providing services, projects and advocacy through a LNOB approach.

The specific interventions include but are not limited to:

- Organising Regional and National Innovation challenges for marginalised youth who are from and working with marginalised groups including women, LGBTQI+, indigenous people, persons with disabilities and migrants
- Organizing targeted 21st century and digital skills development and capacity building support to empower underserved youth
- Establishing safe spaces and fostering dialogue for young people from vulnerable and marginalised backgrounds to participate and influence in decision making and political processes, including climate action and peace-building activities
- Addressing social and gender norms that negatively impact young people including women and prevent their meaningful participation and representation in economic and political sphere, using new methodologies such as behavioral insight tools.

B. Partnerships

YEP-AP will be implemented in collaboration with a variety of partners from across the region and beyond. This includes development partners, relevant government ministries, Civil Society Organizations (including youth organisations and networks), international NGOs and other specialized UN agencies, the private sector and academia. Specific partners for each programme pillar are listed in Table 7 below.

Development partners, that financially contribute to YEP-AP, will receive periodic audit and financial management reports of the programme’s results and disbursements.

The table below provides an overview of the key partnerships involved in each pillar of the programme, but does not constitute an exhaustive list of partnerships of YEP-AP.

Table 7: Key Partners

Pillar / Focus Area	Key Partners
<p>YOUTH ENTREPRENEURSHIP</p>	<ul style="list-style-type: none"> • Convening partners: Citi Foundation, CVC Capital Partners, Islamic development Bank, Accelerating Asia, Startup Bangladesh, National Incubation Centre Pakistan, China Soong Ching Ling Foundation, National Youth Council Singapore, Asian Venture Philanthropy Network, Aspen Network of Development Entrepreneurs, All China Youth Federation and other initiatives that are mainstreaming youth-led social entrepreneurship agenda, such as Adaptation Fund Climate Innovation Accelerator, and UNDP FairBiz Programme.

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	<ul style="list-style-type: none"> • Other partners: Youth Co: Lab also works closely with other UN partners and development agencies, such as UNICEF, UNESCO, UNV, ILO, ESCAP, ADB, Commonwealth Secretariat, etc.
YOUTH AND CLIMATE ACTION	<ul style="list-style-type: none"> • Convening partners: UNICEF, Citi Foundation, UNFCCC RCC Bangkok, the Movers Programme, the British Council, YOUNGO, the 2030 Youth Force • Other partners: the Major Group for Children and Youth (MGCY) in Asia-Pacific, the Association of Southeast Asian Nations (ASEAN), the South Asian Association for Regional Cooperation (SAARC), the Economic and Social Commission for Asia and the Pacific (ESCAP), UNEP, the Asia-Pacific Interagency Network on Youth (APINY), Asia Indigenous Peoples Pact (AIPP), Fridays For Future, March for Science, Climate Tracker, Climate Action Tracker, etc. and organizations and initiatives mainstreaming and supporting underserved youth groups such as, Being LGBTQI+ in Asia and the Pacific, UNDP Human Mobility Initiative etc.
21ST CENTURY AND DIGITAL SKILLS	<ul style="list-style-type: none"> • Convening Partners: Islamic Development Bank, Microsoft, LinkedIn, EY • Other partners: Johnson & Johnson, National University of Singapore, UNV, ILO, UNICEF, Commonwealth Secretariat, the 2030 Youth Force, China Soong Ching Ling Foundation, EMK Centre, AIESEC, the Earth Society, Polaris Youth, and other organizations and initiatives mainstreaming and supporting underserved youth groups such as UNDP Business and Human Rights programme, Being LGBTQI+ in Asia and the Pacific
YOUTH CIVIC ENGAGEMENT AND POLITICAL PARTICIPATION	<ul style="list-style-type: none"> • Convening partners: Sida, UNICEF and Open Society Foundation • National and sub-national governments, youth councils and networks • Other partners: UNV, OHCHR, the 2030 Youth Force, and other organizations and initiatives mainstreaming and supporting underserved youth groups such as UNDP Business and Human Rights programme, Being LGBTQI+ in Asia and the Pacific, Human Mobility project, GEF/SGP etc.

C. Risk Management

Risks and assumptions:

The key risks that can threaten the achievement of results through the chosen strategy and the assumptions on which the project results depend are discussed under the Strategy section above; informed by these assumptions, how the project risks will be identified, mitigated and managed are mentioned in the risk analysis below.

Risk Analysis:

YEP-AP is a large-scale, long-term programme. As such, there is invariably a number of key risks which UNDP and partners must take into consideration and manage in a proactive manner.

To ensure the effective delivery of activities, outputs and to achieve the envisioned outcomes, UNDP and their convening partners will put in place an effective Risk Management System, in which risks are identified, monitored, evaluated and mitigated, as required, throughout the course of the programme.

Refer Table 3 under Strategy section for an overview of the assumptions on which the project results are based, and the updated Risk Register below for a detailed analysis of risks and treatments.

Table 8: YEP-AP Risk Register (updated November 2025)

#	Event There is a risk that ...	Cause As a result of ...	Impact(s) Which will impact in...	Risk Category and Sub- category (incl. Risk Appetite)	Likelihood, Impact & Risk Level	Risk Valid From/To	Risk Owner and Risk Treatment Owner	Risk Treatment
1	<p>The project aims to promote enhanced economic opportunity, reduce inequality and enable youth participation in political processes relating to climate action. Rights-holders (e.g. project-affected persons) may not have the capacity to claim their rights. There is a risk that youth demographics (particularly those living in poverty or members of other marginalized groups) may not have the opportunity to become aware of the potential benefits of the project or may not have the capacity to participate in or claim other rights in respect of project activities. Some rights-holders (e.g., young human rights defenders) may face adverse consequences of participation.</p>	<p>Project design and implementation lack focus on this aspect, especially for marginalized and underserved communities</p>	<p>Not achieving project objectives and inequitable distribution of project benefits.</p>	<p>Risk Category: 1. Social and Environmental Sub-category: Human Rights</p>	<p>I = 3, L = 2, Moderate</p>	<p>From: 01.01.2023 To: 31.12.2029</p>	<p>Risk Owner: Project Manager Risk Treatment Owner: Project Manager, Operations Coordinator, Respective Project Coordinators</p>	<p>Project is built on the human-rights based approach and all project outputs will have a key focus on ensuring human rights of youth and communities who are engaged in the project. The following outputs are designed with the general goal of increasing youth capacity to take, advocate for and drive climate action and entrepreneurship:</p> <ul style="list-style-type: none"> • Output 1.1: Strengthening and enabling policy and regulatory environment for youth entrepreneurship through action-oriented research and policy dialogues and evidence-based advocacy • Activity 1.2.5: Promote mentoring to inspire, upskill and connect young entrepreneurs, including peer-to-peer mentoring • Activity 1.2.6: Strengthen access to digital entrepreneurship opportunities • Output 1.3: Directly support young aspiring and existing entrepreneurs • Output 2 (all activities): Young people are able to take, advocate for and drive climate action • Output 3.1: Strengthening national systems and creating alternative learning pathways that prepare youth for the future of work and reduce digital inequality • Output 4 (all activities): Young people are enabled to participate in and positively influence decision making, political processes and governance institutions. <p>The project also contains specific interventions (all activities under output 5) that are focused on designing and implementing empowerment initiatives that are inclusive, diverse and gender responsive. The targeted beneficiaries of these activities are young women and LGBTQI+, indigenous, displaced, and impoverished youth. Proper design and implementation of these activities (conducted with consideration of the results of appropriately conducted stakeholder consultation) will serve to manage the risk that project beneficiaries are unable to claim their rights or adequately to benefit from the project.</p> <p>The project also aims to collaborate with other UN partners to collectively address any risks related to lack of capacity in claiming rights. Through the project board consisting of youth and other key stakeholders and via the proposed mid-term evaluation, the project also aims to continuously monitor any risks on this area. In addition to project activities designed to manage the risks that youths (and particularly youth within the above-mentioned marginalized groups) are not left behind due to a lack of capacity to claim their rights under the project, a Stakeholder Engagement Plan (SEP) will be developed for the activities that fall within risks 1-5 as identified in this SESP.</p> <p>Particular accommodations for marginalized groups identified during stakeholder analysis will be embedded into the SEP as necessary to ensure that participation in consultations is open and accessible to all rights-holders. Accommodations likely to be implemented for the marginalized groups identified in the ProDoc (LGBTQI+, those with disabilities, indigenous, impoverished and displaced youth) may include: (i) provision of information in accessible formats; (ii) choosing convenient and appropriate locations and times for consultations; (iii) provision of meals, transportation and accommodations for attendees; (iv) provision of</p>

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#	Event There is a risk that ...	Cause As a result of ...	Impact(s) Which will impact in...	Risk Category and Sub- category (incl. Risk Appetite)	Likelihood, Impact & Risk Level	Risk Valid From/To	Risk Owner and Risk Treatment Owner	Risk Treatment
								support workers for participants with disabilities; (v) provision of simultaneous interpretation; and, (vi) protecting stakeholders from adverse consequences of participation (including private meetings if necessary).
2	Duty-bearers including government agencies, project staff and trainers (under train-the-trainer activities) may not have the capacity to meet their obligations under the project. Particularly in respect of activities that include accommodations for marginalized youth (those with disabilities, LGBTQI+ and displaced and indigenous youth), there is a risk that duty-bearers will not be adequately equipped sensitively and effectively to design and implement activities, which may in turn result in inequitable distribution of project benefits.	Project support offers/interventions are not adequately designed to engage women as partners in influencing the project interventions as well as their meaningful participation in activities by providing targeted interventions to address barriers to participation including social and gender norms.	Project activities not being able to meaningfully engage and empower young women, including those from vulnerable backgrounds / facing intersectionality, at the intended scale. This may in turn result in inequitable distribution of project benefits.	Risk Category: 1. Social and Environmental Sub-category: Grievance (accountability to stakeholders)	= 3, L = 2, Moderate	From: 01.01.2023 To: 31.12.2029	Risk Owner: Project Manager Risk Treatment Owner: Respective Project Coordinators, Gender, LNOB and Safeguarding Coordinator r	Various project outputs and activities are designed with the purposes of increasing the capacity of duty bearers to enable youths to participate in, advocate for and drive climate action and entrepreneurship. Among these activities and outputs are the following: <ul style="list-style-type: none"> • Output 1.2: Enhancing capacities of the ecosystem stakeholders, facilitating knowledge exchange and strengthening partnerships • Activity 2.1.2: Technical support to government partners • Activity 3.1.1 Piloting 21st century and digital skills development workshops for educators • Activity 3.2.1: Strengthening capacities of ecosystem support organizations • Output 4.1: Supporting national and sub-national governments to engage youth in meaningful ways in decision-making and policy development <p>Proper design and implementation of these activities (conducted with consideration of the results of appropriately conducted stakeholder consultation with duty-bearers as well as project beneficiaries) will serve to manage the risk that duty-bearers are ill-equipped to fulfil their obligations under the project, thereby mitigating the risk that the opportunities for youth to take part in climate action and entrepreneurship will be inequitably distributed in favour of non-marginalized youth. The Stakeholder Engagement Plan (SEP) that will be developed for the project will serve to ensure that consultations with duty-bearers and beneficiary youth are designed and conducted appropriately. The results of the consultations conducted in compliance with the SEP will be used to inform the design of the project activities (listed above) that aim to increase duty-bearer capacity. The consultations that will be conducted in compliance with SEP will focus both on gaining an understanding of the needs of project beneficiaries as defined by them as well as considering the opinions of duty-bearers in respect of how best to bring about improvements in their capacity.</p>
3	The project may inadvertently reproduce discrimination against women and other marginalized groups (e.g. people with disabilities, LGBTQI+, indigenous, displaced, and migrant youth) especially regarding participation in design and implementation or access to opportunities and benefits.	Discriminatory societal norms against marginalized youth.	Project activities not being able to meaningfully engage and empower young women, including those from vulnerable backgrounds / facing intersectionality at the intended scale. This may in turn result in inequitable distribution of project benefits.	Risk Category: 1. Social and Environmental Sub-category: Human Rights	= 2, L = 2, Low	From: 01.01.2023 To: 31.12.2029	Risk Owner: Project Manager Risk Treatment Owner: Gender, LNOB and Safeguarding Coordinator	The project ensures context-specific targets for inclusion of young women in national and regional YEP-AP activities. The project uses advocacy for behavioural change to promote women’s empowerment and enhance gender equality and is delivering action-oriented research on identifying and addressing specific barriers to entrepreneurship for young women. Various project activities are designed with the particular purpose of alleviating inequality for marginalized youth groups. Most notably, Output 5 is designed to ensure that youth empowerment initiatives are diverse, equitable, inclusive, and gender responsive. <p>Although this risk is of “low” significance, considering the nature of Output 5 and other project activities aimed at the alleviation of inequality, the Stakeholder Engagement Plan (SEP) will nonetheless be developed</p>

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#	Event There is a risk that ...	Cause As a result of ...	Impact(s) Which will impact in...	Risk Category and Sub- category (incl. Risk Appetite)	Likelihood, Impact & Risk Level	Risk Valid From/To	Risk Owner and Risk Treatment Owner	Risk Treatment
								<p>in compliance with the UNDP SES guidance on conducting gender responsive stakeholder consultations to manage this risk. The following guidance will be considered during the development of the SEP to ensure that consultations designed and implanted thereunder are gender responsive: (i) awareness will be raised among project team members that women and men stakeholders may have different interests in and abilities to influence the outcome of a project; (ii) procedures will be embedded into the SEP to ensure good facilitation, i.e., proper framing of questions and listening to responses in a gender-responsive way such that the significant differences between men and women in terms of existing economic and social conditions may be discovered; (iii) consultations (and indeed the project activities designed with consideration to the results of these consultations) will be mindful of women stakeholders’ daily routines; and, (iv) culturally appropriate meeting locations will be selected to prevent the undermining of women’s participation.</p> <p>Should the significance level of this risk be deemed to increase at any point during the project’s lifecycle, a targeted Gender Action Plan (GAP) may then need to be completed.</p>
4	The project may attract opposition to promoting youth empowerment and ensuring participation among LGBTQI+ youth or other marginalized youth (including e.g. indigenous or ethnic minority youth or young women) due to specific traditionally held/cultural discriminations against these groups. Any such opposition may hinder the efficacy of project interventions and lead to conflicts between communities/groups within the project’s sphere of influence and/or may adversely impact the rights of project beneficiaries.	Discriminatory societal norms against marginalized youth.	Project activities not being able to meaningfully engage and empower young women, including those from vulnerable backgrounds / facing intersectionality at the intended scale. This may in turn result in inequitable distribution of project benefits.	Risk Category: 1. Social and Environmental Sub-category: human rights	= 2, L = 1, Low	From: 01.01.2023 To: 31.12.2029	Risk Owner: Project Manager Risk Treatment Owner: Gender, LNOB and Safeguarding Coordinator	<p>in terms of opposition to promoting youth empowerment and the participation of marginalized youth on the part of members of government, the activities listed for risk 2 that seek to increase duty-bearer capacity should serve to manage the risk that any such opposition will influence the rights or access to benefits of project beneficiaries.</p> <p>The Stakeholder Engagement Plan (SEP) will provide guidelines for consultations with members of government as well as civic society that will include questions regarding attitudes to project activities that are aimed specifically at the empowerment of marginalized youth groups. The responses to such questions will be considered in the determination of the level of accommodations that will be required to ensure that marginalized beneficiaries are able to access project benefits without encountering opposition from either governmental staff or other members of the public.</p>
5	Project activities aimed at empowering and enabling indigenous youth could have impacts that are considered to be adverse by relevant indigenous people/communities. If project interventions take place in areas	Pre-existing norms within indigenous groups which may be contrary to the development priorities of the project.	Conflicts within communities in the project area and inequitable distribution of project benefits.	Risk Category: 1. Social and Environmental Sub-category: indigenous	= 2, L = 2, Low	From: 01.01.2023 To: 31.12.2029	Risk Owner: Project Manager Risk Treatment Owner: Gender, LNOB and Safeguarding	<p>indigenous youth are not a discrete, key focus of the project. Nonetheless, the majority of project activities will be designed with some consideration of accommodations required for indigenous and other marginalized youth.</p> <p>This risk is of “low” significance and therefore does not require targeted assessment and management measures. Nonetheless, the consultations designed in compliance with the SEP will include questions about the activities that fall within the scope of this risk. The results of these consultations will be included in</p>

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#	Event There is a risk that ...	Cause As a result of ...	Impact(s) Which will impact in...	Risk Category and Sub- category (incl. Risk Appetite)	Likelihood, Impact & Risk Level	Risk Valid From/To	Risk Owner and Risk Treatment Owner	Risk Treatment
	where indigenous people are present and activities are not designed and implemented through appropriate consultation with such communities, the outcomes of the project could be seen as adverse to the development priorities of indigenous people as defined by them. In addition, if the project uses traditional knowledge to promote climate adaptation initiatives among youth, FPIC (Free, Prior, and Informed Consent) of relevant indigenous people will be required.			peoples			Coordinator	future consideration of whether targeted assessment and management measures are required to address this risk in line with SES requirements.
6	Project activities could inadvertently promote climate maladaptive practices. Due to the unprecedented and uncertain nature of climate change and research on best practices for climate adaptation, efforts to educate youth on climate change action could result in the promotion of initiatives that are improperly designed, thus bringing about increased climate vulnerability. If sufficient safeguards are not put in place, project activities that aim to enable youth entrepreneurship may also increase climate vulnerability by promoting business practices that are not sufficiently climate change sensitive.	Misconceptions in respect of the most appropriate climate adaptation techniques.	Increased climate vulnerability.	Risk Category: 1. Social and Environmental Sub-category: climate change and disaster risks	= 2, L = 2, Low	From: 01.01.2023 To: 31.12.2029	Risk Owner: Project Manager Risk Treatment Owner: Gender, LNOB and Safeguarding Coordinator	Various project activities (and indeed one of the overall focuses of the project) involve the promotion of youth climate action initiatives and increasing the capacity of youth and duty-bearers to take an active role in the development of climate adaptation efforts. Proper design of these activities in adherence to international best practice and with consideration of reliable research on adaptation practices will serve to mitigate the risk that climate maladaptive practices will be produced through project interventions. The relevant activities, the proper design of which will address this risk are as follows: <ul style="list-style-type: none"> Output 1.1: Strengthening an enabling policy and regulatory environment for youth entrepreneurship through action-oriented research and policy dialogues and evidence-based advocacy Output 1.2: Enhancing capacities of the ecosystem stakeholders, facilitating knowledge exchange and strengthening partnerships Output 2.1 Connecting youth and government on climate-related questions and organizing Government Policy Labs on climate Output 2.2: Building capacity of national youth networks, young activists and youth-led organizations to lead sustainable, inclusive and resilient engagements on climate action Output 2.3: Increasing youth knowledge, awareness and leadership skills in climate action
7	Project activities that seek to alleviate digital inequality could potentially result in the generation of e-waste. If the acquisition and use of technology is required to	Potential acquisition and use of technology for project activities.	Adverse impacts to the environment through improper disposal of waste.	Risk Category: 1. Social and Environmental	= 3, L = 1, Low	From: 01.01.2023 To: 31.12.2029	Risk Owner: Project Manager Risk Treatment Owner:	The scale and scope of waste produced through the project is expected to be minor (if any exists at all). However, the disposal of any such waste should follow national regulation and good international industry practice (GIIP). Relevant processes for GIIP in respect of waste disposal are provided for in SES 8 on pollution prevention and resource efficiency, as well as the IFC guidance on waste management.

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#	Event There is a risk that ...	Cause As a result of ...	Impact(s) Which will impact in...	Risk Category and Sub- category (incl. Risk Appetite)	Likelihood, Impact & Risk Level	Risk Valid From/To	Risk Owner and Risk Treatment Owner	Risk Treatment
	Implement these activities, improper disposal of such technology at the end of its lifecycle could result in the release of hazardous and non-hazardous pollutants into the environment.			Sub-category: Climate change and disaster risks			Gender, LNOB and Safeguarding Coordinator	
8	Uncertainty in financial resources for programmatic work	Delays in funding from partners; expected partnerships not materializing or termination of partnerships, especially with private sector partners	- Project results are not achieved. Delays in implementing activities in accordance with timeframe indicated in the Annual Work Plan relating to all outputs (due to dependencies), and increased operational costs - Poor publicity for UNDP, potentially impacting the long-term viability of the partnership with the government, companies and donors. - having no long-term sustainability of programmatic work	Risk Category: 2.Financial Sub-category: 2.5 Delivery; 2.6. Budget availability and cash flow Risk appetite: Exploratory	Likelihood: 2 Impact: 3 Risk Level: Moderate	From: 01.01.2023 To: 31.12.2029	Risk Owner: Project Manager Risk Treatment Owner: Operations Coordinator, Partnerships Coordinator, Communications Coordinator	- Diversification of funding sources to leverage resources from bilateral donors, institutional funders, foundations in addition to the private sector. The risk is also addressed through intra-organization partnerships, partnerships with other UN agencies, CSOs and private sector partners to consolidate programmatic efforts where possible. Having a number of partners, national and international, reduces the risks of overall financial risk for the programme. - Develop a resource mobilization plan and recruit a dedicated partnership capacities to support both regional and national partnership efforts - Follow adaptive management where priorities in each year are set based on resources available and mobilized - Preparing an exit strategy that takes resource availability into account - Decision making at the AWP's on how much the critical resources requirement is for project to operate, so that if this critical minimum is not in place, adjust the AWP accordingly. - Prepare and adhere to the Risk Mitigation and Communications Strategy in order to engage new partners and strengthen existing partners - Proactively develop and update the Risk Mitigation and Communications Strategy to promptly respond to partnership related issues as they arise.
9	Sudden economic and political crises in countries (e.g.: Pakistan, Sri Lanka) may lead to reprioritisation of developmental needs, driving focus away from the developmental challenges outlined by YEP-AP	Other emerging priorities divert attention and priorities to issues like economic crisis, political unrest, and emergency situations	Fewer resources are allocated for empowerment of marginalized youth, youth civic engagement and political participation. Government priority on meaningful youth engagement in policy development and implementation of those policies do not proceed as fast as expected and results are not achieved as planned.	Risk Category: 7.Strategic Sub-category: 7.7. Alignment with national priorities Risk appetite: Cautious	Likelihood: 3 Impact: 1 Risk Level: Low	From: 01.01.2023 To: 31.12.2029	Risk Owner: Project Manager Risk Treatment Owner: Operations Coordinator	By working at both the national and regional levels with countries across the Region, harnessing the power and passion of youth and our strong relationship with government partners, the project will remain relevant even if the political interest decreases in one or two countries. Sustained Work in other countries will continue unhindered.
10	Potential risks associated with engaging private sector partners, which include reputational risks,	Some pillars of the portfolio are supported by private sector	Potential reputational risks to UNDP, operational risks of insufficient time of partners' staff	Risk Category: 7.Strategic	Likelihood: 3 Impact: 3	From: 01.01.2024	Risk Owner: Project Manager	- Countermeasures to mitigate the reputational risks and potential backlash on the partnership are: 1) UNDP will set up google alerts for private sector partners to monitor any reputation risk from the partnership.

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#	Event There is a risk that ...	Cause As a result of ...	Impact(s) Which will impact in...	Risk Category and Sub- category (incl. Risk Appetite)	Likelihood, Impact & Risk Level	Risk Valid From/To	Risk Owner and Risk Treatment Owner	Risk Treatment
	operational risks, as well as strategic risks.	partners, such as Citi Foundation and Microsoft.	to invest in this partnership, strategic risks of restricted interest of the private sector partner in engaging with other stakeholders.	Sub-category: 7.3 Stakeholder relations and partnerships Risk appetite: Exploratory	Risk Level: Moderate	To: 31.12.2029	Risk Treatment Owner: Operations Coordinator, Partnerships Coordinator, Country Office Colleagues	2) Ensure that UNDP country offices involved in this partnership are also on board with the partnership and will actively support risk mitigation efforts and help UNDP manage reputational risks as they arise. 3) Proactively develop and update the communications strategy to promptly respond to issues as they arise. - Regarding operational risks of insufficient time of partners' staff to invest in this partnership, the youth unit will develop the partnership with low transaction costs, and leveraging existing programmes as well as expertise and network of ecosystem partners as needed. - Regarding strategic risks of restricted interest of the private sector partner in engaging with other stakeholders, the youth unit will continue to broker connections between the partners and relevant ecosystem partners in this region as well as other UNDP verticals to articulate strengths/assets each partner brings.
11	Project activities around youth political participation, climate governance and youth peacebuilding, could potentially be met with resistance from governments and other actors due to inadequate capacity to meet these obligations, denying rights holders their rights to participate or claim their rights. This may result in adverse consequences for rights holders due to participation in project activities.	Perceived threats to political stability and the status quo, misunderstanding of youth initiatives, fear of political mobilization, and societal polarization.	Unintentionally bringing harm to project beneficiaries/rights holders; potential reputational risks to UNDP; not achieving intended results from project interventions due to loss of momentum for climate and peacebuilding efforts as a result of restricted civic space, hindered resource access, reputational damage, and psychological stress on youth leaders.	Risk Category: 1 Social and Environment Sub-category: Human Rights Risk appetite: Exploratory	Likelihood: 3 Impact: 3 Risk Level: Moderate	From: 01.07.2024 To: 31.12.2029	Risk Owner: Project Manager Risk Treatment Owner: Respective Project Coordinators, Country Office Colleagues	There should be an established rapport, understanding, and comprehension of the political situations in the target countries between UNDP at the country office and regional/global level before the nominations of youth in civic spaces or initiatives related to empowering civic spaces (Climate, YPP & etc). - UNDP can develop dialogues with governments and stakeholders to clarify the purpose of youth initiatives and align them with national development priorities. - Establish guides and safeguards to limit and mitigate their risk level by: 1. Collaborating with credible international/regional/national organizations to provide a layer of accountability and support. 2. Equipping youth leaders with toolkits and training to protect against cyber threats and digital surveillance, conflict resolution, and resilience-building strategies. 3. Filling and analyzing the risk assessment of youths involve in the civic spaces to strategize their potential threats
12	Project stakeholders, including staff, partners, or community members, may experience or perpetrate incidents of sexual exploitation, abuse, or harassment (SEAH), particularly in contexts where power imbalances, lack of oversight, or weak safeguarding mechanisms exist.	Weak gender capacities of national implementing partners: Limited knowledge and capacity on gender inclusive programming.	This could result in serious harm to individuals, undermine trust in the project, and damage the credibility and reputation of the implementing organization.	Risk Category: 1 Social and Environment Sub-category: Sexual exploitation and abuse	Likelihood: 2 Impact: 4 Risk Level: Moderate	From: 29.08.2025 To: 31.12.2029	Risk Owner: Project Manager Risk Treatment Owner: Gender, LNOB and Safeguarding Coordinator	There should be more awareness on the zero tolerance to SEAH and reporting mechanisms. <ul style="list-style-type: none"> Developed a briefing note to be circulated with participants on Preventing Sexual Exploitation, Abuse, Harassment (PSEAH) & Promoting Safeguarding in activities with designated focal points for reporting and communication, and developed PSEAH training resources for partners. Continuous monitoring of safeguarding compliance in communication with partners. Explore dedicated training on PSEAH with gender focal points

D. Stakeholder Engagement

The Regional Youth Empowerment Portfolio has a range of key stakeholders and target groups. This section provides an overview of these and outlines principles for identifying and engaging stakeholder groups.

Civil society

Civil Society partners, youth networks, youth councils, and other youth organizations are important stakeholders. Extra efforts will be made to engage youth groups at various parts of the project cycle. This project gives special focus to young women, youth with disabilities, young indigenous people, LGBTI+, migrant and displaced youth, marginalized youth, and youth in conflict. These groups will be strategically engaged to ensure the most vulnerable segments of the youth population are supported and their voices are part of the conversatio

Local youth organizations

UNDP RBAP has been working with youth-serving organizations (YSOs) across the region to offer capacity building to youth as change-makers over the years. This project will continue to work with YSOs to improve, tailor and accelerate their support to youth based on their expertise. Building the capacities of youth is one of the main approaches to address skills gaps and 21st century skills required. Working with national partner YSOs, based on their in-house expertise, will further support and lean on existing national capacities available and ensure a greater number of youth are reached.

Governments

National and local government bodies and institutions (including parliaments) are one of the main partners, as systemic change requires the direct participation of municipalities, ministries and other governing national bodies. Policymakers, relevant ministries and public officials are identified as stakeholders as per the theory of change, and require multiple levels of engagement to address barriers to youth economic and social inclusion. Governments will be engaged at various programming levels in addressing policy, regulatory and legal barriers, in supporting public-private financing of youth enterprises, in consultations on national approaches across the four pillars, etc. As a main stakeholder deep engagement with different levels of government is paramount to both sustainability and impact.

Local and regional innovation ecosystems

Tapping into regional and local innovative ecosystems is key to help solve development challenges around the outputs of this project. These will include existing other intermediaries such as incubators, creative hubs and coworking spaces, as well as start-ups and social enterprises. Each country will have its own unique set of diverse stakeholders that make-up the local innovation ecosystem.

Experts

To support this project, there will be a need to tap into both internal and external expertise across the four pillars; it is also needed in order to support the portfolio approach, and other innovative organizational requirements of the project that steps away from business-as-usual programming. Internally UNDP has a host of experts that will meet the needs of the project including micro and macro economists, gender, innovation, climate change and environmental specialists, amongst others. There will also be a need to identify external expertise who are part of the existing ecosystems that support youth in the four areas of work. There will be a necessity to also contract experts from consulting firms - local, regional and possibly global - to address some of the more advanced requirements of the project.

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Funders

Engaging with donors as stakeholders that can also support co-creative processes, is an important approach of the project. This enables to leverage both technical expertise and resource contribution.

Research institutions: think tanks, academia

In accordance with this project's approach and based on the theory of change, evidence-based programming and interventions require partnerships with research institutions, including think-tanks and academia. This project requires collective action for success and leveraging the existing strengths of these entities to ensure sound research that can inform interventions aimed at achieving impact at scale.

Private Sector

Working with the private sector is built into the approach of several of the outputs of the project: Alliances with the private sector to support youth employment, access to finance, addressing barriers to youth led MSMEs, facilitating innovations, sharing private sector expertise and technology especially as it relates to green growth, and renewable energy, engaging private sector with youth for mentorships and networking, and to support mobilizing funds at scale.

UNDP Internal

UNDP RBAP has a youth focal point system that makes-up a network of staff at the country office level that both coordinate and implement youth related programming. This network has been key to supporting the UNDP-RBAP wide coordination on youth. This approach is aligned to the UN-wide Youth Strategy.

Regional Project Teams, GPN, BPPS Technical Teams in Regional Hubs (inclusive of Governance, Innovation, Gender, Environment, Sustainable development, and Livelihoods, Communications teams, etc.), Country offices, and other relevant units within UNDP global including Youth Team in HQ: UNDP's technical expertise is the organization's main asset and this project will require working very closely with different technical experts within the region and tapping into other bureaus to ensure approaches, design and implementation meet UNDP quality standards and achieve results intended.

UN Agencies

Aligned to Youth 2030 Agenda, YEP-AP aims to build on the existing partnerships with sister UN agencies to pilot and scale various activities. Some of the UN partners include UNICEF, UNFCCC, ILO, UNESCAP, UNV, UNEP, UN Women, UNFPA, UNESCO, OHCHR, UNCDF.

E. Digital Solutions

Technology and innovation are important drivers of learning, advocacy and economic development. Business incubators and accelerators provide a conducive environment that nurtures innovation. Investments need to be made in technological infrastructure to create the foundation for a thriving digital economy and to provide the impetus for the spread of innovation, as well as to ensure that young people have access to knowledge and the competencies, as well as skills to exploit technology and create commercially viable and sustainable products and services.

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To unlock the youth potential and ensure marginalized groups are not left behind, it is vital to enhance their pathways to learning, skills development, and participation by adopting innovative, scalable and replicable approaches to youth empowerment and engage millions of youths.

YEP-AP Learning Management System

The YEP-AP Learning Management System (LMS), piloted from 2020, has been a pivotal knowledge hub that supports the project objective to empower young people, providing a range of courses and resources in an easy-to-navigate and accessible manner. It has played a vital role in consolidating and improving the journey and learning experience of all 1,600 users, to date.

The LMS increases engagement with the programmes on many levels, attributed to the user-friendly and cohesive experience of using an LMS. It is where:

- Young social entrepreneurs can learn how to strategize, build and sustain a business venture.
- Changemakers can master their knowledge of the SDGs and hone their 21st century skills.
- Partners, industry experts and other UN agencies can co-develop online modules with YEP-AP.

The LMS allows to empower young entrepreneurs and youth leaders, at scale, by providing them with all the necessary learning and engagement resources and tools so they can establish a strong brand and boost their confidence for showcasing and mobilizing their community, creating practical materials and skills to mobilize resources from investors and partners.

With over 20 courses to date, the learning platform is where young social entrepreneurs and youth leaders can choose from practical modules to learn at their own pace, drawing from examples, templates and tips shared by alumni, founders and leaders, mentors and investors on how to best showcase and operate their SDGs solutions and/or advocacy, boost their employability, and learn more about climate change.

YEP-AP Chatbot

The chatbot, launched in early 2020, is an innovative and scalable awareness-raising and engagement tool that provides the youth in Asia-Pacific with the opportunity to learn about social entrepreneurship, innovation and leadership and engage with YEP-AP programs. To date, there are more than 16,000 subscribers for our chatbot.

The chatbot is embedded into Facebook Messenger, one of the most popular social media platforms, with approximately 1.28 billion monthly active users across Asia-Pacific (Q4 2021, Statista). Having more than 250,000 followers on the Youth Co:Lab Facebook page, the chatbot allows for deeper engagement with the online community by adding value and providing curated resources to our community members.

The chatbot acts as a steppingstone for young social entrepreneurs and change-makers to support their journey of partaking in the YEP-AP initiatives. They can access a wide variety of content on how to strategize, build, and sustain a business venture, master their knowledge of the SDGs, and hone their 21st century skills – all through the chatbot. The bot provides:

- Information and guidance to join different programs and events of YEP-AP.
- Inspirational content such as examples of social entrepreneurs in the region who have built their ventures from the ground up or youth leaders mobilizing their community for the SDGs.

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- Educational quizzes to learn more about the SDGs with links to the YEP-AP LMS where users can receive support on their SDG solution.

F. South-South and Triangular Cooperation (SSC/TrC)

At the regional level, UNDP is well placed to help transfer knowledge and experience across country office projects, programs and initiatives.

The project plans to enable and facilitate dialogue and learning across countries and stakeholders in the Global South interested in managing and engaging with complexity and uncertainty. This includes exploring the formation of communities of practice (CoP) to enable south-south learning across governments, and peer-to-peer network of youth groups, networks and individual change makers. Second, the Project is actively identifying and seeking to engage partners from the Global South (see “Partnerships” above) and to connect their experiences and expertise with needs of stakeholders in developing countries working with complexity and uncertainty. The project will focus on strengthening cross-country knowledge-sharing to identify best practices and lessons learned which could be drawn upon by Country Offices as well as local partners.

G. Knowledge

The project produces research and thought leadership products to support data and evidence driven programming and policy development.

To support entrepreneurship and 21st century skills and digital skills development activities

- Regional research products
 - LNOB and Youth Entrepreneurship – Regional Flagship Study on entrepreneurship among aspiring and existing young entrepreneurs from vulnerable backgrounds. The study aims to identify the barriers and entry points for strengthening entrepreneurial opportunities among minority youth and amplifying their potential as social entrepreneurs.
 - Gender toolkit for young entrepreneurs. The toolkit aims to provide young entrepreneurs with tools and resources for promoting gender equality in their workplace and through their businesses.
- A course on Inclusive Development for example: Disability Inclusion
- LNOB Toolkit - A programme for Incubators and Accelerators to make them more inclusive in terms of recruitment, program design, facilitation and amplification.
- National research products
 - National studies on the state of the ecosystem for youth entrepreneurship. These studies identify barriers and opportunities within the ecosystem for youth entrepreneurship. The studies incorporate strong gender and inclusion lenses to provide recommendations to make the ecosystem for youth entrepreneurship more supportive of youth from diverse backgrounds. The diagnostics will include a mapping of the ecosystem stakeholders to support operationalisation of the recommendations of the studies by identifying the key players and their roles in the ecosystem.
- A toolkit for running innovation challenges specifically targeting youth, with good practices from country offices and a menu of resources and tools that country offices, governments, and other ecosystem players can use.

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Under the Youth and Climate Action Pillar

At least 5 flagship products will be developed to enhance understanding and challenges and opportunities for meaningful youth engagement in climate action across the region.

Communications and visibility activities

The project will develop tailored communication and visibility campaigns for thought leadership pieces and knowledge products using relevant communications platforms. This may include but is not limited to:

- Identifying the key target audiences
- Planning the strategic dissemination timeline
- Coordinating various strategic campaign activities by producing social media campaigns, opinion pieces, blogs, web articles and press releases over multi-pronged campaigns
- Defining key messages and dissemination channels
- Engaging country offices and partners in the communications activities
- Monitoring communications results

H. Sustainability and Scaling Up

All project activities are aimed at achieving sustainable change in the region through an eco-system strengthening approach at downstream, midstream and upstream levels. The four pillars aim to work together to support and reinforce long-term sustainable change for young people across the region through this approach.

YEP-AP is designed for replication and sustainability from the outset. A strong emphasis is on strengthening the regional and national ecosystems for youth advocacy, knowledge, innovation and social entrepreneurship so that impacts are scaled, sustained and multiplied beyond the lifetime of the project.

- In addition, YEP-AP will enable country offices to mobilise more resources to support the youth empowerment agenda and to promote sustainability and scale-up. In addition, each pillar supports the mainstreaming of youth within the country context.
- The project utilizes and promotes Opensource software and tools to build the capacities of the ecosystem partners and other beneficiaries.
- Alliances with partners reduces the dependability on YEP-AP for continuity.

I. Environmental Safeguards

Given the capacity development nature of the project, UNDP's Social and Environmental Screening Procedure was completed during the project document development process by obtaining services of an SES expert. UNDP's internal quality assurance assessment includes evaluation of potential social and environmental impacts of the project and concludes that indirect environmental impact is expected to be positive given that one of the project's focusses is on empowering young people to lead on the sustainable development agenda, including mainstreaming climate change considerations. Please refer Annex 2: Social and Environmental Screening attached for further information. The project team plans to monitor the evolution of the project and changes in the environment for potential risk management.

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J. Communication and Visibility

Communication and visibility initiatives, such as knowledge product dissemination campaigns and thematic campaigns around global UN days, play an integral role in cutting across all four key pillars to empower youth, inspire, mobilize and engage youth changemakers across Asia-Pacific. This also supports highlighting the impact of the project activities and building connections among diverse stakeholders to strengthen project outputs.

External communication efforts and knowledge production will enhance the visibility of the projects and youth leadership overall. This includes the production of knowledge products and content that promote the impact of the projects and youth action overall through regional and national level communications channels.

Social media and campaigning contribute to the creation of a sense of community online. This includes the delivery of digital campaigns that centre around core project areas.

Thought leadership efforts contribute to systems change in the ecosystem that young leaders, innovators, and changemakers operate in. This includes media outreach thought leadership or opinion pieces, and knowledge products on project initiatives. These communications and visibility activities will include but are not limited to, websites, videos, blogs, publications, newsletters, op-eds, media engagement, social media and digital campaigns.

A communications strategy and branding guidelines have been developed for Youth Co:Lab and YECAP. The exact timing and content of communication, tools and visibility activities will be specified in annual work plans, based on communications strategies of the projects. YEP-AP commits to acknowledge all donor contributions to this programme in the programme activities.

K. Financial Management and Anti-corruption

UNDP BRH has excellent procurement processes which are of the highest standard for competition, objectivity, efficiency and environmental protection. Fiduciary risk systems are managed using IPSAS15 and ATLAS16 (potentially replaced by Quantum and Quantum+) and UNDP BRH has excellent routines, resources and competence to ensure adequate financial management of this programme. This programme is implemented using the UNDP's Direct Implementing Modality, which falls under UNDP's overarching anti-fraud policy.

IV. PROJECT MANAGEMENT

A. Management structure and implementation modality

This project will represent one component of the regional portfolio within UNDP's RBAP, falling under the Regional Programme. It will be operationalised by the BRH Youth Team which operates within BRH Governance Team.

The Project Board (Ref. to Annex 4 for the Project Board ToR) will undertake the strategic decisions related to the implementation of the activities. The Board shall also provide constructive assessment, strategic guidance and insightful directions for the project, its future development and expansion of the initiatives to ensure project sustainability. The composition of the Project Board will include the Manager of the Bangkok Regional Hub, representatives from selected donors, Youth-Serving Organizations and beneficiaries. Additionally, key partners will assist in helping to oversee their respective pillars.

The project will be implemented through Direct Implementation Modality (DIM) whereby UNDP assumes full management responsibility and accountability for project delivery.

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Where possible, project aims to strengthen youth as internal human resource whether as staff, UN Youth Volunteer, or intern, among others, and prioritize recruitment of young women and young people from marginalized sectors

B. Cost Efficiency and Effectiveness

YEP-AP expects to deliver maximum results with available resources by using the theory of change analysis to explore different options at the project design stage, and by using a portfolio management approach to improve cost effectiveness and learning by leveraging activities and partnerships with other initiatives/projects aligned with YEP-AP architecture.

Efficiency: a project design based on learning, sensemaking and adaptation tends to perform better when faced with uncertainty and complex challenges. YEP-AP aims to make initial bets (drawing on different proven methods available in the market), learning from and adapting these allows for a nimbler allocation of resources, reducing the risk that funds are spent inefficiently.

Effectiveness is ensured through a number of design features.

First, the YEP-AP aims to deploy a portfolio management approach where the Regional Hub's interventions are coordinated, synergetic and learn from each other, and thereby are more likely to contribute to the intended results.

Second, as mentioned, the project will proactively engage, collaborate with and leverage on a range of internal and external partners which increases the likelihood that the project achieves intended results (effectiveness) and is efficient (through synergies and co-funding with partners).

Third, the project's emphasis on generating capabilities across UNDP as well as fostering ecosystems of country-level stakeholders increases the likelihood that positive change will materialise and be sustained.

C. Project Management

The YEP-AP project will represent one of the components of the regional portfolio within UNDP's Regional Bureau for Asia-Pacific⁸⁷, falling under the Regional Programme. It will be operationalised in the Bureau's Regional Hub in Bangkok alongside RBAP country offices.

Oversight of the project will be provided by the Hub's Regional Program Unit. Operational support to the project will be provided by UNDP's Regional Hub alongside RBAP country offices, to ensure effective execution of activities, as well as guidance on results-based management. To ensure effectiveness of project delivery, a dedicated Regional Project Management Team and dedicated country office capacities will be maintained to implement the workplan and coordinate activities. This will include project management, strategic and technical advisers, project analysts (including communications, RBM and coordination functions) and operational functions (see Section VIII Governance and Management Arrangements). The project may enter collaboration arrangements with other regional projects on cross

87 The Regional Bureau for Asia-Pacific (RBAP) has its headquarters in New York and serves UNDP regional programmes and country offices in 24 Asia-Pacific countries, covering 36 countries.

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cutting issues such as digital innovation, anti-corruption, climate action, parliaments, gender, and peacebuilding, as examples.

The Project Board will undertake the strategic decisions related to the implementation of the activities. The Board shall also provide constructive assessment, strategic guidance and insightful directions for the project, its future development and expansion of the initiatives to ensure project sustainability. The composition of the Project Board will include UNDP RBAP Manager, Beneficiaries and the Funders. Relevant units of RBAP Regional Programme, as well as Project staff under this project will attend the Project Board meeting as needed. For more details see Project Board TOR in Annex 4.

The project will be implemented through Direct Implementation Modality (DIM) whereby UNDP assumes full management responsibility and accountability for project delivery. Accordingly, all aspects of project implementation shall be provided in accordance with the policies, procedures and regulations established by UNDP for its operations.⁸⁸ The project will be subject to the auditing procedures laid out in the UNDP Financial Regulations and Rules, through which the UNDP Office of Audit and Investigations conducts independent, objective assurance⁸⁹. Audit reports are published according to UNDP disclosure policies.⁹⁰

In accordance with the decisions and directives of Member States on UNDP's Executive Board reflected in its policy on cost recovery, the project shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely UNDP General Management Support (GMS) and Direct Project Cost (DPC). GMS is recovered generally with a minimum flat rate of 8% for contributions from donors. GMS encompasses costs incurred in providing general management and oversight functions of the organization. These costs are incurred in support of its activities, projects and programmes, and services provided, that cannot be traced unequivocally to specific activities, project or programmes. Furthermore, these costs are incurred throughout and at all levels of the organization. Direct Project Costs are linked to the specific project, are built into the project budget against a relevant budget line and represent clearly identifiable transactions.

Implementation of some activities may be through a sub-contracting of local implementation partners or responsible parties' modality, which will be executed using standard procurement procedures for transparency and best value for money.

The project may also apply a grant beneficiary mechanism for youth in line with specified themes under project outputs. In this case, funding will be awarded on the basis of clear criteria and competitive rules, with discretionary grant awards permissible under agreed policies and UNDP project execution rules.

⁸⁸ UNDP Programme and Operations Policy and Procedures (POPP) covering administrative services, financial resources management, human resources management, ICT, partnerships and procurement can be found at <https://popp.undp.org/SitePages/Regulations%20and%20Rules.aspx>

⁸⁹ Provisions relating to audit are stipulated in Article 4 of UNDP Financial Regulations and Rules found on the POPP website referenced above. Rule 104.01: "The Office of Audit and Investigations shall evaluate the adequacy and effectiveness of governance, risk management and control processes regarding the: (a) reliability and integrity of financial and other information; (b) effectiveness and efficiency of operations; (c) safeguarding of assets; and (d) compliance with legislative mandates, regulations, rules, policies and procedures."

⁹⁰ In accordance with decision 2012/18 of the UNDP Executive Board, audit reports issued by its Office of Audit and Investigations are publicly disclosed on the UNDP website.

V. RESULTS FRAMEWORK⁹¹

Table 9: Results Framework

<p>Intended Outcome as stated in the Regional Programme Results and Resource Framework:</p> <p>Regional Programme Outcome 1 (2022-2025): Inclusive and sustainable structural transformations accelerated to reduce poverty, inequality, and vulnerabilities towards the achievement of SDGs and inclusive, sustainable, resilient and digital transitions.</p> <p>Outcome 1 (2026-2029): Inclusive, shock-resilient and sustainable economic systems that expand decent work and livelihoods, strengthen social protection, reduce inequalities and enable women, youth and marginalized groups to thrive.</p>
<p>Output indicators as stated in the Regional Results and Resources Framework, including baseline and targets:</p> <p>2022-2025</p> <p>RPD Output 1.2. Macro-economic transformation that supports technological and digital transformation, trade and integration, development of micro, small and medium-sized enterprises, and employment sector reform, accelerated towards inclusive low carbon and nature-based solution pathways within blue, green and people-centred recoveries.</p> <p>RPD Indicator 1.2.2. Number of ultimate (economic) beneficiaries of partnerships with the private sector (women, men, PwDs) Baseline (2020): 8,035 (women: 3,214) Target (2025): 20,100 (women: 10,000); people with disabilities: 1,000 Data source: Monitoring reports</p> <p>RPD Indicator 1.2.4. Number of tools, policies and initiatives (including guidance notes and policy briefs) developed to improve gender equality and youth empowerment in employment, adopted by government or private sector. Baseline (2020): 7 Target (2025): 20 Data source: Policies and tools</p> <p>2026-2029</p> <p>RPD Output 1.1. Economic opportunities are expanded through regional support for integrated, future-oriented planning, building country capacities to mobilize domestic and innovative financing for sustainable development and the empowerment of youth and marginalized groups to access productive assets, decent work, skills and markets in emerging growth sectors.</p> <p>RPD Indicator 1.1.1. Number of inclusive employment initiatives implemented through regional support, targeting: (IRRF G.1.1.3) (a) Women; (b) Youth; (c) People with disabilities; (d) Migrants. Source: Project monitoring reports and government documents. Baseline (2025): 2 Target (2029): 5</p>

⁹¹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

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Applicable Outcome and Output from the UNDP Strategic Plan:

2022-2025

Outcome 2: No-one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development

Development Outputs under Signature Solution **1 Poverty and Inequality:**

Output 1.3 Access to basic services¹⁴ and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity

¹⁴ *Basic services refer to public service provision systems that meet human basic needs including drinking water, sanitation, hygiene, energy, mobility, waste collection, health care, education and information technologies. (SDG 1.4.1)*

Indicators 1.3.2 Number of people accessing financial services (Female, Male, Sex-disaggregated data unavailable, Poor (income measure), Informal sector workers, Youth, Persons with disabilities, Displaced populations, Ethnic minorities)

Indicator 1.3.3 Number of people accessing non-financial assets: Female, Male, Sex-disaggregated data unavailable, Poor (income measure), Informal sector workers. Youth. Persons with disabilities, Displaced populations, Ethnic minorities)

2026-2029

Outcome 1: By 2029, prosperity is increased for all, strengthening people's agency, capabilities and dignity to thrive

Output A.1.1 Economic opportunities expanded for people and enterprises to access decent jobs, trade and productive assets, including human capital, human mobility and sustainable energy.

Indicators:

A.1.1.1 Number of people supported by UNDP, that (new) a) completed job-relevant training or skills development programs b) have access to employment opportunities through public or private sector

A.1.1.2 Number of employment initiatives implemented, targeting: (new) a) Women b) Youth c) People with disabilities d) Migrants

A.1.1.3 Number of MSMEs supported for: (new) a) Business development services b) Access to finance c) Registration

A.1.1.4. Number of tech-based start-ups supported to develop services for MSMEs in the areas of: (new) a) Business development b) Access to finance c) Registration

Project title and Atlas Project Number: The Youth Empowerment Portfolio in Asia and the Pacific (YEP-AP) - 147208

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OUTPUT INDICATORS	DATA SOURCE	BASELINE		RESULTS (as of 2025)	TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
		Value	Year		2026	2027	2028	2029	FINAL (2023-2029)	
Output 1: Young social entrepreneurs enhance economic opportunities for themselves and others										
1.1 # of countries where knowledge products influence ecosystem for youth entrepreneurship	CO monitoring and activity reports; dialogue and roundtable event minutes, research studies; media monitoring reports	4	2022	4	1	1	0	0	6	Data collection methods: Progress and activity reports from the COs; follow up with the research partner organisations; roundtable discussions and dialogue events; media monitoring Risks: Weak ownership of the studies or consultation results by the stakeholders; challenges to track the contribution of the studies to the ecosystem
1.2 # of ecosystem partners have enhanced capacities to support youth-led enterprises	Ecosystem partners and activity monitoring reports	27	2022	183	0	0	0	0	30	Data collection methods: Follow-up surveys and consultations with the ecosystem partners supported by the project; CO monitoring reports, pre- and post-activity surveys and tests Risks: Low response rates to the feedback and consultation requests

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OUTPUT INDICATORS	DATA SOURCE	BASELINE		RESULTS (as of 2025)	TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
		Value	Year		2026	2027	2028	2029	FINAL (2023-2029)	
1.3 # of youth have enhanced entrepreneurial skills (Disaggregated by age, gender and LNOB status)	COs and Implementing Partners; Regional and National Springboard and Movers for entrepreneurs attendance data and feedback	14,275	2022	69,679	0	0	0	0	10,000	<p>Data collection methods: Monitoring reports, collecting attendance records and feedback from the national and regional Springboard programme participants; follow-up surveys and consultations with young people, pre- and post-activity surveys and tests</p> <p>Risks: Low response rates to the feedback forms; data privacy and protection of sensitive data, e.g., related to the minority status of participants</p>
1.4 # of livelihoods enhanced through youth-led enterprises (Disaggregated by age, gender and LNOB status)	Youth-led social enterprises; CO monitoring reports	1,860	2022	2,368	125	247	370	490	3,600	<p>Data collection methods: Follow-up surveys and consultations with the YSE supported by the project</p> <p>Risks: Low response rates to the feedback/consultation forms; challenges in data verification (self-reported data by the enterprises); data privacy and protection of sensitive data</p>

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OUTPUT INDICATORS	DATA SOURCE	BASELINE		RESULTS (as of 2025)	TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
		Value	Year		2026	2027	2028	2029	FINAL (2023-2029)	
Output 2: Young people are enabled to take, advocate for and drive climate action										
2.1 # of youth-responsive components adopted and implemented by the NDC plans and initiatives	Government partners; CO monitoring and progress reports	0	2022	3	1	0	0	0	4	Data collection methods: Consultations and engagement with the partners and youth involved in the NDC processes. Risks: Challenges in monitoring the implementation of the youth responsive components especially when the processes are carried out over a long period
2.2 # of ecosystem partners, youth networks, CSOs helping young people take climate action	Ecosystem partners, youth networks, CSO supported; CO monitoring and progress reports	0	2022	248	0	0	0	0	10	Data collection methods: Tracking engagement with the ecosystem partners and youth networks through country offices and at the regional level; feedback forms and follow up consultations with the ecosystem partners. Data on the gender and LNOB status of the youth supported through the organisations collected to the extent possible. Risks: Challenges to obtain and verify data on the support provided to young people through organisations.

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OUTPUT INDICATORS	DATA SOURCE	BASELINE		RESULTS (as of 2025)	TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
		Value	Year		2026	2027	2028	2029	FINAL (2023-2029)	
2.3 # of countries where youth groups influence policies and programmes	Monitoring reports; youth coalitions or groups supported; government and private sector partners	0	2022	34	0	0	0	0	10	Data collection methods: CO monitoring and progress reports; meeting minutes, attendance record and consultations with the key stakeholders and youth groups and coalitions; media monitoring. Risks: Weak ownership of consultation results by the stakeholders
2.4 # of young people taking climate action (disaggregated by age, gender and LNOB groups)	CO and implementing partner monitoring reports; Participant feedback data (Movers Climate programme; AGYLE; YECAP fellowship; AIYP; youth dialogues)	22,272	2022	126,306	7,370	14,740	22,110	29,474	200,000	Data collection methods: CO and implementing partners' monitoring reports, attendance and feedback forms; consultations with youth participants Risks: Low response rates to the feedback forms; data privacy and protection of sensitive data, e.g., related to the minority status of the participants.

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OUTPUT INDICATORS	DATA SOURCE	BASELINE		RESULTS (as of 2025)	TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
		Value	Year		2026	2027	2028	2029	FINAL (2023-2029)	
Output 3: Digital inequality is reduced for underserved young people										
3.1 # of countries where knowledge products influence the ecosystem for digital skills	CO monitoring and progress reports; Knowledge products, meeting minutes	0	2022	2	0	0	1	1	4	Data collection methods: Follow up with the research partner organisations; Roundtable discussions and dialogue events; media monitoring Risks: Weak ownership of the studies or consultation results by the stakeholders
3.2 # of ecosystem partners improve access of young people to digital and 21st century skills	COs; ecosystem partners; monitoring and progress reports	0	2022	8	1	2	4	5	20	Data collection methods: Collecting feedback from and organising consultations with the ecosystem partners supported; pre- and post-activity surveys and tests Risks: Low response rates to the follow-up consultation requests
3.3 # of underserved young people have enhanced 21st century and digital skills (disaggregated by gender and LNOB status)	Activity monitoring reports; Participant feedback and attendance data	0	2022	14,000	2,100	4,200	6,300	8,400	35,000	Data collection methods: Attendance and feedback data from the programme participants; pre- and post-activity surveys and tests, follow-up surveys and consultations with participants;

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OUTPUT INDICATORS	DATA SOURCE	BASELINE		RESULTS (as of 2025)	TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
		Value	Year		2026	2027	2028	2029	FINAL (2023-2029)	
										CO monitoring and progress reports Risks: Low response rates to the feedback forms; data privacy and protection of sensitive data, e.g., on the minority status of the participants
Output 4: Young people are enabled to participate in and positively influence decision making, political processes and governance institutions										
4.1 # of instances where young people and parliamentarians meet to engage on development agendas	CO monitoring and progress reports; meeting minutes or attendance records, media	0	2022	4	1	1	3	3	12	Data collection methods: CO monitoring and progress reports; collecting attendance records and meeting minutes Risks: Management of the participant data when sensitive question such as those related to conflicts or human rights violations are discussed
4.2 # of policies, programmes and interventions where youth voices are embedded	CO monitoring and progress reports; Policy and programme documents	0	2022	12	0	0	0	0	4	Data collection methods: CO monitoring and progress reports; engagement and consultations with the national governments and youth groups Risk: Management of the participant data when sensitive

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OUTPUT INDICATORS	DATA SOURCE	BASELINE		RESULTS (as of 2025)	TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
		Value	Year		2026	2027	2028	2029	FINAL (2023-2029)	
										question such as those related to conflicts or human rights violations are discussed
4.3 # of young people engaging in decision-making processes, including peacebuilding processes (disaggregated by gender and LNOB status)	CO monitoring reports; attendance data, meeting minutes; youth consultations	0	2022	7,257	0	0	0	0	5,000	Data collection methods: Collecting attendance records and meeting minutes; consultations with the partners and youth Risks: Management of the participant data when sensitive question such as those related to conflicts or human rights violations are discussed
Output 5: Youth empowerment initiatives strengthen diversity, equity, inclusion and gender equality										
5.1 # of policies, programmes and initiatives influenced that are gender responsive or LNOB	CO monitoring and progress reports; Government partners; policy documents	0	2022	4	0	0	0	0	4	Data collection methods: Consultations with governments; CO progress and monitoring reports Risks: Challenges to monitor the implementation
5.2 # of ecosystem organisations that have improved capacities to plan and implement interventions that are	Ecosystem partners and COs	0	2022	180	0	0	0	0	12	Data collection methods: CO and implementing partners monitoring and progress reports; tracking engagement with the ecosystem partners through country offices and at

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OUTPUT INDICATORS	DATA SOURCE	BASELINE		RESULTS (as of 2025)	TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
		Value	Year		2026	2027	2028	2029	FINAL (2023-2029)	
gender responsive and able to serve underserved youth										the regional level; feedback forms and follow up consultations after capacity building activities Risks: Challenges to obtain and verify follow up monitoring data to understand longer term results on the support provided to underserved youth
5.3 # of young people from underserved communities served (disaggregated by gender and LNOB status)	Participant feedback and attendance data; CO and implementing partners monitoring and progress reports	599	2022	30000	2,000	4,000	6,000	8,000	50,000	Data collection methods: CO and implementing partners monitoring and progress reports; Feedback data from the participants; follow-up surveys and consultations with youth Risks: Low response rates to the feedback forms; data privacy and protection of sensitive data

VI. MONITORING AND EVALUATION

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

Continuous Learning: In the YEP-AP, various streams of action aim to contribute to systems change. Collecting quantitative and qualitative monitoring data for learning purposes is therefore important to support continuous learning and adaptive management. Consultations with the key stakeholders, including young people following the principles of meaningful youth engagement, are an integral part of this learning approach.

Enhanced Digital Tools for Planning and M&E: The project will strengthen the existing planning, monitoring and reporting systems through digital tools that support safe and effective data management across the project activities.

Systematising Planning and M&E processes across project countries: Building on the lessons learnt and recommendations of the RYPLIE project evaluation, the project will focus on standardising planning, monitoring and data collection processes across the project countries. Enhanced digital tools will contribute to these efforts.

LNOB Strategy and M&E: Collecting data to understand results related to the support provided to young women and youth from marginalised and vulnerable communities is a central objective of the M&E activities. In line with project's LNOB strategy, the project collects disaggregated data across the activities to measure the reach of underserved youth and effectiveness of the support provided to them. Besides attendance data, the project learning activities include consultations with youth from marginalised groups and young women to better understand the gaps and strengths in the activities and understand the benefits for the participants.

UNDP's M&E Standards and Principles: The project M&E will follow UNDP's monitoring and evaluation guidelines and adhere to the donors' requirements related to monitoring, evaluation and reporting. The project M&E is supported by the Regional Hub's Programme Management Unit (PMU).

Evaluations: The project will undergo two evaluations: a mid-term review to support learning and adjust project activities as needed and a final evaluation to support accountability and facilitate knowledge exchange and learning.

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Table 10: Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (If joint)	Cost (If any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator. Youth participant data, including disaggregated data by gender and LNOB groups, is updated upon completion of each activity.	Slower than expected progress will be addressed by project management.	-	Monitoring, Evaluation and Learning costs are included in the Regional Programme support costs. The total budget of M&E activities is USD 690,000.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	-	
Learn	Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually, but also on an ongoing basis when the key partners and stakeholders are consulted, and activity reports prepared	Relevant lessons are captured by the project team and used to inform management decisions.	-	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	-	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually; but also, on an ongoing basis based on the monitoring data and lessons learnt during the implementation	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	-	

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (If joint)	Cost (If any)
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	Report is produced and disseminated among relevant stakeholders. Separate progress reports may be produced for different project components according to the donor requirements.	-	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	-	

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Table 11: Evaluation Plan⁹²

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost
Mid-Term Evaluation (through YECAP)	N/A	SP IRRF A.1.1	RPD Outcome 1, 2, 3	July 2026	Project partners and donors, UNDP country offices and governments in implementing countries, UN partner agencies, young people	USD 67,000
Final Evaluation	N/A	SP IRRF A.1.1	RPD Outcome 1, 3	June 2030	Project partners and donors, UNDP country offices and governments in implementing countries, UN partner agencies, young people	USD 100,000

VII. MULTI-YEAR WORK PLAN ^{93 94}

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

⁹² Optional, if needed

⁹³ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁹⁴ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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Table 12: Multi-year Work Plan

Outputs/ Sub-outputs	Planned Activities	Planned Budget by Year (USD'000)				Budget Description	Amount (USD'000)
		2026	2027	2028	2029		
Output 1: Young social entrepreneurs enhance economic opportunities for themselves and others							
1.1. Strengthening an enabling policy and regulatory environment for youth entrepreneurship through action-oriented research and policy dialogues and evidence-based advocacy	Activity 1.1.1 Developing knowledge Products: Research, ecosystem diagnostics and toolkits and organising related policy dialogues Activity 1.1.2 Strategic Intelligence Hub	97	195	292	390	Contractual Services, Institutional Services for Research, Communications, Staff cost	974
1.2 Enhancing capacities of the ecosystem stakeholders, facilitating knowledge exchange and strengthening partnerships	Activity 1.2.1 Strengthen partnerships through national and regional Youth Empowerment Alliance Activity 1.2.2 Facilitate knowledge exchange and partnership-building through national and regional dialogues and summits Activity 1.2.3 Strengthen the capacities of the national partners through Ecosystem Capacity Building Programme (Amplifier Programme) for Ecosystem Support Organisations Activity 1.2.4 National partners for innovation challenge winners Activity 1.2.5 Promote mentoring to inspire, upskill, and connect young entrepreneurs, including peer to peer mentoring Activity 1.2.6 Strengthen access to digital entrepreneurship opportunities	122	243	365	487	Organizing travel and other logistics (international and local), Staff travel, Contractual Services	1,217

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Outputs/ Sub-outputs	Planned Activities	Planned Budget by Year (USD'000)				Budget Description	Amount (USD'000)
		2026	2027	2028	2029		
1.3. Directly support young aspiring and existing entrepreneurs	Activity 1.3.1 Organising innovation challenges for aspiring and existing young social entrepreneurs from diverse backgrounds Activity 1.3.2 Run Springboard incubation and pre-accelerator programmes at national and regional levels Activity 1.3.3 Movers Programme for Entrepreneurs Activity 1.3.4 Strengthen access to digital entrepreneurship opportunities	195	390	584	779	National Innovation Challenges, Contractual Services, Travel, Staff cost	1,948
Output 2: Young people are enabled to take, advocate for and drive climate action							
2.1 Connecting youth and government on climate related questions and organising Government Policy Labs on climate	Activity 2.1.1 Youth Policy Labs on Climate Activity 2.1.2 Technical support to government partners Activity 2.1.3 Crowdsourcing youth voices and engagement Activity 2.1.4 Research and knowledge products	177	355	532	710	Contractual Services, Institutional Services for Research, Communications, Staff cost	1,774

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Outputs/ Sub-outputs	Planned Activities	Planned Budget by Year (USD'000)				Budget Description	Amount (USD'000)
		2026	2027	2028	2029		
2.2 Building capacity of national youth networks, young activists and youth-led organizations to lead sustainable, inclusive, and resilient engagements on climate action	Activity 2.2.1 Mapping youth organisations and relevant stakeholders in the Asia-Pacific region and establishing National YECAP Alliances	310	621	931	1,242	Organizing travel and other logistics (international and local), Staff travel, Contractual Services	3,104
	Activity 2.2.2 Training & mentorship						
	Activity 2.2.3 Supporting the expansion of the Asia Indigenous Youth Platform (AIYP)						
	Activity 2.2.4 Foster regional and South-South peer to peer and learning opportunities in coordination with regional bodies and private sector partners: Provide grants and other funding opportunities to youth-led and youth-focused CSOs						
	Activity 2.2.5 Provide grants and other funding opportunities to youth-led and youth-focused CSOs						
	Activity 2.2.6 Increasing access to financing solutions for young climate advocates and solutionists The Small Grants Programme (SGP); The Climate Innovation Accelerator programme						
	Activity 2.2.7 Opportunities Hub & Knowledge Hub						
2.3: Increasing youth knowledge, awareness and leadership skills in climate action	Activity 2.3.1 The Movers Climate Programme	266	532	798	1,064	Organizing travel and other logistics (international and local), Staff travel, Contractual Services	2,661
	Activity 2.3.2 The AGYLE Programme: Enhancing understanding of the available resources for youth to engage in policy discussions						

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Outputs/ Sub-outputs	Planned Activities	Planned Budget by Year (USD'000)				Budget Description	Amount (USD'000)
		2026	2027	2028	2029		
	Activity 2.3.3 The YECAP Fellowship Programme Activity 2.3.4 The Social Innovation Platform for Climate (SIP-C) Activity 2.3.5 Building capacities of EHRDs : Support to youth activists and organizations through legal empowerment						
Output 3: Digital inequality is reduced for underserved young people							
3.1 Strengthening national systems and creating alternative learning pathways that prepare youth for the future of work and reduce digital inequality	Activity 3.1.1 Enhance national systems and policies on youth skills development and employability Activity 3.1.2 Convening policy dialogues	195	389	584	778	Contractual Services, Communications, Staff cost	1,946
3.2: Develop capacity of non-profit organizations, community partners and youth networks to deliver accessible and scalable 21st century skills development	Activity 3.2.1 Strengthening capacities of ecosystem support organizations Activity 3.2.2 Strengthening capacities of institutes of higher learning	97	195	292	389	Contractual Services, Communications, Staff cost	973
3.3 Mainstream access to digital and 21st skills development by empowering youth to lead skills	Activity 3.3.1 Develop blended learning curriculums on 21st-century & digital skills and employability	438	876	1,314	1,751	Contractual Services, Communications, Staff cost	4,379

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Outputs/ Sub-outputs	Planned Activities	Planned Budget by Year (USD'000)				Budget Description	Amount (USD'000)
		2026	2027	2028	2029		
initiatives and provide access to volunteering and learning/internship opportunities	Activity 3.3.2 Develop a digital learning platform Activity 3.3.3 Develop a digital learning platform with curated content in the area of digital and 21st century skills Activity 3.3.4 Job-readiness activities						
Output 4: Young people are enabled to participate in and positively influence decision making, political processes and governance institutions							
4.1 Supporting national and sub-national governments to engage youth in meaningful ways in decision making and policy development	Activity 4.1.1 Promote and scale-up the use of new ICTs for public participation Activity 4.1.2 Supporting the development and implementation of youth, peace and security frameworks through youth participatory processes at the national level	142	284	426	569	Contractual Services, Communications, Staff cost	1,422
4.2 Creating and expanding spaces for youth participation and engagement in the public policy and peacebuilding processes to enable youth to influence decisions and processes that affect them	Activity 4.2.1 Supporting youth networks and organisations to act as channels for youth voices and empowerment Activity 4.2.2 Creating opportunities for meaningful dialogue between youth and politicians	142	284	426	569	Contractual Services, Communications, Staff cost	1,422

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Outputs/ Sub-outputs	Planned Activities	Planned Budget by Year (USD'000)				Budget Description	Amount (USD'000)
		2026	2027	2028	2029		
4.3 Building the capacity of young people to participate in civic engagement, peacebuilding, decision-making and other political processes	Activity 4.3.1 The integration of civic engagement and anti-corruption into the Movers Programme Activity 4.3.2 Fostering community dialogues Activity 4.3.3 YPS related activities	190	379	569	758	Contractual Services, Communications, Staff cost	1,896
Output 5: Youth empowerment initiatives strengthen diversity, equity, inclusion and gender equality							
5.1 Developing knowledge products and their application, to strengthen the integration of gender, inclusivity and diversity in policies and programmes	Activity 5.1.1: Development of knowledge products Activity 5.1.2 Strengthening participatory approaches for inclusive and gender responsive policies and programmes	68	136	204	272	Contractual Services, Communications, Staff cost	680
5.2 Strengthening the capacities of ecosystem partners in providing services and programmes through a LNOB approach	Activity 5.2.1 Developing and delivering training modules on DEI/LNOB	178	357	535	714	Contractual Services, Communications, Staff cost	1,784
5.3 Enhancing capacities of young aspiring and existing social entrepreneurs, activists and changemakers	Activity 5.3.1 Developing and delivering training modules on DEI/LNOB	178	357	535	714	Contractual Services, Communications, Staff cost	1,784
Sub-Total Programme Cost (including Implementation Support Services Fee - ISS)		2,796	5,593	8,389	11,185		27,963

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Outputs/ Sub-outputs	Planned Activities	Planned Budget by Year (USD'000)				Budget Description	Amount (USD'000)
		2026	2027	2028	2029		
Programme Management Support Cost							
Regional Project Team and Project Monitoring, Safeguard including other Management Support Cost	Project Manager and Coordinators, Project Assistants, M&E and Safeguarding etc.	166	331	497	662	Contractual Services, Staff cost	1,656
Project Evaluations	Mid-term review and Final evaluation	67	-	-	100	Contractual Services, Communications	167
Overheads							
	GMS	242	474	711	956	GMS	2,383
	Coordination Levy	32	65	97	130	Coordination Levy	325
	Total Budget	3,304	6,463	9,694	13,033		32,493

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Implementation modality

The Project will be directly implemented (DIM) by the UNDP and all aspects of the project will comply with UNDP guidelines for DIM.

Management and coordination arrangements

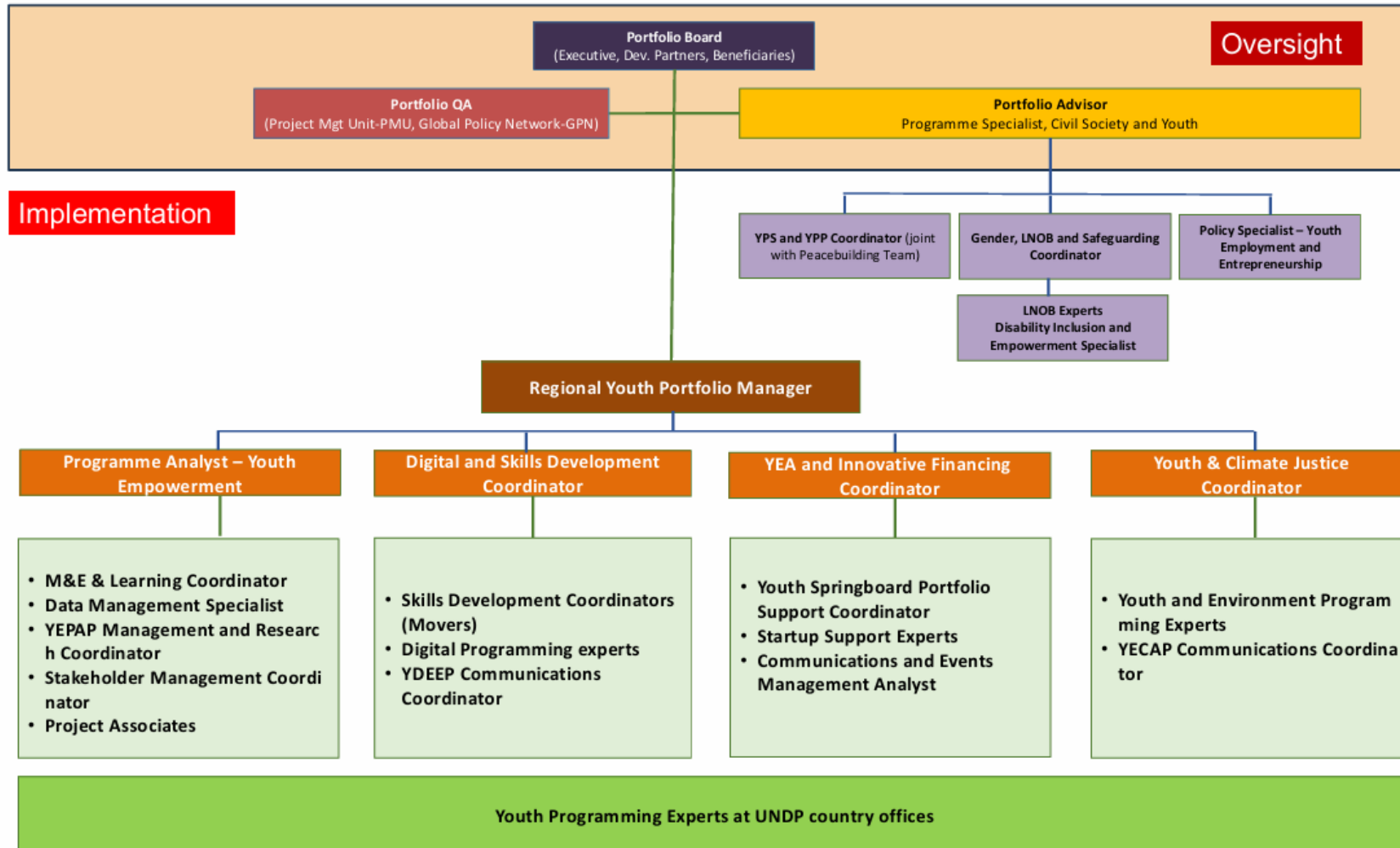
YEP-AP is managed by the UNDP Bangkok Regional Hub (BRH) and its identified partner(s) under the Regional Project Document 2022-2025 and 2026-2029. At the regional level, the BRH will provide in-country and virtual technical support for the implementation of the outputs of the project, and will be responsible for monitoring, and reporting against the targets. The UNDP Country Offices will continue to play a key role as the conduit at the national level for ensuring smooth operationalization of each of the outputs that require in-country activities. For any organization identified as a suitable implementing partner for this project, UNDP will strictly follow all UNDP rules and regulations for the selection process. All partners will meet regularly and be involved in planning, reviewing and reporting results.

The YEP-AP project will be overseen by a Project Board (Refer Annex 4), consisting of Project Executive/Director, representation from Development Partner/s and Beneficiaries, and would convene at least annually. The Project Board will have the overall responsibility for providing strategic guidance and oversight for the implementation of the Project. The Project Board is responsible for making consensual management decisions concerning project issues and risks and will provide advice and guidance when required to the Project Manager. Approval of any significant project revisions and approval of Annual Work plan (AWP) is also a key role of the Project Board. The Project Board will also be used as a mechanism for leveraging partnerships and mobilization of resources for the implementation of the Project. Project reviews by the Project Board will be made at designated decision points during the running of the project, or as necessary when raised by the Joint Project Manager. The Project Manager will consult the Project Board for decisions if/when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

To be able to ensure that YEP-AP is a responsive regional mechanism which can quickly and effectively deliver to counterparts, the project will be managed in the following way:

- a) A Programme Manager based in BRH will have the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Programme Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document to the required standard of quality and within the specified constraints of time and cost.
- b) Regional Project Team based in BRH will support the project manager with managing the day-to-day activities of the project including partnership development, country office support and coordinating responsible parties.
- c) Various project output components will be led by dedicated individuals with specialized capacity in delivering various project activities (ex – advocacy, impact measurement, social entrepreneurship and innovation, Start-up support, alliance coordination, event coordination etc.). These individuals will be engaged via service contracts, individual consultancies, UNV modalities, Personnel Services Agreements (IPSAs and NPSAs) where necessary
- d) Project Quality Assurance is the responsibility of each Project Board member under the guidelines specified by the Regional Project Document supported by the Regional Program Management Unit (PMU) and Technical Teams; however, the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.
- e) The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Figure 11: Project Organization Structure



IX. LEGAL CONTEXT

Standard Basic Assistance Agreement (SBAA)

Option c. For Global and Regional Projects

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 Standard Basic Assistance Agreements (SBAA) for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) 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.

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.

X. RISK MANAGEMENT

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]⁹⁵ [UNDP funds received pursuant to the Project Document]⁹⁶ are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.
6. 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.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its

⁹⁵ To be used where UNDP is the Implementing Partner

⁹⁶ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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

- i. put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible parties, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible parties, subcontractors, and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
- (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities) and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

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- (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (And its consultants,' subcontractors,' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

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

- k. Choose one of the three following options:

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project

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Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible parties, subcontractors, or sub-recipient's obligations under this Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- I. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Project Quality Assurance Assessment
2. Social and Environmental Screening
3. Initial Risk Analysis
4. Project Board Terms of Reference
5. TORs of key project staff
6. Lessons learnt from World We Want Consultations
7. Research Outputs
8. Final Evaluation of Youth Co:Lab Project
9. Leave No One Behind Strategy
10. Risk Mitigation and Communication Strategy
11. UNDP Anti-Corruption Policy

Quality Assurance for Project Appraisal form – YEP-AP (September 2022)

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate , or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner. APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				
For all questions, select the option that best reflects the project				
STRATEGIC				
1. Does the project specify how it will contribute to higher level change through linkage to the programme’s Theory of Change? <ul style="list-style-type: none"> 3: The project is clearly linked to the programme’s theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project’s strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. 2: The project is clearly linked to the programme’s theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme’s theory of change. <p><i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.</i></p>	3	2	1	
	Evidence			
	Comprehensive problem tree identifies the challenges, which are addressed through the Theory of Change			
	(see Section II. Project Strategy “Theory of Change”)			
2. Is the project aligned with the UNDP Strategic Plan?	3	2	1	

Quality Assurance for Project Appraisal form – YEP-AP (September 2022)

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL		
<ul style="list-style-type: none"> 3: The project responds to at least one of the development settings as specified in the Strategic Plan¹ and adapts at least one Signature Solution². The project’s RRF includes all the relevant SP output indicators. <i>(all must be true)</i> 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project’s RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i> 1: The project responds to a partner’s identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. 	Evidence Project is linked to Strategic plan output indicators (1.3.1 and 1.3.3) and signature solution 1 Poverty and Inequality	
3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)	Yes RPD Output 1.2	No
RELEVANT		
4. Does the project target groups left furthest behind? <ul style="list-style-type: none"> 3: The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. 2: The target groups are clearly specified, prioritizing groups left furthest behind. 1: The target groups are not clearly specified. <p><i>*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support</i></p>	3	2
	1	
	Evidence Project has a specific output on LNOB and Gender based on the past programming experience (Strategy)	
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? <ul style="list-style-type: none"> 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2
	1	
	Evidence Project is developed based on the Evaluation recommendations of Regional Youth Project 2017-2021 (Lesson learned section)	
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors? <ul style="list-style-type: none"> 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project’s intended results and a communication 	3	2
	1	
	Evidence Based on the experience during last regional youth project and project evaluation, a detailed	

¹ The three development settings in UNDP’s 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

² The six Signature Solutions of UNDP’s 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

Quality Assurance for Project Appraisal form – YEP-AP (September 2022)

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL									
<p>strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true)</i></p> <ul style="list-style-type: none"> • 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<p>partnerships section, communication strategy and south-south collaboration is included</p>								
PRINCIPLED									
<p>7. Does the project apply a human rights-based approach?</p> <ul style="list-style-type: none"> • 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true)</i> • 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. <i>(both must be true)</i> • 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center; background-color: #c6e0b4;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>Human rights-based approach is considered in the development of the project and output development (see programming principles)</p> </td> </tr> </table>	3	2	1		Evidence		<p>Human rights-based approach is considered in the development of the project and output development (see programming principles)</p>	
	3	2							
	1								
Evidence									
<p>Human rights-based approach is considered in the development of the project and output development (see programming principles)</p>									
<p>8. Does the project use gender analysis in the project design?</p> <ul style="list-style-type: none"> • 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i> • 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center; background-color: #c6e0b4;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>Based on Project evaluation recommendations Gender empowerment has been mainstreamed in the project document, including a dedicated gender and LNOB output (Project strategy)</p> <p>Project is marked at GEN2 level</p> </td> </tr> </table>	3	2	1		Evidence		<p>Based on Project evaluation recommendations Gender empowerment has been mainstreamed in the project document, including a dedicated gender and LNOB output (Project strategy)</p> <p>Project is marked at GEN2 level</p>	
	3	2							
	1								
Evidence									
<p>Based on Project evaluation recommendations Gender empowerment has been mainstreamed in the project document, including a dedicated gender and LNOB output (Project strategy)</p> <p>Project is marked at GEN2 level</p>									

Quality Assurance for Project Appraisal form – YEP-AP (September 2022)

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL	
*Note: Management Action or strong management justification must be given for a score of 1	
<p>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</p> <ul style="list-style-type: none"> 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true)</i>. 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. <i>(both must be true)</i> 1: Sustainability and resilience dimensions and impacts were not adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	3
	2
	1
Evidence	
Project doesn't involve any activity related to construction or relevant activities that might be exposed to shocks, hazards and other adverse social and environmental impacts	
<p>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks?</p> <p>SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	Yes
	No
SESP was conducted by obtaining the services of an SES expert. Please find the completed checklist in Annex 2.	
MANAGEMENT & MONITORING	
<p>11. Does the project have a strong results framework?</p> <ul style="list-style-type: none"> 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i> 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i> 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <i>(if any is true)</i> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3
	2
	1
Evidence	
Project outputs are connected to the Theory of Change and address the issues mentioned (see Section V. Results and the dedicated "Results-based framework")	
	3
	2

Quality Assurance for Project Appraisal form – YEP-AP (September 2022)

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL		
<p>12. Is the project’s governance mechanism clearly defined in the project document, including composition of the project board?</p> <ul style="list-style-type: none"> • 3: The project’s governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true)</i>. • 2: The project’s governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i> • 1: The project’s governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	1	
	<p>Evidence</p> <p>The project is governed by a Project board (see Section VIII. Governance and Management Arrangements)</p>	
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme’s theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. <i>(both must be true)</i> • 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. <p><i>*Note: Management Action must be taken for a score of 1</i></p>	3	2
	1	
	<p>Evidence</p> <p>Project Risk log identifies the key risks that are inherent to the project (see Annex 1 “Project Risk Log” and Risks and Assumptions sections)</p>	
EFFICIENT		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</p> <p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p>	Yes (3)	No (1)
	<p>A section on cost effectiveness explains how the project achieve maximum use mobilization through joint operations</p>	
	3	2

Quality Assurance for Project Appraisal form – YEP-AP (September 2022)

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL		
<p>15. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> 3: The project’s budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. 2: The project’s budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. 1: The project’s budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	1	
	<p style="text-align: center;">Evidence</p> <p>There is a multi-year work plan with a detailed budget, costing for project extension is prepared based on the project expenses from the previous project implementation</p> <p>(see Section VII Multi-year Work Plan)</p>	
<p>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p><small>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</small></p>	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p>The budget covers significant costs (see Section VII Multi-year Work Plan)</p>	
EFFECTIVE		
<p>17. Have targeted groups been engaged in the design of the project?</p> <ul style="list-style-type: none"> 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) 2: Some evidence that key targeted groups have been consulted in the design of the project. 1: No evidence of engagement with targeted groups during project design. 	3	2
	1	
<p style="text-align: center;">Evidence</p> <p>Based on last project evaluation Work with marginalized groups and young women have been mainstreamed in the entire project document including specific output (see Section II. Project Strategy “Implementation principles”)</p>		
<p>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</p>	Yes (3) Project Mid-term evaluation is planned	No (1)

Quality Assurance for Project Appraisal form – YEP-AP (September 2022)

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL		
<p>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p><i>*Note: Management Action or strong management justification must be given for a score of “no”</i></p>	Yes (3)	No (1)
		<p style="text-align: center;">Evidence</p> <p>Gender is mainstreamed in the entire project document including specific output (see Section II. Project Strategy). Expected Gender Marker rating for all outputs at GEN2 level.</p>
SUSTAINABILITY & NATIONAL OWNERSHIP		
<p>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</p> <ul style="list-style-type: none"> • 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national/regional/global partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	3	2
		1
		<p style="text-align: center;">Evidence</p> <p>Throughout the evaluation of last project and design of this project, country offices, other RBAP and projects and global projects and partners were engaged (sections 3 and 4)</p>
<p>21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?</p> <ul style="list-style-type: none"> • 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • 1: Capacity assessments have not been carried out. 	3	2
		1
		<p style="text-align: center;">Evidence</p> <p>The project currently strengthens Country on the project to enhance their contribution on the project outcomes.</p> <p>Capacity assessments will be carried out if the project engage external partners to support in project outcomes</p>
<p>22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?</p>	Yes (3)	No (1)
		<p>A dedicated section specifies how the country systems will be utilized</p> <p>(see Section VI. Monitoring and Evaluation)</p>

Quality Assurance for Project Appraisal form – YEP-AP (September 2022)

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL		
<p>23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?</p>	<p>Yes (3)</p> <p>This project aims to be the starting point of a future youth portfolio (see Section II. Project Strategy), partnerships and communications sections, and Sustainability and Scaling Up section</p>	<p>No (1)</p>

UNDP Social and Environmental Screening Template (v. July 2022)

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage. Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

Project Information

Project Information	
1. Project Title	Youth Empowerment Project in Asia and the Pacific (YEP-AP)
2. Project Number (i.e. Atlas project ID, PIMS+)	147208
3. Location (Global/Region/Country)	Regional
4. Project stage (Design or Implementation)	Design
5. Date	September 25, 2022

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

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

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

YEP-AP is grounded in a rights-based approach, recognizing young people as rights-holders and recognizing the responsibilities of duty bearers towards young people. Through its approach to mainstreaming youth empowerment to development programming, YEP-AP seeks to ensure that that young people are empowered to achieve their full potential; and recognizes young people's agency, resilience and their positive contributions as agents of change. YEP-AP recognises that only by engaging and working with young people across Asia Pacific, supporting them in standing up for their rights and creating the conditions allowing them to play an active role, that we will be able to realise the objectives of the 2030 Agenda.

YEP-AP promotes the mainstreaming of young people's economic, political and civic engagement through youth leadership in policy dialogue. At local, national and regional level YEP-AP seeks to meaningfully and sustainably engage and partner with young people and their organizations, networks and movements, through formal and informal mechanisms and platforms to realize universal rights-based youth participation. YEP-AP actively promotes young people's right to participate in public affairs and in dialogue with policymakers through National and Regional Dialogues.

YEP-AP recognizes that young people experience intersecting forms of marginalization, and struggle with the brunt of erosions of human rights. YEP-AP promotes a deeper understanding of the youth-specific barriers and challenges young people face, including in accessing their human rights; and uses this information to identify and advocate for actions that could address youth-specific barriers and challenges at national and regional level across Asia Pacific. The elements of project design that seek to ensure gender-inclusive and responsive implementation (most notably activities under output 5) are thus aligned with the human-rights based approach to development programming and the commitment to uphold principles of equality and non-discrimination. A Stakeholder Engagement Plan will be developed for project activities falling within the scope of risks 1-5 to further promote the integration of the human rights and interests of project beneficiaries into design and implementation.

<p>Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment</p> <p>YEP-AP's approach is gender-responsive in its design and implementation. YEP-AP recognises that the challenges of securing decent work are even greater for young women and LGBTIQ+ youth. YEP-AP has an active focus on inclusion of young women and LGBTIQ+ youth, including through context-specific targets for inclusion of young women and LGBTIQ+ youth across both national and regional level activities. Gender disaggregated data is collected across all programme activities and Output 5 of the project is specifically focused on ensuring that youth empowerment initiatives are inclusive, diverse and gender-responsive.</p> <p>YEP-AP also seeks to support youth solutions that are gender responsive and promote women's economic empowerment. Many of the youth-led social enterprises in the Youth Co:Lab portfolio pursue women's economic empowerment and the improvement of gender equality as the core goal of their social enterprise. YEP-AP also prioritizes young women's meaningful participation in policy dialogue and consultation through both national dialogues and regional dialogues.</p> <p>A Stakeholder Engagement Plan (SEP) will be completed for the project to ensure that meaningful, effective and informed consultation is an integral part of project design and implementation. This SEP plan will (among other things) be gender and age-inclusive and responsive as per UNDP SES requirements. The development of the stakeholder engagement plan will be compliant with the UNDP SES generally, including the guidelines for conducting gender responsive stakeholder consultations provided for in the UNDP SES Guidance Note on Stakeholder Engagement.</p> <p>The social and environmental risks relevant to the project will be assessed throughout implementation. Should gender-related risks be subsequently determined to be of higher significance than the determination reflected below (risk 3 in particular which is currently rated "low"), then a targeted Gender Action Plan may need to be completed to guide the implementation of relevant activities.</p>
<p>Briefly describe in the space below how the project mainstreams sustainability and resilience</p> <p>Asia Pacific faces frontier environmental challenges, and countries at all stages of development across the region need to leverage grassroots solutions to respond to these challenges. YEP-AP is catalyzing and scaling youth-led solutions targeted to these challenges. Youth-led social enterprises from across the Youth Co:Lab portfolio include enterprises delivering viable business models with products and services in the areas of circular economy, waste management, green technologies, renewable energy, and many other areas to promote environmental sustainability. Youth Empowerment in Climate Action Platform aims to engage and empower young climate action leaders to bring governments and other stakeholders to mitigate and adapt from the impacts of climate change.</p> <p>Given the scope and nature of project activities, there are no anticipated negative environmental impacts of moderate or higher significance foreseen. Nonetheless, the project does consider impacts of GHG emissions through travel and aims for integrated and strategic missions and encouraging virtual meetings wherever this is possible. The initial screening of this project also considered the limited potential for the creation of e-waste through project activities designed and mitigating digital inequality. The risk of the creation of such waste is currently considered to be of low significance. However, should the likelihood and impact of this risk be subsequently determined to be higher than anticipated, targeted management plans for the safe disposal of waste may need to be produced to mitigate the adverse impacts should this risk eventuate. Furthermore, the initial screening for the project has considered the potential for climate maladaptive practices to emerge as a result of project activities. This risk is considered to be of low significance. Residual risk that maladaptive practices may emerge will be managed through proper design of project activities that promote youth climate action and activities designed to increase the knowledge and capacity of project and governmental staff with whom youth will be interacting through the project.</p>
<p>Briefly describe in the space below how the project strengthens accountability to stakeholders</p> <p>Based on the evaluation outputs of the previous regional youth project, this project aims to strengthen its reach and empowerment of communities who are most often left behind. Through the mechanisms of skills development, enterprise development and scaling, awareness raising, safeguarding civic spaces etc, the project aims to involve various youth groups across the region and also ensure the sustainability of development programming.</p> <p>With the dedicated project board engaging key stakeholders, mid-term evaluations, fellowships and other programme cohorts, projects aims to strengthen the accountability to key project stakeholders and improve benefit realization in the long run leading to acceleration of SDG agenda. A Stakeholder Engagement Plan (SEP) will be developed for project activities falling within the scope of risks 1-5. This SEP will be developed in compliance with the UNDP SES to ensure that early, meaningful, effective and informed consultation are undertaken in respect of the design and implementation of relevant project activities. The following characteristics will be embedded in the SEP to ensure that consultation is in</p>

practice meaningful, effective and properly informed. Consultations shall be: (i) free of external manipulation, interference, coercion and intimidation; (ii) gender and age-inclusive and responsive; (iii) culturally appropriate and tailored to the language preferences and decision-making processes of each identified stakeholder group; (iv) based on prior and timely disclosure of accessible, understandable, relevant and adequate information; (v) initiated early in the project design process and continued iteratively throughout the project's lifecycle; (vi) tailored to address social and environmental risks identified in this SEP; (vii) designed to empower stakeholders, with particular regard to marginalized groups; and, (viii) documented and reported in accessible form to participants.

Particular accommodations for marginalized groups identified during stakeholder analysis will be embedded into the SEP as necessary. Accommodations likely to be implemented for the marginalized groups identified in the ProDoc (LGBTQ+, disabled, indigenous, impoverished and displaced youth) may include: (i) provision of information in accessible formats; (ii) choosing convenient and appropriate locations and times for consultations; (iii) provision of meals, transportation and accommodations for attendees; (iv) provision of support workers for participants with disabilities; (v) provision of simultaneous interpretation; and, (vi) protecting stakeholders from adverse consequences of participation (including private meetings if necessary).

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i></p>			<p>QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High</p>
<p>Risk Description (broken down by event, cause, impact)</p>	<p>Impact and Likelihood (1-5)</p>	<p>Significance (Low, Moderate, Substantial, High)</p>	<p>Comments (optional)</p>	<p>Description of assessment and management measures for risks rated as Moderate, Substantial or High</p>
<p>Risk 1: The project aims to promote enhanced economic opportunity, reduce inequality and enable youth participation in political processes relating to climate action. Rights-holders (e.g., project-affected persons) may not have the capacity to claim their rights. There is a risk that youth demographics (particularly those living in poverty or members of other marginalized groups) may not have the opportunity to become aware of the potential benefits of the project or may not have the capacity to participate in or claim other rights in respect of project activities. Some rights-holders (e.g., young human rights defenders) may face adverse consequences of participation.</p> <p><u>Principles and Standards:</u> <u>Human Rights:</u> P.3, P.5</p> <p><u>Gender Equality and Women’s Empowerment:</u> P.9, P.10</p> <p><u>Activities:</u></p>	<p>I = 3 L = 2</p>	<p>Moderate</p>		<p>Project is built on the human-rights based approach and all project outputs will have a key focus on ensuring human rights of youth and communities who are engaged in the project. The following outputs are designed with the general goal of increasing youth capacity to take, advocate for and drive climate action and entrepreneurship:</p> <ul style="list-style-type: none"> • Output 1.1: Strengthening and enabling policy and regulatory environment for youth entrepreneurship through action-oriented research and policy dialogues and evidence-based advocacy • Activity 1.2.5: Promote mentoring to inspire, upskill and connect young entrepreneurs, including peer-to-peer mentoring • Activity 1.2.6: Strengthen access to digital entrepreneurship opportunities • Output 1.3: Directly support young aspiring and existing entrepreneurs • Output 2 (all activities): Young people are able to take, advocate for and drive climate action • Output 3.1: Strengthening national systems and creating alternative learning pathways that prepare youth for the future of work and reduce digital inequality • Output 4 (all activities): Young people are enabled to participate in and positively influence decision making, political processes and governance institutions. <p>The project also contains a specific interventions (all activities under output 5) that are focused on designing and implementing empowerment initiatives that are inclusive, diverse and gender responsive. The targeted beneficiaries of these activities are young women and LGBTQI+, indigenous, displaced and impoverished youth.</p>

<p>1.2.5, 2.1.1, 2.1.3, 2.2.2, 2.2.3, 2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5, 3.1.1, 3.3.1, 4.1.2, 4.2.2, 4.3.1, 4.3.2, 4.3.3, 5.1.2, 5.3</p>	<p>Proper design and implementation of these activities (conducted with consideration of the results of appropriately conducted stakeholder consultation) will serve to manage the risk that project beneficiaries are unable to claim their rights or adequately to benefit from the project.</p> <p>The project also aims to collaborate with other UN partners to collectively address any risks related to lack of capacity in claiming rights. Through the project board consisting of youth and other key stakeholders and via the proposed mid-term evaluation, the project also aims to continuously monitor any risks on this area.</p> <p>In addition to project activities designed to manage the risks that youths (and particularly youth within the above-mentioned marginalized groups) are not left behind due to a lack of capacity to claim their rights under the project, a Stakeholder Engagement Plan (SEP) will be developed for the activities that fall within risks 1-5 as identified in this SESP.</p> <p>Particular accommodations for marginalized groups identified during stakeholder analysis will be embedded into the SEP as necessary to ensure that participation in consultations is open and accessible to all rights-holders. Accommodations likely to be implemented for the marginalized groups identified in the ProDoc (LGBTQI+, disabled, indigenous, impoverished and displaced youth) may include: (i) provision of information in accessible formats; (ii) choosing convenient and appropriate locations and times for consultations; (iii) provision of meals, transportation and accommodations for attendees; (iv) provision of support workers for participants with disabilities; (v) provision of simultaneous interpretation; and, (vi) protecting stakeholders from adverse consequences of participation (including private meetings if necessary).</p>			<p>Various project outputs and activities are designed with the purposes of increasing the capacity of duty bearers to enable youths to participate in, advocate for and drive climate action and entrepreneurship. Among these activities and outputs are the following:</p> <ul style="list-style-type: none"> • Output 1.2: Enhancing capacities of the ecosystem stakeholders, facilitating knowledge exchange and strengthening partnerships • Activity 2.1.2: Technical support to government partners • Activity 3.1.1 Piloting 21st century and digital skills development workshops for educators • Activity 3.2.1: Strengthening capacities of ecosystem support organizations
			<p>Moderate</p>	
<p>Risk 2: Duty-bearers including government agencies, project staff and trainers (under train-the-trainer activities) may not have the capacity to meet their obligations under the project. Particularly in respect of activities that include accommodations for marginalized youth (those with disabilities, LGBTQI+ and displaced and indigenous youth), there is a risk that duty-bearers will not be adequately equipped sensitively and effectively to design and implement activities, which may in turn result in inequitable distribution of project benefits.</p>		<p>I = 3 L = 2</p>		

<p><u>Principles and Standards:</u></p> <p><i>Human Rights:</i> P.2, P.5</p> <p><i>Gender Equality and Women's Empowerment:</i> P.9, P.10</p> <p><u>Activities:</u> 1.1.1, 1.2.2, 1.2.4, 1.2.5, 1.2.6, 1.3.1, 1.3.2, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.2.1, 2.2.2, 2.3, 2.2.4, 2.2.6, 2.2.7, 3.1.1, 3.1.2, 3.2.1, 3.3.2, 3.3.3, 4.1.2, 4.2.2, 5.1.1, 5.1.2, 5.2</p>				<ul style="list-style-type: none"> Output 4.1: Supporting national and sub-national governments to engage youth in meaningful ways in decision-making and policy development <p>Proper design and implementation of these activities (conducted with consideration of the results of appropriately conducted stakeholder consultation with duty-bearers as well as project beneficiaries) will serve to manage the risk that duty-bearers are ill-equipped to fulfill their obligations under the project, thereby mitigating the risk that the opportunities for youth to take part in climate action and entrepreneurship will be inequitably distributed in favor of non-marginalized youth.</p> <p>The Stakeholder Engagement Plan (SEP) that will be developed for the project will serve to ensure that consultations with duty-bearers and beneficiary youth are designed and conducted appropriately. The results of the consultations conducted in compliance with the SEP will be used to inform the design of the project activities (listed above) that aim to increase duty-bearer capacity. The consultations that will be conducted in compliance with SEP will focus both on gaining an understanding of the needs of project beneficiaries as defined by them as well as considering the opinions of duty-bearers in respect of how best to bring about improvements in their capacity.</p>
<p>Risk 3: The project may inadvertently reproduce discrimination against women and other marginalized groups (e.g. people with disabilities, LGBTQI+, indigenous, displaced and migrant youth) especially regarding participation in design and implementation or access to opportunities and benefits.</p> <p><u>Principles and Standards:</u></p> <p><i>Human Rights:</i> P.2, P.5</p> <p><i>Gender Equality and Women's Empowerment:</i> P.9, P.10</p>	<p>I = 2 L = 2</p>	<p>Low</p>	<p>The project ensures context-specific targets for inclusion of young women in national and regional YEP-AP activities. The project uses advocacy for behavioral change to promote women's empowerment and enhance gender equality and is delivering action-oriented research on identifying and addressing specific barriers to entrepreneurship for young women.</p> <p>Various project activities are designed with the particular purpose of alleviating inequality for marginalized youth groups. Most notably, Output 5 is designed wholly to ensure that youth empowerment initiatives are inclusive, diverse and gender responsive.</p> <p>Although this risk is of "low" significance, considering the nature of Output 5 and other project activities aimed at the alleviation of inequality, the Stakeholder Engagement Plan (SEP) will nonetheless be developed in compliance with the UNDP SES guidance on conducting gender responsive stakeholder consultations to manage this risk. The following guidance will be considered during the development of the SEP to ensure that consultations designed and implemented thereunder are gender responsive: (i) awareness will be raised among project team members that male and female stakeholders may have different interests in and abilities to</p>	

<p>Accountability: P.13</p> <p>Activities: 1.2.5, 2.1.1, 2.1.3, 2.2.2, 2.2.3, 2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5, 3.1.1, 3.3.1, 4.1.2, 4.2.2, 4.3.1, 4.3.2, 4.3.3, 5.1.2, 5.3</p>			<p>influence the outcome of a project; (ii) procedures will be embedded into the SEP to ensure good facilitation, i.e., proper framing of questions and listening to responses in a gender-responsive way such that the significant differences between men and women in terms of existing economic and social conditions may be discovered; (iii) consultations (and indeed the project activities designed with consideration to the results of these consultations) will be mindful of female stakeholders' daily routines; and, (iv) culturally appropriate meeting locations will be selected to prevent the undermining of female participation.</p> <p>Should the significance level of this risk be deemed to increase at any point during the project's lifecycle, a targeted Gender Action Plan (GAP) may then need to be completed.</p>
<p>Risk 4: The project may attract opposition to promoting youth empowerment and ensuring participation among LGBTQI+ youth or other marginalized youth (including e.g. indigenous or ethnic minority youth or young women) due to specific traditionally held/cultural discriminations against these groups. Any such opposition may hinder the efficacy of project interventions and lead to conflicts between communities/groups within the project's sphere of influence and/or may adversely impact the rights of project beneficiaries.</p> <p>Principles and Standards: <i>Human Rights:</i> P.5</p> <p><i>Gender Equality and Women's Empowerment:</i> P.9, P.10</p> <p>Accountability: P.13</p>	<p>Low</p>	<p>I = 2 L = 1</p>	<p>In terms of opposition to promoting youth empowerment and the participation of marginalized youth on the part of members of government, the activities listed for risk 2 that seek to increase duty-bearer capacity should serve to manage the risk that any such opposition will influence the rights or access to benefits of project beneficiaries.</p> <p>The Stakeholder Engagement Plan (SEP) will provide guidelines for consultations with members of government as well as civic society that will include questions regarding attitudes to project activities that are aimed specifically at the empowerment of marginalized youth groups. The responses to such questions will be considered in the determination of the level of accommodations that will be required to ensure that marginalized beneficiaries are able to access project benefits without encountering opposition from either governmental staff or other members of the public.</p>

<p>Standard 6: 6.1, 6.7</p> <p>Activities: 1.2.5, 2.1.1, 2.1.3, 2.2.2, 2.2.3, 2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5, 3.1.1, 3.3.1, 4.1.2, 4.2.2, 4.3.1, 4.3.2, 4.3.3, 5.1.2, 5.3</p> <p>Risk 5: Project activities aimed at empowering and enabling indigenous youth could have impacts that are considered to be adverse by relevant indigenous people/communities. If project interventions take place in areas where indigenous people are present and activities are not designed and implemented through appropriate consultation with such communities, the outcomes of the project could be seen as adverse to the development priorities of indigenous people as defined by them. In addition, if the project uses traditional knowledge to promote climate adaptation initiatives among youth, FPIC of relevant indigenous people will be required.</p> <p><u>Principles and Standards:</u> <i>Human Rights:</i> P.5</p> <p>Standard 6: 6.1, 6.5, 6.7</p> <p>Activities: 1.2.5, 2.1.1, 2.1.3, 2.2.2, 2.2.3, 2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5, 3.1.1, 3.3.1, 4.1.2, 4.2.2, 4.3.1, 4.3.2, 4.3.3, 5.1.2, 5.3</p> <p>Risk 6: Project activities could inadvertently promote climate maladaptive practices.</p>	<p>I = 2 L = 2</p>	<p>Low</p>	<p>The specific sites for project interventions are not yet clear. However, considering that the project aims to empower indigenous youth (among others), there is a possibility that project activities could be designed and implemented in such a way that the impacts of the project could be considered adverse as defined by relevant indigenous people/communities.</p> <p>This risk is particularly pertinent to the promotion of entrepreneurship amongst indigenous youth which may (if improperly designed and implemented) result in subsequent utilization of resources on lands and territories claimed by indigenous people.</p>	<p>Indigenous youth are not a discrete, key focus of the project. Nonetheless, the majority of project activities will be designed with some consideration of accommodations required for indigenous and other marginalized youth.</p> <p>This risk is of “low” significance and therefore does not require targeted assessment and management measures. Nonetheless, the consultations designed in compliance with the SEP will include questions about the activities that fall within the scope of this risk. The results of these consultations will be included in future consideration of whether targeted assessment and management measures are required to address this risk in line with SES requirements.</p>
				<p>Various project activities (and indeed one of the overall focuses of the project) involve the promotion of youth climate action initiatives</p>

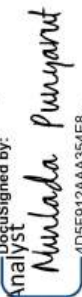

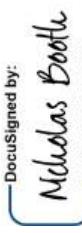
<p>Due to the unprecedented and uncertain nature of climate change and research on best practices for climate adaptation, efforts to educate youth on climate change action could result in the promotion of initiatives that are improperly designed, thus bringing about increased climate vulnerability. If sufficient safeguards are not put in place, project activities that aim to enable youth entrepreneurship may also increase climate vulnerability by promoting business practices that are not sufficiently climate change sensitive.</p> <p><u>Principles and Standards:</u> <i>Climate Change and Disaster Risks:</i> 2.3</p> <p><u>Activities:</u> 1.1.1, 1.2.3, 1.2.4, 1.2.5, 1.2.6, 1.3.1, 1.3.2, 2.1.1, 2.1.2, 2.1.3, 2.2.6, 2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5, 3.2.1</p>			<p>and increasing the capacity of youth and duty-bearers to take an active role in the development of climate adaptation efforts. Proper design of these activities in adherence to international best practice and with consideration of reliable research on adaptation practices will serve to mitigate the risk that climate maladaptive practices will be produced through project interventions. The relevant activities, the proper design of which will address this risk are as follows:</p> <ul style="list-style-type: none"> • Output 1.1: Strengthening an enabling policy and regulatory environment for youth entrepreneurship through action-oriented research and policy dialogues and evidence-based advocacy • Output 1.2: Enhancing capacities of the ecosystem stakeholders, facilitating knowledge exchange and strengthening partnerships • Output 2.1 Connecting youth and government on climate-related questions and organizing Government Policy Labs on climate • Output 2.2: Building capacity of national youth networks, young activists and youth-led organizations to lead sustainable, inclusive and resilient engagements on climate action • Output 2.3: Increasing youth knowledge, awareness and leadership skills in climate action 	
<p>Risk 7: Project activities that seek to alleviate digital inequality could potentially result in the generation of e-waste. If the acquisition and use of technology is required to implement these activities, improper disposal of such technology at the end of its lifecycle could result in the release of hazardous and non-hazardous pollutants into the environment.</p> <p><u>Principles and Standards:</u> <i>Pollution Prevention and Resource Efficiency:</i> 8.1, 8.2, 8.3</p> <p><u>Activities:</u> 1.2.6, 3.1.1, 3.1.2, 3.3.2, 3.3.3, 4.1.1, 4.2.1</p>	<p>Low</p>	<p>I = 3 L = 1</p>	<p>Although the descriptions of the indicative project activities do not currently expressly mention any acquisition of physical technological devices, should any such acquisition or use of technology take place, the possibility of unsafe disposal thereof must be assessed as a risk throughout the project cycle.</p>	<p>The scale and scope of waste produced through the project is expected to be minor (if any exists at all). However, the disposal of any such waste should follow national regulation and good international industry practice (GIIP). Relevant processes for GIIP in respect of waste disposal are provided for in SES 8 on pollution prevention and resource efficiency as well as the IFC guidance on waste management.</p>
<p>QUESTION 4: What is the overall project risk categorization?</p>				
<p>Low Risk <input type="checkbox"/></p>				
<p>Moderate Risk <input checked="" type="checkbox"/></p>				
<p>Substantial Risk <input type="checkbox"/></p>				

		High Risk <input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)			
Question only required for Moderate, Substantial and High Risk projects			
Is assessment required? (check if "yes")	<input type="checkbox"/>	Given the risk rating of moderate, and the nature of the risks identified in the SESP, freestanding E&S assessment are not planned. Rather SES assessments have been undertaken via the conduct of this SESP and through the design of project activities (see Risks 1 and 2).	Status? (completed, planned)
if yes, indicate overall type and status	<input type="checkbox"/>	Targeted assessment(s)	
	<input type="checkbox"/>	ESIA (Environmental and Social Impact Assessment)	
	<input type="checkbox"/>	SESA (Strategic Environmental and Social Assessment)	
Are management plans required? (check if "yes") <i>if yes, indicate overall type</i>	<input checked="" type="checkbox"/>		Stakeholder Engagement Plan (planned for activities falling under risks 1-5)
		Targeted management plans (e.g., Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	

	<input type="checkbox"/> ESMP (Environmental and Social Management Plan which may include range of targeted plans) <input type="checkbox"/> ESMF (Environmental and Social Management Framework)		<p style="text-align: center;">Comments (not required)</p>
<p>Based on identified risks, which Principles/Project-level Standards triggered?</p>			
<p>Overarching Principle: Leave No One Behind</p>			
<p>Human Rights</p>		X	This principle is triggered, but it does fall within the scope of moderate rated risks (risk 1 and 2).
<p>Gender Equality and Women's Empowerment</p>		X	This principle is triggered, as it falls within the scope of moderate rated risks (risk 1 and 2).
<p>Accountability</p>		<input type="checkbox"/>	This principle is not triggered, but it does fall within the scope of low rated risks (risk 3 and 4).
<p>1. Biodiversity Conservation and Sustainable Natural Resource Management</p>		<input type="checkbox"/>	
<p>2. Climate Change and Disaster Risks</p>		<input type="checkbox"/>	This standard is not triggered, but it does fall within the scope of a low rated risk (risk 6).
<p>3. Community Health, Safety and Security</p>		<input type="checkbox"/>	
<p>4. Cultural Heritage</p>		<input type="checkbox"/>	
<p>5. Displacement and Resettlement</p>		<input type="checkbox"/>	
<p>6. Indigenous Peoples</p>		<input type="checkbox"/>	This standard is not triggered, but it does fall within the scope of low rated risks (risk 4 and 5).
<p>7. Labour and Working Conditions</p>		<input type="checkbox"/>	
<p>8. Pollution Prevention and Resource Efficiency</p>		<input type="checkbox"/>	This standard is not triggered, but it does fall within the scope of a low rated risk (risk 7).

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date	Description
QA Assessor: Nurlada Puryard, Programme Management & Implementation Analyst  4D5F912AAA354E8...	16-Nov-2022	UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted. The SESP was revised by BRH SES Consultant to ensure alignment and compliance with the policy.
QA Approver: Katri Kivioja, Programme Specialist, BRH PMU  E8C5A38F2B5C41B...	16-Nov-2022	UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair: Nicholas Booth, Manager a.i, Bangkok Regional Hub/RBAP  7AEDEB8B8634AA...	16-Nov-2022	UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
<p>INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.</p>		
<p>Overarching Principle: Leave No One Behind</p> <p>Human Rights</p>		Answer (Yes/No)
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	Yes
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	Yes
<i>Would the project potentially involve or lead to:</i>		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ¹⁶	Yes
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women’s Empowerment		
P.8	Have women’s groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	Yes
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Yes
P.11	limitations on women’s ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	No

¹⁶ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transexual people.

Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	Yes
P.14	grievances or objections from potentially affected stakeholders?	No
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
<i>Would the project potentially involve or lead to:</i>		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.12	handling or utilization of genetically modified organisms/living modified organisms? ¹⁷	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ¹⁸	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
<i>Would the project potentially involve or lead to:</i>		

¹⁷ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹⁸ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	No
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	Yes
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No

5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions ¹⁹	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	Yes
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is “yes”, then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above. *</i>	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	Yes
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	Yes
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	No
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No

¹⁹ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.

Standard 8: Pollution Prevention and Resource Efficiency		
<i>Would the project potentially involve or lead to:</i>		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Yes
8.2	the generation of waste (both hazardous and non-hazardous)?	Yes
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	Yes
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

PROJECT RISK REGISTER									
#	Event	Cause	Impact(s)	Risk Category and Sub-category	Project Number:	Risk Valid From/To	Date:	Risk Treatment	Risk Owner and Risk Treatment Owner
	There is a risk that ...	As a result of ...	Which will impact in...	(Incl. Risk Appetite)	Likelihood, Impact & Risk Level	From: To:	25/09/2022		
1	The project aims to promote enhanced economic opportunity, reduce inequality and enable youth participation in political processes relating to climate action. Rights-holders (e.g. project-affected communities, youth, women, indigenous peoples, young people, young people with disabilities, young people with low literacy skills, young people with low digital literacy skills, young people with low financial literacy skills, young people with low social skills) may face adverse consequences of participation.	Project design and implementation lack focus on this aspect, especially for marginalized and underserved communities	Not achieving project objectives and inequitable distribution of project benefits.	Risk Category: 1.Social and Environmental	I = 3, L = 2, Moderate	From: 01.01.2023 To: 31.12.2026	25/09/2022	Project is built on the human-rights based approach and all project outputs will have a key focus on ensuring human rights of youth and communities who are engaged in the project. The following outputs are designed with the general goal of increasing youth capacity to take, advocate for and drive climate action and entrepreneurship: • Output 1.1: Strengthening and enabling policy and regulatory environment for youth entrepreneurship through action-oriented research and policy dialogue and evidence-based advocacy • Activity 1.2.5: Promote mentoring to inspire, upskill and connect young entrepreneurs, including peer-to-peer mentoring • Activity 1.2.6: Strengthen access to digital entrepreneurship opportunities • Output 2.1 (all activities): Young people are able to take, advocate for and drive climate action • Output 3.1: Strengthening national systems and creating alternative pathways that prepare youth for the future of work and reduce digital inequality • Output 4 (all activities): Young people are enabled to participate in and positively influence decision making, political processes and governance institutions. The project also contains specific interventions (all activities under output 5) that are focused on designing and implementing empowerment initiatives that are inclusive, diverse and gender responsive. The targeted beneficiaries of these activities are young women and LGBTIQ+, indigenous, displaced and impoverished youth. Proper design and implementation of these activities (conducted with consideration of the results of appropriately conducted stakeholder consultation) will serve to manage the risk that project beneficiaries are unable to claim their rights or adequately to benefit from the project. The project also aims to collaborate with other UN partners to collectively address any risks related to lack of capacity in claiming rights. Through the project board consisting of youth and other key stakeholders and via the proposed mid-term evaluation, the project also aims to continuously monitor any risks on this area. In addition to project activities designed to manage the risks that youth (and particularly youth within the above-mentioned marginalized groups) are not left behind due to a lack of capacity to claim their rights under the project, a Stakeholder Engagement Plan (SEP) will be developed for the activities that fall within risks 1.5 as identified in this SEP. Particular accommodations for marginalized groups identified during stakeholder analysis will be embedded into the SEP as necessary to ensure that participation in consultations is open and accessible to all rights-holders. Accommodations likely to be implemented for the marginalized groups identified in the ProDoc (LGBTIQ+, disabled, indigenous, impoverished and displaced youth) may include: (i) provision of information in accessible formats; (ii) choosing convenient and appropriate locations and times for consultations; (iii) provision of meals, transportation and accommodations for attendees; (iv) provision of support workers for participants with disabilities; (v) provision of simultaneous interpretation; and, (vi) protecting stakeholders from adverse consequences of participation (including private meetings if necessary).	Risk Owner: Project Manager, Operations Coordinator Risk Treatment Owner: UNDG Officer
2	Duty-bearers including government agencies, project staff and trainers (under train-the-trainer activities) may not have the capacity to meet their obligations under the project. Particularly in respect of activities that include marginalized youth with disabilities, LGBTIQ+, indigenous and indigenous youth, there is a risk that duty-bearers will not be adequately equipped, sensitively and effectively to design and implement activities, which may in turn result in inequitable distribution of project benefits.	Project supports/interventions are not adequately designed to engage women as partners in influencing the project interventions as well as their meaningful participation in activities and to address barriers to participation including social and gender norms.	Project activities not being able to meaningfully engage and empower young women, including those from vulnerable backgrounds / facing intersectionality at the intended scale. This may in turn result in inequitable distribution of project benefits.	Risk Category: 1.Social and Environmental	I = 3, L = 2, Moderate	From: 01.01.2023 To: 31.12.2026	25/09/2022	Various project outputs and activities are designed with the purposes of increasing the capacity of duty-bearers to enable youth to participate in, advocate for and drive climate action and entrepreneurship. Among these activities and outputs are the following: • Output 1.2: Enhancing support of the ecosystem stakeholders, facilitating knowledge exchange and strengthening partnerships • Activity 1.2.1: Technical support to government partners • Activity 1.2.2: Strengthening capacities of ecosystem support organizations • Activity 3.2.1: Strengthening capacities of ecosystem support organizations • Output 4.1: Supporting national and sub-national governments to engage youth in meaningful ways in decision-making and policy development Proper design and implementation of these activities (conducted with consideration of the results of appropriately conducted stakeholder consultation with duty-bearers as well as project beneficiaries) will serve to manage the risk that duty-bearers are ill-equipped to fulfill their obligations under the project, thereby mitigating the risk that the opportunities for youth to take part in climate action and entrepreneurship will be inequitably distributed in favor of non-marginalized youth. The Stakeholder Engagement Plan (SEP) that will be developed for the project will serve to ensure that consultations with duty-bearers and beneficiary youth are designed and conducted appropriately. The results of the consultations conducted in compliance with the SEP will be used to inform the design of the project activities listed above that aim to increase duty-bearer capacity. The consultations that will be conducted in compliance with SEP will focus both on gaining an understanding of the needs of project beneficiaries as defined by them as well as considering the opinions of duty-bearers in respect of how best to bring about improvements in their capacity. The project ensures context-specific targets for inclusion of young women in national and regional VEP-AP activities. The project uses advocacy for behavioral change to promote women's empowerment and enhance gender equality and is delivering action-oriented research on identifying and addressing specific barriers to entrepreneurship for young women. Various project activities are designed with the particular purpose of alleviating inequality for marginalized youth groups. Most notably, Output 5 is designed wholly to ensure that youth empowerment initiatives are inclusive, diverse and gender-responsive. Although this risk is of "low" significance, considering the nature of Output 5 and other project activities aimed at the alleviation of inequality, the Stakeholder Engagement Plan (SEP) should be developed in compliance with the UNDP SES guidance on conducting stakeholder consultations. The results of the consultations conducted in compliance with the SEP will be used to inform the design of the project activities listed above that aim to increase duty-bearer capacity. The consultations that will be conducted in compliance with SEP will focus both on gaining an understanding of the needs of project beneficiaries as defined by them as well as considering the opinions of duty-bearers in respect of how best to bring about improvements in their capacity. Proper design and implementation of these activities (conducted with consideration of the results of appropriately conducted stakeholder consultation with duty-bearers as well as project beneficiaries) will serve to manage the risk that duty-bearers are ill-equipped to fulfill their obligations under the project, thereby mitigating the risk that the opportunities for youth to take part in climate action and entrepreneurship will be inequitably distributed in favor of non-marginalized youth.	Risk Owner: Project Manager Risk Treatment Owner: UNDG Officer
3	The project may inadvertently reproduce discrimination against women and other marginalized groups (e.g. people with disabilities, LGBTIQ+, indigenous, displaced and migrant youth) especially regarding participation in design and implementation or access to opportunities and benefits.	Discriminatory societal norms against marginalized youth.	Project activities not being able to meaningfully engage and empower young women, including those from vulnerable backgrounds / facing intersectionality at the intended scale. This may in turn result in inequitable distribution of project benefits.	Risk Category: 1.Social and Environmental	I = 2, L = 2, Low	From: 01.01.2023 To: 31.12.2026	25/09/2022	Should the significance level of this risk be deemed to increase at any point during the project's lifecycle, a targeted Gender Action Plan (GAP) may then need to be completed, in terms of opportunity to promoting youth empowerment and the participation of marginalized youth on the part of members of government, the activities listed for risk 2 that seek to increase duty-bearer capacity should serve to manage the risk that any such opposition will influence the rights or access to benefits of project beneficiaries. The Stakeholder Engagement Plan (SEP) will provide guidelines for consultations with members of government as well as civic society that will include questions regarding attitudes to project activities that are aimed specifically at the empowerment of marginalized youth groups. The responses to such questions will be considered in the determination of the level of accommodations that will be required to ensure that marginalized beneficiaries are able to access project benefits without encountering opposition from either governmental staff or other members of the public.	Risk Owner: Project Manager Risk Treatment Owner: UNDG Officer
4	The project may attract opposition to promoting youth empowerment and ensuring participation among LGBTIQ+ youth or other marginalized youth (including e.g. indigenous or ethnic minority youth or young women) due to specific traditionally held/cultural discriminations against these groups. Any such opposition may hinder the efficacy of project interventions and lead to conflicts between project beneficiaries and/or may adversely impact the rights of project beneficiaries.	Discriminatory societal norms against marginalized youth.	Project activities not being able to meaningfully engage and empower young women, including those from vulnerable backgrounds / facing intersectionality at the intended scale. This may in turn result in inequitable distribution of project benefits.	Risk Category: 1.Social and Environmental	I = 2, L = 1, Low	From: 01.01.2023 To: 31.12.2026	25/09/2022	Should the significance level of this risk be deemed to increase at any point during the project's lifecycle, a targeted Gender Action Plan (GAP) may then need to be completed, in terms of opportunity to promoting youth empowerment and the participation of marginalized youth on the part of members of government, the activities listed for risk 2 that seek to increase duty-bearer capacity should serve to manage the risk that any such opposition will influence the rights or access to benefits of project beneficiaries. The Stakeholder Engagement Plan (SEP) will provide guidelines for consultations with members of government as well as civic society that will include questions regarding attitudes to project activities that are aimed specifically at the empowerment of marginalized youth groups. The responses to such questions will be considered in the determination of the level of accommodations that will be required to ensure that marginalized beneficiaries are able to access project benefits without encountering opposition from either governmental staff or other members of the public.	Risk Owner: Project Manager Risk Treatment Owner: UNDG Officer

<p>5 Project activities aimed at empowering and enabling indigenous youth could have impacts that are considered to be adverse by relevant indigenous people/communities. If project interventions take place in areas where indigenous people are present and activities are not designed and implemented through appropriate consultation with such communities, the outcomes of the project could be seen as adverse by these indigenous people. If project activities are defined by these indigenous people as defined by them, the addition of the project activities to traditional knowledge to promote climate adaptation initiatives among youth, FPG of relevant indigenous people will be required.</p>	<p>Pre-existing norms within indigenous groups which may be contrary to the development priorities of the project.</p>	<p>Conflicts within communities in the project area and inequitable distribution of project benefits.</p>	<p>Risk Category: 1 Social and Environmental</p>	<p>I = 2, L = 2, Low</p>	<p>From: 01.01.2023 To: 31.12.2026</p> <p>Risk Owner: Project Manager Risk Treatment Owner: UNDP Officer</p>	<p>Indigenous youth are not a discrete, key focus of the project. Nonetheless, the majority of project activities will be designed with some consideration of accommodations required for indigenous and other marginalized youth.</p> <p>This risk is of "low" significance and therefore does not require targeted assessment and management measures. Nonetheless, the consultations designed in compliance with the SEP will include questions about the activities that fall within the scope of this risk. The results of these consultations will be included in future consideration of whether targeted assessment and management measures are required to address this risk in line with SES requirements.</p>
<p>6 Project activities could inadvertently promote climate maladaptive practices. Due to the unprecedented and uncertain nature of climate change and research on best practices for climate adaptation, efforts to educate youth on climate change action could result in the promotion of initiatives that are improperly designed, thus bringing about increased climate vulnerability. If sufficient safeguards are not put in place, project activities that aim to educate youth on climate change could result in the promotion of maladaptive business practices that are not sufficiently climate change sensitive.</p>	<p>Misconceptions in respect of the most appropriate climate adaptation techniques.</p>	<p>Increased climate vulnerability.</p>	<p>Risk Category: 1 Social and Environmental</p>	<p>I = 2, L = 2, Low</p>	<p>From: 01.01.2023 To: 31.12.2026</p> <p>Risk Owner: Project Manager Risk Treatment Owner: UNDP Officer</p>	<p>Various project activities (and indeed one of the overall focuses of the project) involve the promotion of youth climate action initiatives and increasing the capacity of youth and duty-bearers to take an active role in the development of climate adaptation efforts. Proper design of these activities in adherence to international best practice and with consideration of reliable research on adaptation practices will serve to mitigate the risk that climate maladaptive practices will be produced through project interventions. The relevant activities, the proper design of which will address this risk are as follows:</p> <ul style="list-style-type: none"> • Output 1.1: Strengthening an enabling policy and regulatory environment for youth entrepreneurship through action-oriented research and policy dialogues and evidence-based advocacy • Output 1.2: Enhancing capacities of the ecosystem stakeholders, facilitating knowledge exchange and strengthening partnerships • Output 1.3: Consulting youth and government on climate-related questions and engaging government policy labs on climate • Output 2.1: Building the capacity of youth and duty-bearers to lead sustainable, inclusive and resilient engagements on climate action • Output 2.3: Increasing youth knowledge, awareness and leadership skills in climate action
<p>7 Project activities that seek to alleviate digital inequality could potentially result in the generation of e-waste. If the acquisition and use of technology is required to implement these activities, improper disposal of such technology at the end of its lifecycle could result in the release of hazardous and non-hazardous pollutants into the environment.</p>	<p>Potential acquisition and use of technology for project activities.</p>	<p>Adverse impacts to the environment through improper disposal of waste.</p>	<p>Risk Category: 1 Social and Environmental</p>	<p>I = 3, L = 1, Low</p>	<p>From: 01.01.2023 To: 31.12.2026</p> <p>Risk Owner: Project Manager Risk Treatment Owner: UNDP Officer</p>	<p>The scale and scope of waste produced through the project is expected to be minor (if any exists at all). However, the disposal of any such waste should follow national regulation and good international industry practice (GIIP). Relevant processes for GIIP in respect of waste disposal are provided for in SES 8 on pollution prevention and resource efficiency, as well as the IFC guidance on waste management.</p>
<p>8 Uncertainty in financial resources for programmatic work</p>	<p>Delays in funding from partners, expected partnerships not materializing or termination of partnerships, especially with private sector partners</p>	<p>Project results are not achieved. Delays in implementing activities in accordance with timeframe indicated in the Annual Work Plan, leading to all outputs (due to dependencies) and the long term viability of the partnership with the government, companies and donors.</p>	<p>Risk Category: 2 Financial Sub-category 2.3: Delivery 2.6: Budget availability and cash flow Risk appetite: Exploratory</p>	<p>Likelihood: 2 Impact: 3 Risk Level: Moderate</p>	<p>From: 01.01.2023 To: 31.12.2026</p> <p>Risk Owner: Project Manager Risk Treatment Owner: UNDP Operations Coordinator Communications Coordinator</p>	<p>Diversification of funding sources to leverage resources from bilateral donors, institutional funders, foundations in addition to the private sector. The risk is also addressed through intra-organization partnerships, partnerships with other UN agencies, CSOs and private sector partners to consolidate programme efforts where possible. Having a number of partners, national and international, reduces the risks of overall financial risk for the programme.</p> <ul style="list-style-type: none"> - Develop a resource mobilization plan and recruit a dedicated partnership capacities to support both regional and national partnership efforts - Prepare an exit strategy that takes resource availability into account - Decision making at the AWP, on how much the critical resources requirement is for project to operate, so that if this critical minimum is not in place, adjust the AWP accordingly. - Prepare and adhere to the Risk Mitigation and Communications Strategy in order to engage new partners and strengthen existing partners - Proactively develop and update the Risk Mitigation and Communications Strategy to promptly respond to partnership related issues as they arise.
<p>9 Sudden economic and political crises in countries (eg: Pakistan, Sri Lanka) may lead to reorientation of development needs, driving focus away from the developmental challenges outlined by YEP-AP</p>	<p>Other emerging priorities, divert attention and priorities to the economic crisis, political unrest and emergency situations</p>	<p>Fewer resources are allocated for empowerment of marginalized youth, youth civic engagement and political participation. Government priority on meaningful youth engagement in policy development and implementation of those policies do not proceed as fast as expected and results are not achieved as planned.</p>	<p>Risk Category: 7 Strategic Sub-category 7.7: Alignment with national priorities Risk appetite: Cautious</p>	<p>Unlikelihood: 3 Impact: 1 Risk Level: Low</p>	<p>From: 01.01.2023 To: 31.12.2026</p> <p>Risk Owner: Project Manager Risk Treatment Owner: Operations Coordinator</p>	<p>By working at both the national and regional levels with countries across the Region, harnessing the power and wisdom of youth and our strong relationship with government partners, the project will remain relevant even if the political interest decreases in one or two countries. Sustained Work in other countries will continue unhindered.</p>



UNDP Standard Terms of Reference (ToR) for the Project Board of the Youth Empowerment Project in Asia and the Pacific (YEP-AP) Project ID: 147208

I. Background

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. For the purpose of this ToR and to ensure standardization, henceforth, as regards project documentation, such a body shall only be referred to by one of two names: 'Project Board' or 'Project Steering Committee.'¹ The Project Board is the most senior, dedicated oversight body for a UNDP 'Development Project', which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

II. Duties and Responsibilities

The two prominent (mandatory) roles of the Project Board are as follows:

- 1) High-level oversight of the project** (as explained in the ["Provide Oversight"](#) section of the PPM). This is the primary function of the Project Board. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Board is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

The Project Board also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP Programme Management Unit (PMU) and / or Regional Monitoring and Evaluation Officer / RBM Specialist based in PMU to maintain independence from the Project Manager regardless of the project 's implementation modality.

The Project Board reviews updates to the project risk log at the board meeting.

- 2) Approval of key project execution decisions** (as explained in the ["Manage Change"](#) section of the PPM). The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, partner engagement through Responsible Party Agreement (RPA), Procurement Plan

¹ Please insert the appropriate entity name in the relevant sections in the document. Where this ToR refers to "Board" it is intended to apply to both these entities and should be changed accordingly to match the entity chosen for the specific project



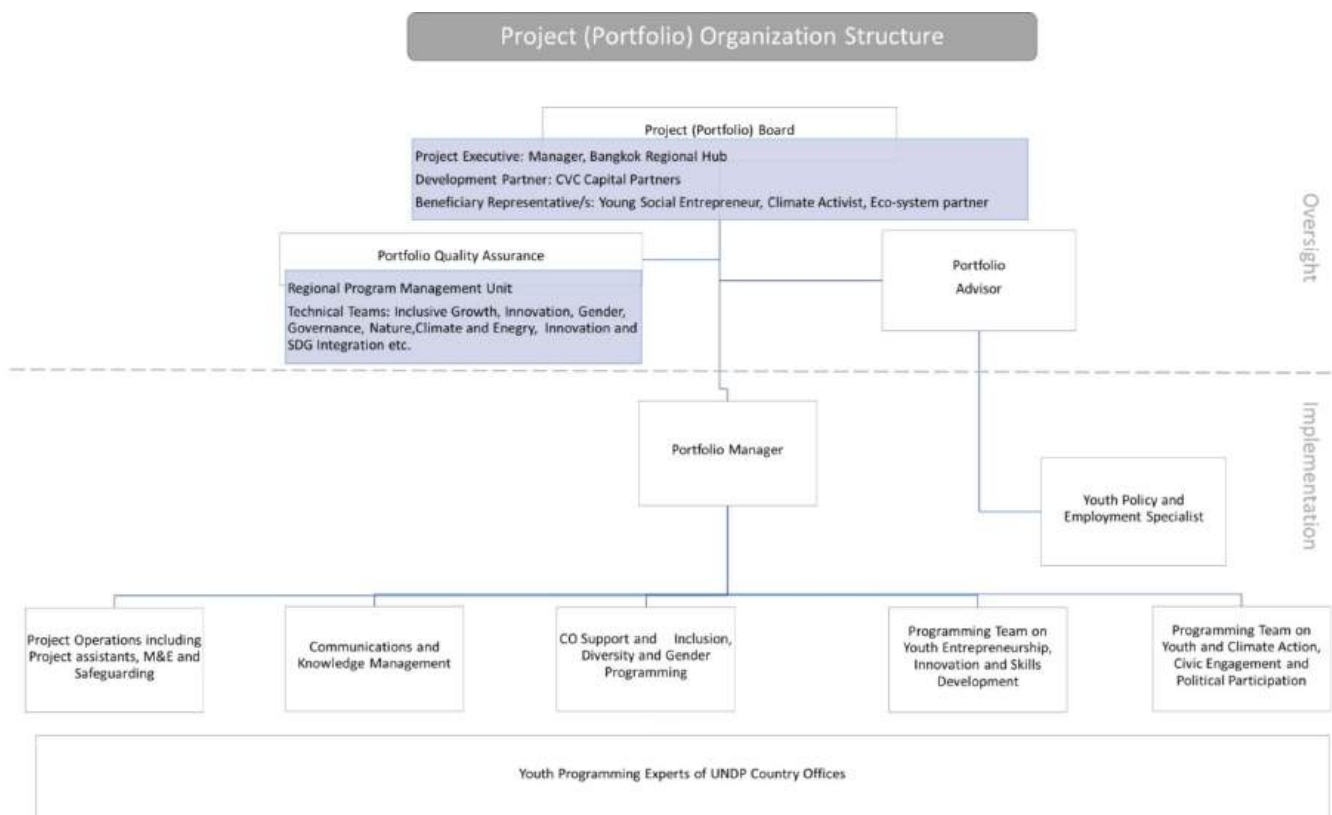
and procurement execution including annual planning, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The Project Board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager’s tolerances. The Project Board approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions (*‘High-level oversight of the project’ and ‘Approval of key project execution decisions’*) is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

The diagram below outlines the main entities involved (and their respective responsibilities) in the ‘oversight/approval of key execution decisions’ layer and the ‘implementation’ layer of the project structure.

Diagram 1 – Standard Figure of Project Organization Structure vis-à-vis oversight & approval and implementation roles



In order to ensure UNDP’s ultimate accountability, the Project Board decisions should be made in accordance with [the Quality Standards for Programming](#) that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Project Board needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on



supporting functions to the Board). The Project Board also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Board include the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the project manager and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP ([Manage Change](#) in the PPM) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel a project and the Project Board is informed/consulted only).
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Provide guidance and instruction on CSO engagement strategy, if required provide approval for the selection of Responsible Parties through Collaborative Advantage Analysis.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project².
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the [Low Value Grants – UNDP Operational Guide](#).
- Provide guidance on the overall portfolio operations.

Additional responsibilities of the Project Board can include, but are not limited to, the following:

- Ensure coordination between the various donors and government-funded projects and programmes;
- Track and monitor co-financing for this project;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;

² The responsibilities of the board in this regard should follow [UNDP's Social and Environmental Standards](#) (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.



- During Evaluation, approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- On reporting, review annual progress report including other donors ad-hoc request for reporting (if there is any), the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up;
- Providing guidance or reporting protocols to technical committees or sub-bodies reporting to the Board

III. Composition of the Project Board

As noted in the diagram 1 above, every Project Board in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal Project Board member must correspond to one of these three roles and be identified accordingly in the project documentation.

The three categories of Project Board members are the following:

- 1) Project Director/Executive(s):** This is an individual(s) who represents ownership of the project and chairs (or co-chairs) the Project Board. Project Executive for Youth Empowerment in Asia Pacific (YE-AP) refer to the Manager of Bangkok Regional Hub.
- 2) Beneficiary Representative(s):** This is an individual(s) representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, community groups or other government entities benefiting from the project can fulfil this role. If the project has a specific geographic focus, often representatives from the government entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary Representative(s) is: representative(s) from youth benefiting from the project. The Beneficiary Representatives are: Young Social Entrepreneur, Climate Activist, Eco-system
- 3) Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project³. There can be multiple development partners representatives in a Project Board. The Development Partner(s) representative(s) is: representative(s) from funding partners.

To avoid conflict of interest, representatives from responsible parties or service providers cannot sit on the Project Board as a formal voting member. Representatives of responsible parties can attend board meetings if requested (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

IV. Meeting Schedule and the Quorum

The Project Board will meet one time annually at a minimum. The timing of board meetings will be agreed upon in advance and corresponds to key project reporting or work planning milestones.

³ With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds



Project Board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expenses related to travel or lodging to attend board meetings. The project will follow UNDP travel rules and regulations for reimbursement of such expenses. All the three components of the Project Boards i.e. Development Partner, Project Executive and Beneficiary Representative are required in full as core members to ensure Board in Effect as a quorum. All the Board decisions must be documented /minuted. In addition, all board decisions and minutes will be kept by the project management unit. Any board decisions taken in between board meetings or virtually should be documented and circulation for endorsement virtually is mandatory.

Under Crisis, and the Project Board must be convened to make critical project decisions, 2/3 of the core member of the board quorum can be convened to make decision either in person or virtually. In any case, all the decisions must be documented and further circulated to other Board member for reference.

Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board⁴.

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members will be presented with a ToR for the Project Board, which includes the responsibilities already outlined and indicate agreed board practices and logistics.

V. Standard Outputs of Project Board Meetings

In its oversight function, the Project Board will (at a minimum) review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations⁵
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicable) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

The output of every Project Board should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the

⁴ UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

⁵ Including audit reports and spot checks.



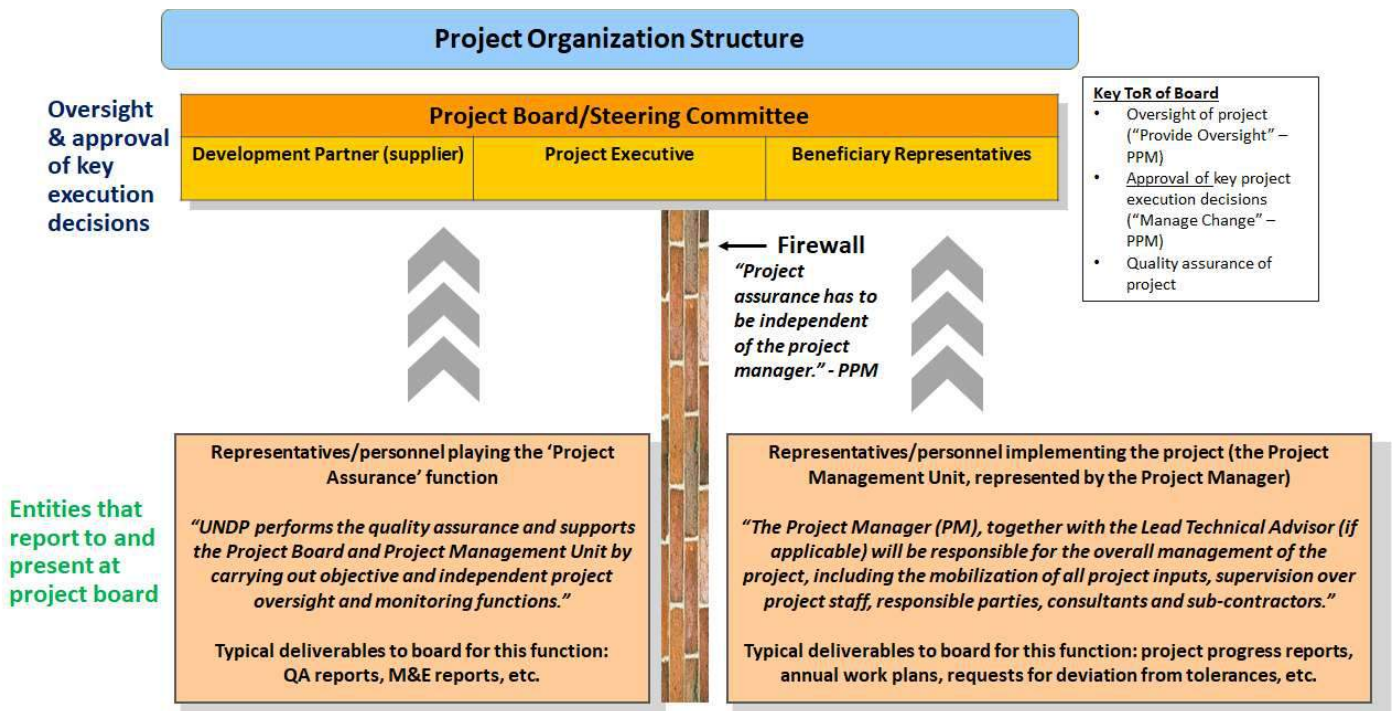
members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

VI. Support Functions to the Project Board

There are two main entities/functions outside the Project Board structure whose role is to report to the Project Board and support board members in effectively fulfilling their roles: project assurance and project management.

The diagram below explains the primary role of these two entities in the context of their support to Board operations. A description of these two entities follows.

Diagram 3 – Standard Figure of Project Organization Structure – Board Support Entities



Project Assurance: Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP through Programme Management Unit performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Board cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution.



A designated representative of UNDP playing the project quality assurance role is expected to attend all Project Board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

Project Management Unit: The Project Manager (PM) / Project Coordinator as the senior most representative of the Project Management Unit (PMU) is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the Project Management Unit – the Project Coordinator or their designate - is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a **non-voting representative**.



Annex A – Acknowledgement of this ToR by each designated official Project Board member

Note: The form/evidence for this acknowledgement must be included as an annex or codified in other ways (e.g. note to file or minutes of a board meeting)

The formal acknowledgement of the ToR by board members can be done via various procedures, including the following options:

- 1) Having copies of the ToR be signed by each appointed board member at the Appraise and Approve stage (LPAC) and then having all signed copies attached as an annex to the Project Document**
- 2) Having the final ToR be signed by each appointed board member at the first project board meeting after Project Document signing with the approvals recorded in the minutes of the meeting**

In both cases, the signature or acknowledgement should include the name, title and category of board representation for the person signing

Terms of Reference (TOR) of Key Project Staff

Role	Draft Scope of Work
Portfolio Manager	<p>Project Management and Implementation:</p> <ul style="list-style-type: none"> • Manage and coordinate RBAP’s Regional Youth Empowerment Project in Asia-Pacific (i.e. coordination, oversight and staff support, project research, communications, national dialogues etc.); • Provide inputs, guidance and quality assurance of project concept notes, document and reports; • Coordinate project-related meetings such as Inception Workshops, Project Steering Committee Meetings and other stakeholder meetings; • Initiate and lead research activities on youth, entrepreneurship and innovation (thematic focus areas, identify gaps and synthesis) as needed; • Administer project budget under supervision of the Youth and Civil Society programme specialist with periodical reporting to project stakeholders; • Provide support to external communication and outreach of the project; • Support process and activities related to monitoring and evaluation and reporting to project stakeholders; • Support recruitment and coordination of regional youth project staff; • Support UNDP country offices to develop comprehensive youth programmes (including resource mobilization support); • Organize regular Community of Practice meetings (CoPs), including, an annual Summit together with key partners. <p>Project Development:</p> <ul style="list-style-type: none"> • Develop a regional offer on young people’s engagement in climate change (including GCF/GEF projects, and Climate Promise); • Develop a regional Youth employment and skills offer in collaboration with other BRH teams; • Develop a various regional offers on youth civic engagement and other governance areas. <p>Partnership Development and Management:</p> <ul style="list-style-type: none"> • Coordinate UNDP’s engagement in both Generation Unlimited and Decent Jobs for Youth global platforms in Asia-Pacific, and other UN-wide initiatives. • Strengthen UNDP’s partnerships on youth empowerment through joint research, programming and knowledge sharing. • Mobilize partnerships and resources for UNDP’s youth programmes in Asia-Pacific e.g. conduct due diligences, develop financing agreements etc.
Policy Specialist – Youth Employment and Entrepreneurship	<ul style="list-style-type: none"> • Lead the management of the Research and Thought Leadership Framework of the YEP-AP project. Closely liaise with the project co-leads to ensure synergies and the achievement of overall project goals. Support team members, vendors and partners to achieve various components of the Framework, regular monitoring of progress and update project team and donors. • Lead the management of the Impact Measurement and Management Framework of the YEP-AP project. Closely liaise with the project co-leads to ensure synergies and the achievement of overall project goals. Support team members to achieve various components of the Framework, regular monitoring of progress and update project team and donors.

	<ul style="list-style-type: none"> • Support project risk management of the YEP-AP project including gender mainstreaming in accordance with the guidelines set by the Regional Youth Project Document. • Support showcasing of Project activities through thought leadership and strategic positioning opportunities involving UNDP Senior Management, Op-Eds and blogs in Regional Media, Youth Co:Lab and UNDP websites and internal and external social media platforms. • Support to the UNDP Regional Programme. Liaise with relevant GPN teams of UNDP Asia-Pacific and HQ to ensure that the YEP-AP is aligned with the Regional Programme objectives and contributing strategically to other regional efforts.
<p>Operations Coordinator</p>	<p>Project Financial Management</p> <ul style="list-style-type: none"> • Assessment on the current financial management structure of the project in terms of budgeting and reporting • Establish project financial framework to manage project budgets in accordance with the project document and donor agreements • Quarterly update the project budget based on performance (more regularly at the year-end) • Oversee the development of relevant financial reports for projects donors and UNDP • Support the development of multi-year and annual workplans of the project <p>Project Procurement Management</p> <ul style="list-style-type: none"> • Assessment of current procurement management structure in terms of planning and implementation • Improve the project procurement framework aligned with the Project Document and donor requirement • Bi-weekly update the progress of procurement • Support to develop relevant ToRs and documentation for procurement processes • Support in evaluation of procurement vendors <p>Project Risk management and safeguarding</p> <ul style="list-style-type: none"> • Assess the current project Risk register, Quality Assurance checklist and Social and Environmental screening checklist • Regular updates of above checklists in accordance with the project document requirements • Ensuring the application of project safeguards and regular assessment • Support on due diligence of private sector donors
<p>M&E and Research Coordinator</p>	<p>Monitoring and Evaluation</p> <ul style="list-style-type: none"> • Supporting management of the Impact Measurement Framework of the Regional Youth Project, in close coordination with the UNDP BRH Regional Youth Team and UNDP country offices. • Project reporting in accordance with project requirements both internally to UNDP and to project donors. • Supporting coordination of the grant evaluation of the Youth Empowerment in Climate Action Platform Initiation project, working closely with the Evaluation Consultant.

	<ul style="list-style-type: none"> • Coordinating delivery and publication of an external facing report disseminating the results and lessons learnt derived from the donor report of the Youth Co:Lab project. • Providing data and evidence to support the development of necessary project components for the next phase of the Regional Youth Project. <p>Research Coordination</p> <ul style="list-style-type: none"> • Refine the scope, design and methodology of individual research and thought leadership products in order to deliver on Regional Youth Project’s research and thought leadership objectives. • Support engagement and management of research partners for primary and secondary research, including supporting the development of Terms of Reference where required. • Support the coordination of the development of research products, including reviewing intermediary outputs and providing regular feedback to research partners. • Support UNDP country offices under the Regional Youth project in the development, delivery and review of knowledge products at the national level. • Support the UNDP review and approval process for knowledge products. • Support the development of communications materials and other outputs synthesizing the findings of research. • Manage Regional Youth Project’s partnerships with third party research and thought leadership collaborators.
<p>Communications and Knowledge Management Coordinator</p>	<ul style="list-style-type: none"> • Lead the implementation of the communications strategy 2023-26 Supporting team members to achieve various components of the strategy, regular monitoring of progress and updating project team and donors. • Ensure quality control of communications products produced at Regional and Country Office level, (including newsletters, social media content, publications, infographics, videos and related content), as well, as providing advisory support to national communications strategies. Ensuring political and programmatic sensitivities are taken into consideration in all communication activities. • Liaising with the project donors to ensure content is approved and maintaining close communication with the donor of all upcoming opportunities, events, and campaigns. • Create Own content to help increase visibility for the project by writing press releases, op-eds, human interest stories, photo stories and other relevant communications materials to be showcased in high-profile media outlets (ex – Bloomberg, NY Times, Guardian, SCMP etc.) • Support Project activities by drafting talking points and strategic positioning requests for UNDP Senior Management (events, national dialogues, research etc.), write blogs for the Youth Co:Lab and UNDP websites and internal and external social media platforms • Coordinate and support UNDP country offices for national youth communication activities

	<ul style="list-style-type: none"> • Approve the social and digital media designs in line with the YEP-AP branding guidelines • Support to the Knowledge Management of YEP-AP. Coordinate KM activities, tasks and strategies of and related to the YEP-AP programme with the Communications team of UNDP Asia-Pacific and HQ to ensure that the KM produced are aligned with the Regional Programme objectives and contribute strategically to other regional efforts.
<p>Youth Co:Lab Coordinator</p>	<p>Project Development and Implementation:</p> <ul style="list-style-type: none"> • Provide inputs, guidance and quality assurance of project concept notes and proposals; • Support UNDP Youth Team, both substantively and administratively, in varying stages of the project cycle on project implementation (procurement, recruitment, communications, evaluation etc.) • Provide research support on youth, entrepreneurship and innovation (thematic focus areas, identify gaps and synthesis) as needed <p>Event Coordination</p> <ul style="list-style-type: none"> • Coordinate the inputs of UNDP and project donors into the agenda, and advise on the identification of motivational and thematic speakers, the sequencing of speakers, the event format and structure; • Identify and finalize regional summit hosts and event logistics • Coordinate with key partners on the recruitment, training, and management of volunteers for the events; • Coordinate the creation of event outputs leading to the main summit agendas <p>Partnership Management</p> <ul style="list-style-type: none"> • Support the creation of a database of stakeholders and other key partners such as government departments, donors, civil society and private sector working on youth, entrepreneurship and innovation; • Support the UNDP Youth Team in developing partnerships and the organization of meetings with the Alliance of Incubators with the objective to facilitate knowledge sharing, technology exchange, and access to finance; • Liaise with UNDP RBAP CO and international partners to ensure sustainability of the initiative; • Mobilize partnerships and resources to support the UNDP Youth Programme.
<p>YECAP Coordinator</p>	<p>Partnership Outreach and Management</p> <ul style="list-style-type: none"> • Support the UNDP BRH in developing a partnership framework to strengthen YECAP; • Mobilize partnerships and resources to support the UNDP Youth and Climate Programmes both at regional and national levels; • Collect and keep track of youth and climate related practices in UNDP Country Offices in the Asia-Pacific region, including a youth organization database; • Lead the production of key outreach materials associated for potential donors related to innovation, youth and public-private partnerships (i.e., PowerPoint presentations, brochures, etc.) as needed; • Liaise with RBAP country offices and programme officers to obtain relevant information for content development <p>Programme Coordination Support</p> <ul style="list-style-type: none"> • Support to develop, coordinate, and update the annual workplan for YECAP

	<ul style="list-style-type: none"> • Support to coordinate programmatic collaborations with YECAP Action Committee Partners (UNICEF, UNFCCC, British Council, YOUNGO, Movers Programme, 2030 Youth Force); • Support to implement the YECAP action plan <p>Event Coordination (Youth side events/sessions at Asia-Pacific Climate Week and COP events)</p> <ul style="list-style-type: none"> • Coordinate the inputs of UNDP and key partners into the agenda, and advise on the identification of speakers, the sequencing of speakers, and the event format and structure; • Coordinate the production of the event documents (e.g. concept note, draft participants list, event invitations, relevant background materials); • Coordinate with key partners on the recruitment, training, and management of volunteers for the events; • Coordinate the creation of event outputs leading to the main summit agendas
<p>Partnerships and Pipeline development coordinator for Regional Youth Project</p>	<p>Partnerships and Pipeline Development</p> <ul style="list-style-type: none"> • Draft a list of potential private sector and bi-lateral partners to support the regional youth initiatives • Lead the production of key outreach materials associated for potential donors related to innovation, youth and public-private partnerships (i.e. PowerPoint presentations, brochures, etc.) as needed • Liaise with RBAP country offices and programme officers to obtain relevant information for content development • Finalize Project proposals for Youth Skills Initiative, YECAP and Youth & Governance Initiative through consultations with key convening partners, governments, young people, NGO/CSOs and country offices • Finalize partnerships with additional partners (3-5) to provide financial and in-kind resources to regional youth skills project, YECAP and Youth & Governance initiatives • Support to manage local partnerships in strategic project locations such as Australia and Singapore <p>Events Management (Regional Summits)</p> <ul style="list-style-type: none"> • Coordinate the inputs of UNDP and key partners into the agenda, and advise on the identification of motivational and thematic speakers, the sequencing of speakers, the event format and structure; • Support to evaluate venue options for regional events that is agreeable to both UNDP and key partners, and advise on the layout of the venue, including promotional material (banners, posters) to be developed; • Coordinate the production of the event documents (e.g. logistics note, draft participants list, event invitations, relevant background materials); • Develop agenda for Evening events during regional events; • Coordinate with key partners on the recruitment, training and management of volunteers for the regional events; • Collaborate with the event management teams on matters pertaining to the delivery of the regional events. • Develop the strategy for engagement and collaboration in key regional events by the BRH Youth Unit, and examine best practices in cultivating communities of practice

<p>Youth Empowerment Alliance and Innovative Financing Coordinator</p>	<p>Management of the Youth Empowerment Alliance (YEA)</p> <ul style="list-style-type: none"> • Develop the structure, engagement and management plan for the youth empowerment alliance (YEA) (with the support from regional team); • Engage potential partners for Youth Empowerment Alliance (Asia-Pacific and China); • Management of database of YEA and other key partners (CRM tool and external visibility tool - Airtable); • Support to produce communications materials for YEA (videos, quote cards etc) • Support to convene various programmes and activities in collaboration with the YEA (AVPN, ANDE etc.) (Asia-Pacific and China); • Support the establishment of the national YEA in 3 countries • Support to implement the capacity building programme for national YEA (Springboard Amplifier Programme) <p>Support regional team in establishing and maintaining partnerships</p> <ul style="list-style-type: none"> • Support to prepare briefs, pitches, proposal and presentations for engaging partners • Support to conduct the due diligence, prepare financing agreement, MoU and other relevant documents • Support to develop new initiatives which engage external stakeholders (Youth Co:Lab financing platform, crowdfunding platform, e-commerce platform, and other start-up support initiatives.); • Support in coordinating the conversations between regional partners and country offices <p>Develop and support to implement start-up funding initiatives</p> <ul style="list-style-type: none"> • Support regional team to develop start-up financing offers (Youth Social Innovation Fund, etc.) • Provide support to implement and maintain the financing platform • Support to design and coordinate crowdfunding/e-commerce initiatives
<p>Youth Springboard Portfolio Support Coordinator</p>	<p>Social Entrepreneurs Support and Account Management:</p> <ul style="list-style-type: none"> • Define the objectives, goals and timeline of Springboard Programme and design program guideline to optimize participant learning experience; • Research and evaluate the existing startup support programme’s effectiveness in Asia-Pacific and propose suggestions to strengthen Springboard Programme; • Facilitate the design and implementation of the Springboard PLUS investment readiness programme with strategic partners such as impact investors, venture funds and accelerators; • Convene the Springboard Hub to mobilize resources from partners and support to develop a matchmaking platform between the startups and ecosystem partners (Youth Empowerment Alliance); • Provide mentoring, coaching and account management support to promising startups in a regular basis (bi-weekly is preferred); • Draft reports based on the success stories of mentoring support to youth startups and recommendations to further improve the programme. <p>Leave No One Behind (LNOB) and Climate Action Focused Programmes Coordination:</p> <ul style="list-style-type: none"> • Draft workplans for Leave No One Behind (LNOB) and Climate Action focused program component based on feedback and recommendations from subject

	<p>experts and Springboard Programme alumni;</p> <ul style="list-style-type: none"> ● Research and analyze UNDP's country program results on the LNOB agenda in the Asia Pacific region. Consolidate key findings into mappings for respective targeted groups such as People with Disabilities, LGBTI, Indigenous Peoples, migrants and refugees; ● Support the development of strategy note for Diversity, Equity and inclusion through youth empowerment initiatives for resource mobilization; ● Coordinate with startup mentors, LNOB subject experts and Youth Co:Lab alumni to design a business support program for youth social entrepreneurs from underrepresented communities; ● Manage the implementation of a number of specific innovation and youth initiatives pertaining to diverse project portfolios and project units in close coordination with the Regional Youth Project manager and project coordinator; <p>Monitoring and Evaluation for Resource Mobilisation:</p> <ul style="list-style-type: none"> ● Develop metrics to measure overall short-term and long-term impact of the Springboard Programme activities, monitor impact evidence collection progress to ensure diversity and inclusion of the programme; ● Draft program report to showcase success stories and provide recommendations for improvement for the next project cycle; ● Manage startup relations to identify funding gap, and provide support to bridge investment opportunities through the Youth Empowerment Alliance.
<p>Digital Communications and Community Outreach Coordinator</p>	<p>Develop and implement a comprehensive social and digital media plan for YEP-AP</p> <ul style="list-style-type: none"> ● Manage social media platforms and related online/digital presence, including supporting the management of website for content dissemination, amplification and digital visibility; ● Collect and analyze social media data to discover trends and adapt social media strategies and YEP-AP's Communications Plan accordingly; ● Conduct monthly media monitoring and tailor YEP-AP's activities based on results. Reactively post about relevant topical issues on appropriate social media channels; ● Update YEP-AP's Branding Guidelines. Monitor and ensure the integrity of the branding practices are implemented by all country offices and relevant partners in collaborated initiative and events; ● Provide communications support for Youth Co:Lab's National Dialogue/YECAP national activities or any related events with BRH, UNDP Country Offices, Youth Focal points and Stakeholders; ● Based on the project activities (events, national dialogues, research etc.), develop and coordinate social media campaigns and dissemination; ● Support with events planning and creating marketing collateral for national and regional dialogues; ● Promote the project across all online and offline YEP-AP channels; ● Support UNDP Country Offices and UNDP Regional teams by cross promoting their work on RBAP social media and web-based platforms; ● Ensure quality control of communications products (including newsletters, strategies, publications, infographics, videos and related content) produced at Regional and Country Office level. ● Ensure political or programmatic sensitivities are taken into consideration and addressed in digital content production. Liaising with the donor to ensure content is approved and maintaining close communication with the donor of

	<p>upcoming visibility opportunities, events, and campaigns.</p> <p>Develop and implement an engagement plan for YEP-AP in order to build an engaging online and offline community of youth entrepreneurs in the region</p> <ul style="list-style-type: none"> • Support internal communications (Youth Unit newsletter, relevant posts on Yammer and other UNDP internal platforms, etc.); • Support Country offices and other UNDP Youth Initiatives by providing trainings to young participating, generating content and support to maintain their marketing and communication products; • Maintain media mapping exercises and implement best practices to YEP-AP’s online activities; • Develop strategic content and campaigns to reach new target audiences according to YEP-AP’s thematic focus and themes; • Monitor and evaluate the engagement on our communication channels. • Conduct a review of best practices from other organizations (UN family and externals) to learn and curate experiments to increase the engagement <p>Lead the creation of relevant Graphic Design and Video Production for YEP-AP</p> <ul style="list-style-type: none"> • Design creative graphics, marketing banners, posters, GIFs and animations for YEP-AP’s communication collaterals, social media and events in alignment with existing communications strategy to support building awareness and amplify the objectives and intentions of the project; • Coordinate and support Country offices with design support and ensure the consistency and standardization of YEP-AP’s visual identity in communication products are up to par. • Oversee and support UNDP country offices in producing videos to highlight impact stories • Campaign Videos: produce and edit video content for communications campaigns using stock footage. • Video Curation: curate and repurpose existing YEP-AP video content for new campaigns. <p>Manage the websites by maintaining and updating content for all sections of website to ensure it is up-to-date and accurately represents progress and successes of YEP-AP and its partners.</p>
<p>YECAP Fellowship Coordinator</p>	<p>Finalize the Fellowship Programme plan</p> <ul style="list-style-type: none"> • Review the results and feedback from past Fellowship cohorts • Draft the Fellowship programme plan for new cohort and receive feedback • Finalizing programme plan <p>Support YECAP’s participation in APAC Climate Week, COP Youth Event, COY, and COP</p> <ul style="list-style-type: none"> • Develop concept note or support to update the existing concept notes for above mentioned events to mainstream youth participation • Support to nominate and coordinate the engagement of youth participants • Support to finalize various reporting and communications aspects of these events <p>Implement the Fellowship Programme based on the workplan</p> <ul style="list-style-type: none"> • Conduct monthly training sessions for Fellows • Engage fellows to convening partner programmes and activities

	<ul style="list-style-type: none"> • Support communications activities to strengthen YECAP brand • Finalize impact report of YECAP Fellowship
<p>Youth Environment Human Rights Defenders Protection Coordinator</p>	<p>Brief situational analysis report on security and protection of young EHRDs.</p> <ul style="list-style-type: none"> • Map existing tools and guidelines addressing security and protection of young defenders; • Map key actors and potential partners currently supporting young defenders in Asia-Pacific; • Conduct a needs assessment on the challenges of young defenders capturing the experience and violations of their rights in Asia-Pacific by using a range of approaches such as surveys and “youth as researchers” methodologies; <p>Series of roundtables at the national and regional level with relevant stakeholders.</p> <ul style="list-style-type: none"> • Organize a series of small roundtables with young EHRDs, civil society organizations, UN agencies and other stakeholders to discuss priority areas, share knowledge, expertise and recent developments in the field. • Summarize conclusions of the roundtables in a brief report. • Support partners in organizing the Regional Human Rights related events <p>Toolkit/course curriculum that aids young EHRDs in navigating potential and actual harms while conducting their work.</p> <ul style="list-style-type: none"> • Synthesize and consolidate existing tools and guidelines addressing security and protection of young defenders • Conduct research to fill the gaps in existing tools and guidelines and address the challenges highlighted during roundtables; <p>Train facilitators and ToTs from the YECAP and Movers community.</p> <ul style="list-style-type: none"> • Train youth to enable them to conduct the training and support them in localizing and adapting the content to their specific needs, context and language. <p>Support the Youth Empowerment in Climate Action Platform (YECAP) annual action plan.</p> <ul style="list-style-type: none"> • Support the formulation of partnerships strategy and mobilize resources in order to deliver on YECAP’s objectives. • Support UNDP country offices under the Regional Youth Programme and Climate Promise in the development, delivery and review of youth empowerment in climate actions initiatives at the national level to support programme objectives. • Support the event activities of Regional Dialogue on Youth Empowerment in Climate Actions
<p>YECAP Communications Coordinator</p>	<ul style="list-style-type: none"> • Lead the implementation of the YECAP communications strategy. Supporting team members to achieve various components of the strategy, regular monitoring of progress and updating project team and donors. • Ensure quality control of communications products produced at Regional and Country Office level, (including newsletters, social media content, publications, infographics, videos and related content), as well, as providing advisory support to national communications

	<p>strategies. Ensuring political and programmatic sensitivities are taken into consideration in all communication activities.</p> <ul style="list-style-type: none"> • Liaising with the project donors to ensure content is approved and maintaining close communication with the donor of all upcoming opportunities, events, and campaigns. • Create Own content to help increase visibility for the project by writing press releases, op-eds, human interest stories, photo stories and other relevant communications materials to be showcased in high-profile media outlets (ex – Bloomberg, NY Times, Guardian, SCMP etc.) • Support Project activities by drafting talking points and strategic positioning requests for UNDP Senior Management (events, national dialogues, research etc.), write blogs for the YECAP and UNDP websites and internal and external social media platforms • Coordinate and support country offices for national YECAP communication activities • Support to the UNDP Regional Programme. Coordinate communications and media activities, tasks and strategies of and related to the YECAP programme with the Communications team of UNDP Asia-Pacific and HQ to ensure that the communications produced are aligned with the Regional Programme objectives and contribute strategically to other regional efforts. • Other ad hoc activities relating to communications and visibility, as well, as support to the Youth Team on programmatic activities
<p>Programme Associate – BRH Youth Unit</p>	<p>Supports team’s management, resource management and implementation of project activities focusing on achievement of the following results:</p> <ul style="list-style-type: none"> ▪ Ensure Regional Youth Project’s efficient workplan implementation by ensuring the efficiency of programme’s budget utilization, expenditures monitoring and tracking, budget revisions, expenditures correction, determine budget’s utilization and other such necessary functions requiring regular use of ATLAS; ▪ Smooth development of the programme’s activities and budget planning with UNDP Country offices, and other development partners as well as projection of programme delivery; ▪ Efficient preparation and assistance the programme team in reviewing, compiling and developing documentation on the procurement of goods and services, on the guidelines and other material as required, and support contract tracking; ▪ Supports the team in Effective communications and smooth collaboration in providing guidance to UNDP Country offices and other development partners on routine implementation of the project by ensuring the efficiency of budget and resource utilization <p>Ensure the team’s smooth operations management by providing effective and efficient support in Administration and Financial management, Procurement process, Human Resource management, Internship and Volunteer process, Protocol process, Travel Arrangements, Registry and ICT support of the</p>

	<p>Regional project’s focusing on the achievement of the following results:</p> <ul style="list-style-type: none"> • Smooth administrative process for team members’ official obligations in official financial payments, official travel arrangements, goods and services procurements including consultants’ contracts process and acquisition, payments for consultants and vendors, official HR-related activities including PSA’s contracts process, office workspace and equipment, office project assets and inventories, UNLP, working visa and stay permit in close collaboration with UNDP BRH Management Support Services teams namely Finance, HR, Procurement, ICT, Administrative Unit using ATLAS, Oracle GSSU and other related online applications; ▪ Effective manages and proceeds donor contribution through Revenue Management portal – Document Management System (DMS) in coordination with GSSU for Account Receivable (AR) to apply revenue into project account; ▪ Performs revenue transfer processes to respective COs in Asia and the Pacific region through budget revision, General Ledger of Revenue, and Financial Authorization (FA) and provide inputs into periodic and ad-hoc financial reporting to COs, donors, as needed; ▪ Ensure that all activities are undertaken in full compliance with CO business processes, UNDP rules, regulations and policies and ATLAS procedures. Build and maintain good internal relationship with all UNDP country offices , other development partners and BRH’s practice teams especially with the Operation Support Team to ensure the smooth coordination and proper operational process; ▪ Leads maintenance of the inventory of project assets/equipment and project correspondence and files; ▪ Supports project team for timely procurement of services and goods including recruitments for International/National Consultants, Internship; supports and coordinates in recruitment/acquisition processes of ICs, Internship, institutional contract and other goods and services; ▪ Efficient preparation and well-managed administration to the project team in the organization of events, meetings, workshops, and conferences, including logistics management etc.; ▪ Performs a role of Originator (travel arranger) and Travel Processor (certifying officer) to facilitate official travel according to UNDP Rules and Regulations. ▪ Support to track advisory services to country offices. ▪ Timely response and well-updated to Procurement plan of the of the programme’s plans and activities ▪ Support other relevant tasks as requested by Regional Youth Project Team <p>Ensure effectiveness of project’s budget management and donor reporting focusing on achievement of the following results:</p> <ul style="list-style-type: none"> ▪ Efficient preparation and monitor of finance-related data and analysis to facilitate project implementation, project planning and auditor purposes including accurately provide relevant documents for donor/third-party contribution agreements for the authorized signatures ▪ Preparation of Revenue Recognition by recording revenue in the Revenue Management system based on a category of agreed financial contribution agreements such as donor governments, UN agencies, private sector entities, foundations, etc.; ▪ Maintenance of relevant responsibilities according to contribution agreements. <p>Ensures facilitation of knowledge building and knowledge sharing focusing</p>
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	<p>on achievement of the following results:</p> <ul style="list-style-type: none"> ▪ Participation in the trainings for the operations/projects staff on programme; ▪ Contributions to knowledge networks and communities of practice, specifically in participation of creation and maintenance of team pages; ▪ Supports Regional Youth Project staffs for data collection on national and regional activities and participates in the relevant BRH Monitoring and Evaluation Focal Point meetings.
<p>Project Assistant – BRH Youth Unit</p>	<p>Supports management and implementation of project activities focusing on achievement of the following results:</p> <ul style="list-style-type: none"> ▪ Provides Project and administrative support to the Project team in the preparation of various Project documents such as work plans, budgets, reports and proposals on project implementation arrangements; ▪ Identifies sources, and gather and compile data and information for the preparation of documents, guidelines and other material as required; ▪ Assists the project team in reviewing and preparing documentation on the procurement of goods and services, and support contract tracking; ▪ Assists in coordinating of the planed events of the project; ▪ Supports the team in providing guidance to the country and project offices on routine implementation of the project, tracking use of financial resources. <p>Provides effective support to procurement and project financial monitoring and management of the Regional Project focusing on the achievement of the following results</p> <ul style="list-style-type: none"> ▪ Creates projects in Atlas, prepares budget check and revisions, revises project award and project status, create requisitions, determines unutilized funds, operational and financial closure of a project; ▪ Proceeds donor contribution through Revenue Management portal – Document Management System (DMS) in coordination with GSSU for Account Receivable (AR) to apply revenue into project account; ▪ Coordinates with GSSU in relation to creation/update and approval of all types of payment vouchers and complete payment release processes including filing; ▪ Performs revenue transfer processes to respective COs in Asia and the Pacific region through budget revision, General Ledger of Revenue, and Financial Authorization (FA) and provide inputs into periodic and ad-hoc financial reporting to CO, donors, as needed; ▪ Monitors project commitment and expenditures and provides finance-related data to support project implementation and planning and facilitates project related payments; Supports the preparation of information for audit of development projects <p>Provides administrative and operational support to the project implementation activities and Regional Practice Advisory services focusing on achievement of the following results:</p> <ul style="list-style-type: none"> ▪ Ensures full compliance with the CO business processes and ATLAS procedures; ▪ Leads maintenance of the inventory of project assets/equipment and project correspondence and files; ▪ Supports project team for timely procurement of services and goods including recruitments for International/National Consultants, Internship; supports and coordinates in recruitment/acquisition processes of ICs, Internship, institutional contract and other goods and services;

	<ul style="list-style-type: none">▪ Provides administrative support to the project team in the organization of events, meetings, workshops, and conferences, etc.;▪ Performs a role of Originator (travel arranger) and Travel Processor (certifying officer) to facilitate official travel according to UNDP Rules and Regulations;▪ Support to track advisory services to country offices. <p>Supports budget management and donor reporting focusing on achievement of the following results:</p> <ul style="list-style-type: none">▪ Preparation of relevant information, specifically related to reports and financial analysis;▪ Supports the preparation of relevant documents for donor/third-party contribution agreements for the authorized signatures;▪ Preparation of Revenue Recognition by recording revenue in the Revenue Management system based on a category of agreed financial contribution agreements such as donor governments, UN agencies, private sector entities, foundations, etc.;▪ Preparation and review of contribution agreements, managing contributions in Atlas;▪ Maintenance of relevant responsibilities according to contribution agreements. <p>Ensures facilitation of knowledge building and knowledge sharing focusing on achievement of the following results:</p> <ul style="list-style-type: none">▪ Participation in the trainings for the operations/projects staff on project;▪ Contributions to knowledge networks and communities of practice, specifically in participation of creation and maintenance of team pages;▪ Supports Regional Youth Project staff for data collection on national and regional activities and participates in the relevant BRH Monitoring and Evaluation Focal Point meetings.
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Reimagining Youth Consultations: Lessons learnt from engaging young people in the development of the Regional Program Document (RPD) for UNDP Asia Pacific 2022-2025

Flow -

- Importance of meaningful youth engagement
- UNDP Strategy 2022-25 development process
- WWW process
- Key results from WWW
- Lessons learnt

“During last month over 700 young leaders representing over 15 countries in Asia and the Pacific came together to shape the future agenda of UNDP Asia-Pacific. This is a reflection about that journey”

From the climate strikes led by Licypriya Kangujam in India to the Bye Bye Plastic Bags movement led by Melata and Isabel Wijisen in Indonesia or the WASH campaigns led by Shomy Hasan Chowdhury in Bangladesh, we are witnessing an era where young people are continuously raising their voices to address the pressing challenges we face today.

While they address locally rooted issues, this generation is globally connected and their actions inspire the youth beyond borders, leading to regional and global movements. Since UNDP is increasingly working to be better prepared for complex futures, it is pivotal to understand how to frame our services and offers to be relevant to young people.

As we witness a growing trend of young people being engaged and consulted in shaping UNDP global agendas, it is becoming critical to promote “meaningful and inclusive” engagement that is genuinely led by young people, non-tokenistic, inclusive to all groups, where the youth is a key constituent and not a mere beneficiary.



UNDP has initiated its [global strategic plan development process](#) for 2022-2025. With [decade of action](#) as the backdrop UNDP envisions to address key global trends that are shaping the global development landscape such as COVID-19, Climate and Environment, Gender Equality, Leaving no one behind etc. In parallel and in sync with the global strategic plan, regional strategies will be informed, contextualized and designed to address the pressing issues of the region, now and for the future.

Unlike previous endeavours, a gamified youth consultation process was created to support the development of regional programme document of UNDP Asia-Pacific. This was led by the Bangkok Regional Hub’s Youth unit - [Movers Programme](#) with support from Strategy, Policy and Partnerships team

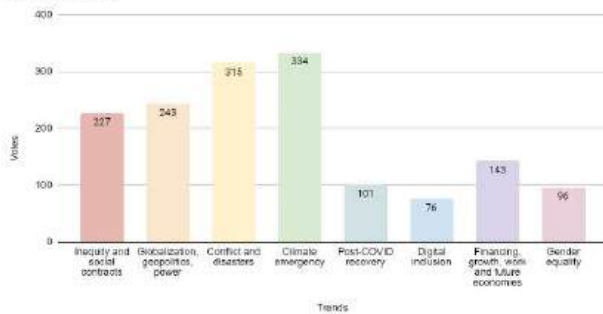
in New York. The two-hour Movers Workshop named “The World We Want (WWW)” empowers young people to imagine their future, share their excitement and worries and most importantly connect with other young people from across the region representing various nationalities, ethnicities, income groups, genders, persons with disabilities and political opinions. Youth were mostly coming from the civil society, with active participation from young UNDP staff and young government representatives in the region.

In less than a month, over 700 young people from over 15 countries participated in these consultations and shared their informed views and perspectives on what mattered to them the most.

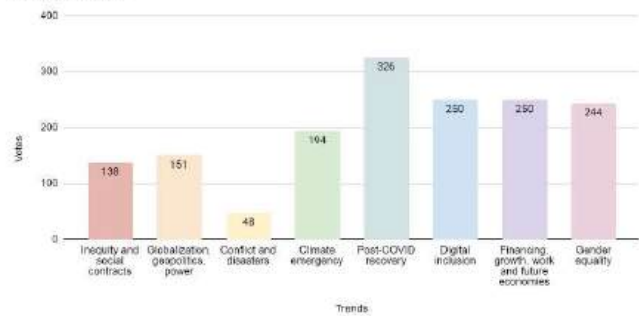
Based on their inputs, young people in Asia-Pacific are most worried about the **climate emergency followed by conflict and disasters, geopolitics, and inequality**. However, in contrast, they are more positive and hopeful about what the future might hold in terms of **COVID-19 recovery, digital inclusion, future economies, and gender equality**.

While more results and key trends will be discovered through the analysis of consultation outputs in near future, we already saw a new movement being shaped through these consultations with the youth participants willing to continue their engagement with UNDP, continue connecting with other participants and share their learnings with their community, which is unusual for a consultation of this nature that is typically a one-off event with no direct follow-up engagements.

Thinking about the next 5-10 years, select the 3 trends that you are the most worried about.



Thinking about the next 5-10 years, select the 3 trends that you are the most hopeful about.



These are some the lessons we learnt from this journey so far:

1. Consultations can be meaningful for young people

In most case we see consultations as a means to collect data for organizations to develop strategies, influence policies etc. where participants are uncertain about the outcome and also not empowered through the process. By designing the process keeping young people at the core, WWW was able to make the process a learning and empowering journey for most participants. And it also shifted from a one-way communication to a dialogue which allowed young people to hear from each other.

Feedback from 257 youth participants	
How useful was the workshop for your professional and/or personal activities?	8.84/10
I understand better the priorities, hopes and worries of other youth	95%
I learned about new social and environmental challenges	91%
I practiced my ability to think about the future	94%

I feel more hopeful about the future	85%
I feel inspired to take more action to shape the future I want to see	97%
Would you like to organise and facilitate a similar workshop with your friends and community?	94%

Reflections by a participant from Bhutan:

"Until now, I felt isolated and thought my fellow youth were not so worried about climate change as they were about other social issues. Today, I learned how concerned they actually are. Besides that, I learned about the risks specific to Bhutan, like the socio-economic impacts of climate change, mainly caused by scarce water resources affecting the hydropower projects.

The workshop also showed that we youths were willing to put in the work as long we have support from the communities, organizations, and governments.

I deeply felt the importance of youth engagement. Events like these are necessary to enable knowledge transfer and to encourage more youth voices to speak up."

2. Using digital tools as an enabler not as a barrier

With COVID-19 pandemic, most of us are confined for virtual collaboration spaces with our peers and participants. While various digital platforms are providing varied solutions, they might also pose difficulties in engaging the audience effectively considering the complexity of features and bandwidth restrictions. Considering the diversity of the audience engaged in this process (in terms of language, access to internet, age groups etc.), we decided to focus only on "[Mentimeter](#)" to gamify the data collection and real time data visualizations to spark the dialogues. Simplicity of this platform allowed us to have more time for meaningful conversations instead of time spent on learning new systems.

3. Letting and trusting young people to lead the process

Most often, consultations are led by a group of experts to obtain the best inputs and clarify the complexities. During WWW process, we trained young leaders from the Movers community as volunteer "facilitators" for these consultations. They led the localization, organization, facilitation, participant recruitment of the consultations with the support from youth focal points at UNDP country offices. This allowed us to curate genuine and transparent dialogues with the participants which would not have been possible otherwise. For an example, for the query on what they think of UNDP, we received an answer "*UNDP is a small umbrella in a hailstorm*".

4. Listening with attention, speaking with intention, suspending judgement

This is the secret recipe of Movers Programme, allowing over 11,000 young people across Asia-Pacific to be part of a safe space to connect, share, learn and develop their capacities. The same principles were applied in the WWW process where we saw governments and young people who have opposing views on certain topics have honest and engaging conversations. The facilitators always start the WWW workshops by reminding the rules of engagement: “listen with attention, speak with intention and suspend judgement”, to create a safe space for participants to share authentically. The facilitators also help moderate the conversation and make sure that opposing views are heard and respected.

Reflections by a young government representative from the Philippines:

"I learned that people's perspectives depend on their experiences and current issues being faced. By that being said, it is okay to hear different views from other people even if you all have the same objectives which are making the world a better place."

5. Providing benefits for participation / Providing follow-up engagements

While the WWW process itself was empowering for the participants, we ensured to provide an immediate link for their participation and enthusiasm with existing service offerings of the Youth Co:Lab. The Movers Programme offered soft skills development modules to improve their capacity and workshops on key topics such as climate action and gender equality to broaden their knowledge. [Youth Co:Lab](#) programme offered the participants with an [online learning platform](#) to shape their innovative ideas to become social enterprises and opportunities to access resources and mentoring. Most of the participants found these consultations as an opportunity to receive direct benefits while contributing to a larger agenda, and provided the Youth Co:Lab an opportunity to expand our service offering through the consultation process.

6. Enjoying the process

Reflections by a youth participant from Bangladesh:

At first, we would like to thank UNDP for arranging this wonderful workshop. Through this workshop I got into the depth of the trends and due to researching for the workshop I have learned a lot of new things. I didn't have much idea about the trends but through the workshop I am clearer about what's going on around the world and how can we change the persisting problems. All of discussed our own ideas and had an opportunity to learn about the topics from different perspectives. We worked together to find out solutions and had the session in a really fun way because of using a survey app. Hope to join for workshops like this and I am really glad to be a part of this.

A youth consultation process has to be facilitated and led by young people to be authentic and create safe spaces where people can talk freely and without fear of judgement. Apart from the youth friendly gamified approach, we made sure that they had fun while engaged in meaningful conversations. The sessions were filled with fun icebreakers, music, zoom video filters and lots of love and laughter. One participant reflected this consultation as *"It felt like a discussion among friends."*

We were proud to see that the 11 Country Offices and local partners we engaged were open to co-lead the WWW consultations with youth volunteers from the Movers Programme, and to see how both UNDP colleagues and youth took ownership of the whole WWW process. Finally, we are most proud of having provided a transformative experience to the youth in this region, regardless of their background and previous involvement with UNDP.

According to Johanna Erroba, Youth Engagement Officer, UNDP Philippines: “Working with and for young people, handholding and engaging them, ensure that our development efforts are designed with the future in mind. It is very vital that we reach out to that **one** sector who will ultimately reap what we sow today”.

This experience positively lays the ground for future “meaningful and inclusive” engagement and consultation with the youth, whether it is for UNDP’s global strategy, RBAP’s regional youth strategy, Country Programme developments or program documents.

Bishnu Chettri, Innovation-Solution Mapper and Explorer, UNDP Bhutan, adds: “This is a critical engagement where we are not just trying to consider the youth at the receiving end for the sake of tokenism, rather we were involving the youth as one of the stakeholders of the entire process. It would certainly not only represent their voices in the RPD but also translate into respective Country Office's CPD”.

Finally, we are aware that these consultations took place during March-April 2021 only, which gave limited time to engage with more Country Offices or more national partners. With more time and resources dedicated to future youth consultations, it would allow UNDP to make extra efforts to reach an even more diverse group, for example by including sign language interpretation, localizing the materials in local dialects, or engaging with more relevant partners.

While we think about the challenges that COVID-19 has brought on all of us, it is amazing to see the passion and dedication of young leaders across the region who are keen to shape “The World We Want”. We are constantly looking for ways to meaningfully engage these leaders and empower them to lead their communities and create innovative SDG solutions.

If you like to know more about regional youth project updates, please visit - <https://www.youthcolab.org/>. If you want to get involved with the Movers Programme, as a partner, supporter, or participant, [you can join the movement here](#).

For more information, please contact Savinda Ranathunga, Regional Youth Project Manager, UNDP Bangkok Regional Hub – savinda.ranathunga@undp.org, Aarathi Krishnan, Strategy Development Advisor, UNDP Regional Bureau for Asia and the Pacific - aarathi.krishnan@undp.org



Research Outputs

Research Outputs of Youth Co:Lab conducted during Phase I of Regional Youth Project: RYPLIE

Youth Co:Lab's research component is designed to generate learnings and insights to fill knowledge gaps regarding means to strengthen the ecosystem for youth social innovation and entrepreneurship and to disseminate these learnings to key stakeholders to influence behaviour and practice change.

Following the publication of an initial set of research collateral on soft skills, access to finance and the Youth Co:Lab Flagship "State of Youth Entrepreneurship", research became firmly established as a vehicle for advocacy, knowledge generation and programmatic enrichment for Youth Co:Lab and its partners.

Youth Co:Lab strives to ensure that its research outputs are:

- Action oriented and related to project outputs
- Underpinning Youth Co:Lab's service lines
- Co-developed and co-funded with organisations who are part of the ecosystem for driving youth social innovation and entrepreneurship

[Youth Co:Lab's flagship research outputs](#) to date have included:

Youth Volunteerism and Skills Development for Economic Empowerment in the Asia-Pacific Region (2018)

Developed in partnership with ILO and UNV, the focus of this Issue Brief was to explore the extent to which volunteerism contributes to the economic empowerment of young people in Asia and the Pacific, due to the skills which may have been developed during volunteering. The Brief was the result of a desk study on volunteering and youth unemployment and underemployment throughout the region.

The Issue Brief first breaks down the challenges of youth unemployment, underemployment and informality in Asia and Pacific, as well as rapidly changing skill requirements, which are barriers for young people entering the labour market. The Brief moves on to discuss the various forms of volunteering in the region, as well as the skills volunteers may develop through volunteering. The last section explores which of those skills are relevant to employability and labour market access for young people and discovers the benefits of volunteering for youth entrepreneurship.

A number of recommendations are made on employability including but not limited to the importance of skill needs anticipation and skills development relevant for labour market access and entrepreneurship, followed by recommendations for volunteer serving organisations and volunteers themselves. These include, for example, to design volunteer programmes to empower women and expose them to new work environments and for volunteers to volunteer more strategically to expand social capital and networks, which are crucial for finding employment in markets dominated by informality.

Youth Entrepreneurship and Financial Inclusion: Outlook for ASEAN and SAARC (2018)

Developed with UNCDF, this research provides an overview of youth entrepreneurship and access to finance in South and Southeast Asia – with a specific focus on the developing economies of Cambodia, Myanmar, and Lao PDR – and offers more in-depth insights into barriers to finance and financial service usage for youth. It draws from Findex and FinScope financial inclusion data, entrepreneurship survey data (EDS and GEM), and an in-house Big Data study conducted by UNCDF (2018). The paper finds that while youth have sufficient business or learning opportunities and are in fact more loyal customers and use savings accounts more actively than their older counterparts, their access to formal credit is constrained

due to barriers including a lack of collateral and credit history, and certain restrictive regulatory issues such as minimum age requirements to open an account, amongst others.

The paper concludes that creating positive regulatory environments and removing service barriers to youth financial inclusion can unlock significant growth and entrepreneurship opportunities in emerging ASEAN and SAARC markets – including LDCs – and that new business models are emerging through the rise of financial technology ('fintech') that can accelerate youth financial inclusion and entrepreneurship in these nations including alternative credit scoring, digital banking for millennials, crowd- and P2P-lending, digital financial literacy and business skills platforms.

Youth Entrepreneurship in Asia and the Pacific 2019

This joint Global Entrepreneurship Monitor (GEM) and Youth Co:Lab report provides a snapshot of current youth entrepreneurship and entrepreneurial ecosystems in 10 economies in the Asia-Pacific region. Particular attention has been paid to entrepreneurial ventures aimed at social and environmental goals.

The report presents key findings in these areas:

- Youth policies
- Innovation
- Support systems for start-ups
- Entrepreneurial ecosystem
- Youth entrepreneurship
- Youth social entrepreneurship
- Innovation and technology

The launch of the GEM research coincided with World Youth Skills Day (15 July) and was also launched in three countries – Indonesia, Thailand and Vietnam.

Youth Entrepreneurs Engaging in the Digital Economy - The Next Generation, a partnership with UNCDF (2020)

In partnership with UNCDF the report aims to understand to what degree young entrepreneurs rely on digital financial services and digital business solutions and how they benefit from them can fuel inclusive growth and youth entrepreneurship in South and Southeast Asia. This report offers an up-to-date regional picture of trends related to youth entrepreneurship and financial inclusion using Findex and entrepreneurship and GEM survey data, as well as qualitative insights from an online survey of 64 young entrepreneurs.

Youth enterprises seem to apply digital platforms mainly for marketing, sales and business operations with several interesting examples arising of companies that use digital solutions for inclusive growth, education, and health. There has been rapid expansion in youth using digital payments including mobile money, although usage predominates among more educated and richer youth. With rapid technological growth there is an increased opportunity to better link digital finance and business platforms for young entrepreneurs, especially for ASEAN and SAARC developing countries. There is also need for a wider range of digital financial services including savings, remittances, credit and for these services to be better tailored to the needs of existing youth enterprises. The study recommends some alternative fintech solutions that can help drive this.

Business integrity toolkit for Start-ups in partnership with and co-financing from UNDP's Fair Biz Team (2020)

The purpose of this Toolkit is to contribute to the SDGs specifically SDG target 16.5 to “substantially reduce corruption and bribery in all their forms” by encouraging young people starting their own businesses to operate with integrity from the outset. The toolkit provides its users with tools and practical strategies to complement their new business ideas and commercial instincts with clear values, a strong code of ethics, and an embedded purpose to benefit society.

Chapter 4: UN Sustainable Development Solutions Network Youth (SDSN Youth) launched the Youth Solutions Report 2020

In 2020, Youth Co:Lab contributed to the UN Sustainable Development Solutions Network Youth (SDSN Youth) Youth Solutions Report 2020. The Youth Solutions Report is a flagship annual report under the Sustainable Development Solutions Network featuring youth-led solutions that offer sustainable solutions to the world's biggest challenges. The Youth Solutions Report 2020, the fourth edition, captures key lessons and insights from 50 youth-led initiatives contributing to the Decade of Action to achieve the Sustainable Development Goals. The Report also includes analysis by a range of partners on how to address barriers that hinder the contribution of young people to sustainable development.

Chapter 4 of the report, 'Solutions from Young Social Entrepreneurs in Asia-Pacific to the COVID-19 Pandemic', is contributed by the Youth Co:Lab. The chapter highlights the deep and disproportionate impacts of the COVID-19 pandemic on youth and youth entrepreneurs in Asia-Pacific. It analyses the characteristics that make young social entrepreneurs effective as leaders on the frontlines in COVID-19 response. It showcases the innovative responses to the pandemic from a wide range of young social entrepreneurs in Youth Co:Lab's network. Finally, the chapter highlights the support that young social entrepreneurs need to survive the crisis, to multiply their impact, and to lead the way in forging an inclusive and sustainable recovery.

Youth Co:Lab Thailand 2020 - The Catalogue of Process and Solutions (2020)

Strengthening Social Innovation and Entrepreneurship skills for youth in Thailand is an important work under UNDP Thailand Youth Strategy. UNDP Thailand is organized an initiative - Youth Co: Lab Thailand, a platform to empower youth in Thailand to create social impact and enhance livelihood through social innovation and social entrepreneurship, thus contributing to resolving existing social, economic and environmental challenges in Thai society. The programme has been established in Thailand since 2017. This report outlines the structure, elements and tools of activities, and examines the outputs, as well as shares lessons learned from Youth Co:Lab Thailand in 2020. It also catalogues young talents' innovative solutions that were generated and accelerated during the program.

Intelligence Report: Systems Approach to Youth Unemployment in Bhutan (2021)

Youth Co:Lab Bhutan is proud to launch its 'Intelligence Report on Systems Approach to Youth Unemployment in Bhutan', which captures the process and methodology that UNDP Bhutan, GNHC, and a wide range of stakeholders have taken to apply a systemic approach to youth unemployment and the future of work, the resulting findings and outputs co-developed with stakeholders, and the next steps in terms of a portfolio of experiments designed to generate system shifts.

Addressing gender barriers to entrepreneurship and leadership among girls and young women in South East Asia, a partnership with UNICEF (2021)

This report analyses how girls' and young women's capacity and agency for entrepreneurship and leadership are shaped by their household, community, and wider ecosystem as they move from adolescence into adulthood. The research strengthens the evidence base on how to advance gender equality in Asia-Pacific through tackling the gender-related barriers that adolescent girls and young women face.

Applying a human-centered approach through primary research in Indonesia, Thailand, and Lao PDR, the research sought to understand how girls' and young women's opportunities, capacity, and agency for empowerment through entrepreneurial skill development are influenced as they move from adolescence to adulthood (aged 10-24). Based on the findings, the research presents recommendations of high-potential entry points to address barriers and strengthen enablers to unlock girls' and young women's capacity for entrepreneurship and broader empowerment.

This research was selected as one of the three winners of UNICEF's Gender Solution Awards

How Young Entrepreneurs in Asia-Pacific Responded to COVID-19 (2021)

One year on from the declaration of the COVID-19 pandemic, Youth Co:Lab conducted research to assess how youth-led enterprises in Asia-Pacific were impacted by the first year of the pandemic and how they responded. The results, presented in this report, reveal how 92 percent of businesses surveyed were negatively impacted by the shock waves of the crisis: from lockdowns and collapsing demand, to broken supply chains and a credit crunch. At the same time, the report provides evidence of the agility and resilience of youth entrepreneurs in the face of threats to their survival. 87 percent pivoted their business strategy, while 86 percent employed innovation – from launching new products and services, to transforming their operating models.

The report provides new evidence of the significant contribution that young entrepreneurs across Asia-Pacific have made to COVID-19 recovery. The report showcases over 40 innovative youth-led solutions developed to address challenges brought on by the pandemic and build forward better.

The findings of the report are aimed at galvanizing actions by governments, the private sector, civil society, and development partners across Asia-Pacific to step up support for young entrepreneurs and help them lead the way in the journey through recovery and beyond.

Impact of COVID-19 on Youth-Led Social Entrepreneurship (2021)

This report developed with support from Atal Innovation Mission, NITI Aayog aims to develop an understanding of the impact that COVID-19 had on young social entrepreneurs and the larger entrepreneurial ecosystem. Through stakeholder interviews, online surveys and focus group discussions, the study reached out to over 1,000 youth entrepreneurs on various issues, ranging from access to finance, disruption in supply chains, to documenting attitudes and perceptions towards business recovery post pandemic. The study also includes the role those digital interventions could play in strengthening entrepreneurial ecosystems.

State of the Ecosystem for Youth Entrepreneurship in Indonesia and Bangladesh (2022)

Developed in partnership with Islamic Development Bank (IsDB), the two country level studies aimed to assess the strengths and weaknesses of the entrepreneurship ecosystem across six domains: policy and regulatory framework, human capital and entrepreneurship culture, access to finance and incentives, business development support and infrastructure, innovation and technology, and access to market. The research was conducted through a youth and gender responsive and social inclusive lens to identify common and differentiated barriers and entry points for youth from diverse backgrounds. The two-

country level diagnostic studies provided data driven and action-oriented recommendations for stakeholders to strengthen the ecosystem for youth entrepreneurship in Indonesia and Bangladesh.

State of Ecosystem for Youth Social Entrepreneurs in Singapore

In Singapore, Youth play an outsized role in social entrepreneurship. Despite being a quarter of the population, it is estimated that 40 percent of social enterprises in Singapore are youth led. Youth in Singapore use social entrepreneurship to solve social and/or environmental problems and are the key to creating a better and more sustainable future. To fulfil the potential of youth social entrepreneurship, it is important to understand the enabling factors and challenges that youth face in their social entrepreneurship journey. The study assessed Singapore's ecosystem for youth social entrepreneurship through Youth Co:Lab's ecosystem diagnostic framework by analyzing the strengths and opportunities, challenges and good practices within the six key domains of the framework and provided recommendations for key stakeholders to strengthen the ecosystem for young social entrepreneurs.

Climate Concern to Climate Action: The Role of Young Social Entrepreneurs

The climate emergency is affecting livelihoods across the world, with health and security already at risk due to extreme weather conditions, rising sea levels, and other climate change-induced challenges. These challenges are also posing a threat to the sustainable futures of more than 660 million youth in the Asia-Pacific region. The People's Climate Vote (2021), which is the largest public perception survey on climate change ever conducted, found that compared to other generations, belief that climate change is an emergency, is most common among young people under-18. Over 60 percent of under-18s in all surveyed countries in the Asia-Pacific region believe that climate change is an emergency. At the same time, young people across the region are taking the lead to combat the climate crisis through awareness campaigns, climate strikes and local climate solutions. In this context and from its unique vantage point in supporting the largest movement of young social entrepreneurs in the Asia-Pacific region, Youth Co:Lab undertook this research to better understand the catalytic role that the young social entrepreneurs in the Asia Pacific region can play in tackling the climate emergency, and the support they need to amplify the potential impact of their climate actions and solutions.

The research provides an overview of the nexus between young social entrepreneurs and climate action. The study by Youth Co:Lab, co-led by UNDP and Citi Foundation, explores the views of young social entrepreneurs in the Asia-Pacific region on climate change and its impact, how they are engaged in providing climate solutions, the challenges they face in advancing climate action and their future support needs. The research findings reveal how young social entrepreneurs across the Asia-Pacific region are very concerned about climate change and its impacts, with 84 percent stating that they believe climate change is a global emergency. The report also finds that young social entrepreneurs are turning their climate concerns into climate action by shaping climate solutions and taking proactive steps to minimize the negative environmental impact caused by their operations. Despite reporting barriers to advancing climate action, young social entrepreneurs remain committed to taking more climate action within their communities and building a resilient future for all.

Pipeline research outputs planned for Phase II of Regional Youth Project YEP-AP include:

State of the Ecosystem for Youth Entrepreneurship in Pakistan and Maldives

The two country level studies aim to assess the strengths and weaknesses of the entrepreneurship ecosystem using the diagnostic framework developed by Youth Co:Lab across six domains: policy and regulatory framework, human capital and entrepreneurship culture, access to finance and incentives, business development support and infrastructure, innovation and technology, and access to market. The

studies will provide practical recommendations for key stakeholders on the actions needed to strengthen the ecosystem for entrepreneurship including entry points to strengthen the technology and infrastructure domain and skill development opportunities. The findings will contribute towards framing programmatic support to UNDP country offices, guide policy discussions on potential entry points for creating an inclusive entrepreneurship ecosystem and help identify specific opportunities for supporting youth, especially those from marginalised communities, to pursue entrepreneurial opportunities. The studies will also identify specific gender-related barriers to entrepreneurship and provide recommendations to enhance entrepreneurial opportunities among women at the policy and programmatic level.

Gender Toolkit for Young Entrepreneurs

The toolkit aims to provide young entrepreneurs with practical tools and resources to foster a gender responsive working environment and advance gender equality through the development of a gender toolkit for young entrepreneurs.

LNOB Toolkit for Entrepreneurship Support Organizations

A LNOB toolkit for supporting entrepreneurship support organisations in making their services and programmes more diverse, inclusive and accessible to youth and women from diverse backgrounds.

Environment Human Rights Defenders Toolkits

A toolkit aimed at addressing security and protection of young defenders will be developed. The toolkit will be adapted as needed, according to the specific needs of the targeted youth

A study on Leaving No One Behind through a youth lens

The study aims to generate evidence on the opportunities for the empowerment of marginalised and minority youth and young women entrepreneurs for key stakeholders. This study will identify the barriers to entrepreneurship faced by marginalised and vulnerable and means to support young aspiring and existing youth entrepreneurs from these groups. Guided by the project's LNOB strategy, the studies will focus particularly on the following marginalised youth groups: youth with disabilities, LGBTQI+ youth, indigenous youth, displaced and migrant youth.

Final Evaluation of Regional Youth Project on Leadership, Innovation and Entrepreneurship (Youth Co:Lab)

(Evaluation period January 2017 – January 2022)

by

**Dana Peebles
Kartini International**

Evaluation Brief



UNDP's Regional Youth Project on Leadership, Innovation and Entrepreneurship (Youth Co:Lab) has operated in the Asia-Pacific since 2017. It was designed to foster youth social innovation, leadership and social entrepreneurship and strengthen the related ecosystem in the region. The project was co-designed with Citi Foundation which also served as the project's lead funder and partner in an innovative UNDP/private sector partnership.

Scope

The evaluation covered project activities and results at regional level and through deep dives in 6 countries Bangladesh, China, Samoa, Singapore, Viet Nam, and Thailand as well as data analysis available from the 28 countries that have participated in the Youth Co:Lab project to date.

Evaluation Purpose: to support accountability and facilitate learning and knowledge sharing. The evaluation's findings are designed to inform UNDP, Citi Foundation and other key stakeholders of Youth Co:Lab's project results, consolidate lessons learnt and provide concrete recommendations and critical evidence-based information to guide the project's design future work.

Methodology

The evaluation used a combination of a simplified Outcome Harvesting and Appreciative Inquiry methodology combined with Empowerment Analysis to frame the data collection and analysis approach. To collect data, the evaluation used a combination of FGDs and KIs to consult with 62 youth participants, 22 national partners, 18 UNDP CO staff, 18 UNDP regional staff, and 10 regional partners (15 people). The KIs and FGDs were supplemented with online surveys to which 121 youth participants and 13 partners responded. This brought the total number of evaluation participants to 269.

Key Findings

Youth Co:Lab surpassed the initial expectations that it would work in 9 countries and focus on building youth leadership and social innovation through promoting the establishment of youth social enterprises (YSEs) in the region. As of December 2021, Youth Co:Lab had supported young entrepreneurs in 28 countries and territories.

The project also added a youth 21st Century skills training component for youth with the creation of its Movers program as well as found effective ways to weather and overcome the challenges generated by COVID-19 restrictions.

Downstream successes and challenges:

The Movers program has reached close to 26,000 youth who are now more aware of the SDGs, gender equality and inclusion issues, the possibility of social enterprises as a form of employment and diverse soft and digital skills. The Springboard suite of activities has trained 9,500 young people who aspire to establish social enterprises in the region and 1,240 YSEs have been established at the regional and national levels. However, due to its flexible partnership approach Youth Co:Lab has not yet been able to develop an effective system for tracking progress at the national level and the evaluation process could not confirm how many YSEs were established and are still in operation at the national level. However, the regional evidence Youth Co:Lab was able to track indicated 80% of the YSEs tracked are sustainable. This was further confirmed in the evaluation's FGDs and KIs with a wide range of youth participants.

Nevertheless, this represents a serious gap in the M&E system arising from the down-

side of Youth Co:Lab's flexible approach at the national level. While this allows each CO to take on and find funding for the Youth Co:Lab components that best meet individual country priorities and is also a key factor in its partnership building success, it also presented these M&E challenges at the national level. This is as the existing M&E system was not set up to capture the wide range of approaches and results applied at the national level in a systematic way, although the project did request regular national monitoring reports.

At the mid-stream level Youth Co:Lab has worked effectively to find ways to work with the private sector as a partner – amongst other stakeholders. UNDP was not accustomed to working directly with the private sector and its rules and regulations posed some challenges for private sector partners accustomed to making fast paced decisions. Youth Co:Lab also established partnerships with diverse regional partners: to collaborate on knowledge products, help reach members of LNOB groups and provide technical support and funding for young social entrepreneurs. In addition to sharing similar mandates arrangements, partners were also attracted by the flexible partnership and the credibility and cachet that working with UNDP and Citi Foundation brings to them.

Youth participants have also found this distinction of working with a UNDP and Citi Foundation sponsored process helpful for them. For the Movers participants this adds weight to the training certificates they receive and has helped them build their CVs. For the YSEs, it has opened doors for some

with other UN agencies, governments and other businesses and helped them secure contracts despite being start-ups. The regional summits have also facilitated this partnership connection as well as increased awareness of other stakeholders in the region of just what young social entrepreneurs can do.

At the Upstream level the knowledge products produced on specific themes related to youth and youth entrepreneurship in the region have proven popular and are starting to influence key stakeholders in the region. The national youth entrepreneurship ecosystem diagnostic processes carried out in Indonesia and Bangladesh have created a model for an analytical and consultative process involving multiple stakeholders, including young people.

Youth Co:Lab has also championed youth participation in the region. With Citi Foundation's generous support, Youth Co:Lab was able to hire national Youth Focal Points who work from UNDP's COs. Their work and that of the regional Youth Co:Lab staff team have been instrumental in mainstreaming youth issues in UNDP programming at the regional and national levels and have modeled the importance of youth inclusion.

The Youth Co:Lab team is also credited by all stakeholders and youth participants with providing inspired leadership and support for both youth participants, partners and UNDP COs across the region.

As the project is regional, most of its resource materials are in English. This has meant that it has been easier for young people who speak English and are university educated to take advantage of the opportunities the project offers. This has meant that the project has had a somewhat elite reach for the project although even many of these young people would not have had access to this kinds of opportunities. Youth Co:Lab affords if the project did not exist. Youth Co:Lab is very aware of this challenge and has actively reached out to new partner organizations to find ways to reach young people from LNOB groups. It has had some success with this approach, particularly with young people from indigenous communities.

Youth Co:Lab has also made a conscious effort to ensure its programming is gender-balanced regarding participation and funded a gender and entrepreneurship regional study. It also included a gender module as a part of its Movers training. Despite this, the youth participant survey results show significant gender-based differences in its empowerment indicator results. The project thus needs to reflect on how to go beyond increasing participation from a gender perspective to one that increases the quality of the participation and the underlying causes of these differential results for the diverse genders. The project also faced some challenges adapting its program model to work effectively in the Pacific Islands.

Overall, this is a highly unusual project. There is a sense of a buzz and excitement among not only the youth participants the evaluation team consulted but also among the different stakeholder groups, especially the private sector.

Upstream Level

Mid-Stream Level

Final Evaluation of Regional Youth Project on Leadership, Innovation and Entrepreneurship (Youth Co:Lab) (Evaluation period January 2017 – January 2022)

For UNDP Bangkok/Regional Hub / By Dana Peebles, Kartini International

LEAVE NO ONE BEHIND IN THE ASIA-PACIFIC REGION

PLATFORM OF ACTION

“RECALL THE FACE OF THE POOREST AND WEAKEST PERSON YOU HAVE SEEN AND ASK IF THE STEP YOU CONTEMPLATE IS GOING TO BE ANY USE TO THEM.” - MAHATMA GANDHI

BACKGROUND

Tremendous gains have been made in socio-economic development over the last few decades in the Asia-Pacific region. Millions have been lifted out of poverty and many more have improved access to healthcare, education, sanitation and more.

BUT THERE IS STILL A LONG WAY TO GO.

Progress is often made with those groups that are easiest to reach or whose situations are the easiest to ameliorate, leaving many of the poorest and most vulnerable behind. Income inequality in Asia-Pacific, measured by the Gini coefficient, has increased. A trend which goes contrary to almost all other regions.

Millions of people are still economically, socially, or politically excluded. They face discrimination due to ethnicity, race, gender, age, disability, sexual orientation, or a combination of these. Marginalised communities are often isolated, either geographically or socio-economically, and tend to be more susceptible to the adverse effects of events like climate change, violence, conflict, displacement, health emergencies, economic downturns etc.

People who find themselves at the intersectionality of these factors are left furthest behind. For example Indigenous women who live in remote communities are poor, have less formal education, have scant access to health care, and are disproportionately affected by climate change.

ACCORDING TO THE HUMAN DEVELOPMENT REPORT 2016, “WOMEN AND GIRLS, RURAL DWELLERS, INDIGENOUS PEOPLES, ETHNIC MINORITIES, PEOPLE WITH DISABILITIES, MIGRANTS, REFUGEES, AND THE LGBTI COMMUNITY ARE AMONG KEY GROUPS SYSTEMATICALLY EXCLUDED BY BARRIERS THAT ARE NOT ONLY ECONOMIC, BUT POLITICAL, SOCIAL AND CULTURAL AS WELL”.

Such inequality not only influences the individuals or communities directly affected but hampers the sustainable development of our societies. The 2030 Sustainable Development Agenda calls for efforts to ensure no one is left behind and prioritise that those furthest left behind get helped first. Leaving no one behind not only entails reaching the poorest of the poor, but requires combating discrimination and rising inequalities within and amongst countries, and their root causes. It does not imply a separate course of action but is intrinsic to the action required to achieve the Sustainable Development Goals (SDGs). It prioritises the most vulnerable and marginalised members of society, and is at the heart of the Sustainable Development Goals (SDGs).

The Leave No One Behind principle is premised on the idea that the SDGs can be successfully implemented only with the inclusion of all segments of society, including governments, civil society organisations (CSOs), women, youth, indigenous people and the private sector.

THE 2030 AGENDA RECOGNIZES THAT YOUTH PLAY A KEY ROLE IN MEETING THE SDGS. WITHIN THE AGENDA, EQUITY WITHIN AND BETWEEN GENERATIONS IS CONSIDERED A CRITICAL IMPACT OF THE SDGS, PLACING YOUTH AT THE HEART OF ITS IMPLEMENTATION.

UNDP and its partners believe that youth have the potential to be leaders, to create inclusive societies and the ability to reach the most vulnerable and marginalised. Youth can make a positive difference by taking on the challenges laid out in the 2030 Agenda through social innovation, mobilising their peers and communities, and creating adaptive and innovative solutions.

VISION

INCLUSIVE SOCIETIES FREE FROM DISCRIMINATION AND INEQUALITIES WHERE EVERY INDIVIDUAL HAS AN EQUAL OPPORTUNITY TO MEET THEIR POTENTIAL.

MISSION

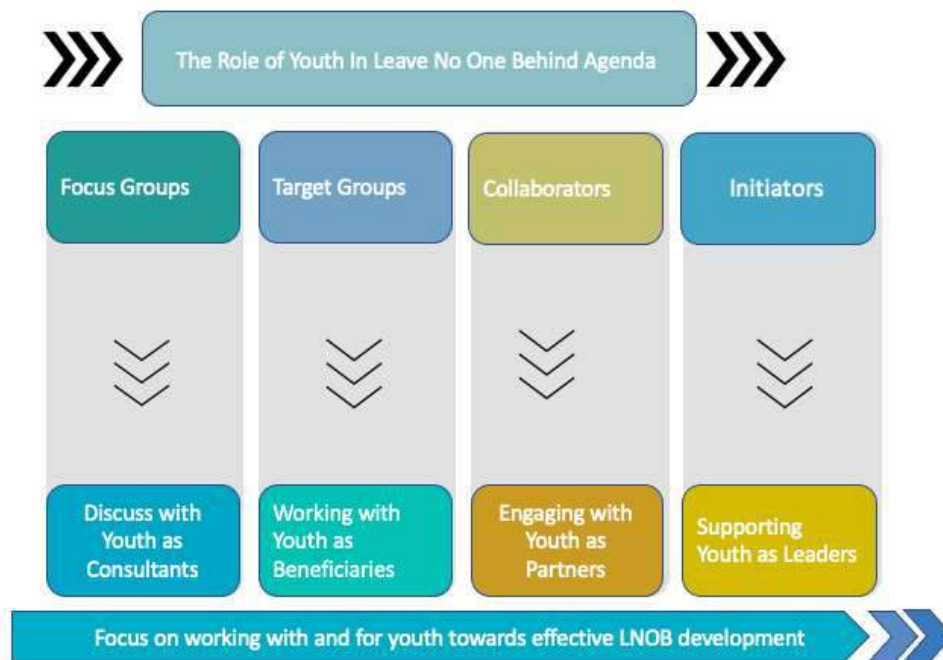
EMPOWER, ENABLE AND INCLUDE YOUNG PEOPLE TO CREATE INNOVATIVE SOLUTIONS TO GENERATE ECONOMIC OPPORTUNITIES, END DISCRIMINATION AND EXCLUSION, AND REDUCE INEQUALITIES AND VULNERABILITIES TO ENSURE THAT NO ONE IS LEFT BEHIND.

LEAVE NO ONE BEHIND GUIDING PRINCIPLES

The following principles will guide our efforts and initiatives in achieving our vision and mission.

1. **EXTENSIVE SPHERE OF INFLUENCE:** Our endeavour is to achieve the Leave No One Behind (LNOB) objective at **Individual, Community** and **Societal** level.
2. **YOUTH AS CHANGE MAKERS:** By working with young people to implement the LNOB agenda, we will ensure:
 - Increased economic empowerment for youth
 - Enhanced youth civic engagement and participation in decision-making and political processes and institutions
 - Strengthened youth engagement in resilience building for example during conflict or disaster recovery or tackling the impacts of climate change
3. **INCLUSIVITY AND DIVERSITY:** While young people face many challenges, some of them face multiple forms of discrimination, whether they are young women, or if they are refugees or migrants, living with a disability or belong to the indigenous or LGBTI communities.
4. **ADD VALUE TO GRASSROOTS INITIATIVES:** Anchoring our efforts in the communities where the young people's activism takes place. Youth working at the local level are key to bringing about significant change, especially in remote communities.
5. **HUMAN RIGHTS BASED APPROACH:** Using the Human rights based approach outlined by the UN to promote and protect civil, cultural, economic, political and social rights.
6. **POWER OF COLLECTIVE ACTION:** Inspire and motivate all stakeholders engaged in the Leave No One Behind agenda to contribute, develop partnerships, enable innovation, and create funding opportunities for young changemakers.
7. **FOSTERING INNOVATION FOR TRANSFORMATIONAL CHANGE:** Encouraging young people to develop new and innovative solutions that can be scaled and replicated.
8. **KNOWLEDGE SHARING:** Promote the exchange of knowledge, experiences, best practices and other resources.
9. **OPTIMISING YOUTH VOLUNTEERISM:** For poor and marginalised youth, the opportunity to volunteer is a chance to move from being a passive recipient to being actively engaged in development processes. The act of volunteering is often the first route through which individuals begin to actively engage in their community and become empowered to realise their rights. Volunteers build relationships based on trust with members of their communities and in turn help those communities establish ways of participating in and guiding their own development.
10. **INTERGENERATIONAL COLLABORATION:** Supporting the two-way transfer of information and experiences between younger and older generations, strengthening dialogue between traditional community leadership, elders and young people.

THE ROLE OF YOUTH IN THE LEAVE NO ONE BEHIND AGENDA



THE LEAVE NO ONE BEHIND STRATEGY

“THE JOURNEY OF A THOUSAND MILES BEGINS WITH ONE STEP” - LAO TZU

1. **Identify those who are left behind** and examine the circumstances that prevent them from benefiting from development initiatives
2. **Identify and support solutions** by young people that address these issues in their communities
3. Identify existing programmes, key actors and potential partners that support LNOB initiatives in Asia-Pacific
4. **Create and safeguard spaces** to empower marginalised youth by ensuring their meaningful participation in decision making by strengthening the engagement between youth and state.
5. **Advocate and amplify stories** of marginalised communities to influence public narratives, societal perceptions, attitudes and behaviours
6. **Build coalition of organisations** to support marginalised groups, initiate and maintain intergroup dialogues and trust-building community development activities
7. **Monitor and Evaluate** the impact of our efforts through a robust accountability mechanism.

THE WAY FORWARD

Our vision is to achieve a society free of discrimination, and to achieve that goal some of the proposed activities in 2022, include:

1. **Mainstream our approach** and activities in existing LNOB programmes at regional and national levels e.g. UN programmes focused on LGBTIQ, People with Disabilities, Indigenous Peoples, and Migrants.
2. **Support Young social entrepreneurs** from underserved communities through Youth Co:Lab Springboard programme with dedicated mentorship, training, and access to grants and funding, incubators and accelerators etc.who in turn solve social problems, increase livelihoods, and give back dividends to the community
3. **Build the capacity** of the 200 ecosystem partners in Youth Co: Lab's Youth Empowerment Alliance to reach marginalised groups to enhance the inclusiveness of the youth entrepreneurship ecosystem.
4. **Advocate for policy changes** by generating evidence and data through research, to create an enabling environment and reduce the barriers for marginalised groups.
5. **Amplify the voices of young leaders, climate activists and social entrepreneurs** from underserved communities and advocate for diversity and inclusion through communications and advocacy campaigns.
6. **Encourage and enhance volunteerism** among young people through formal UNV programmes as well as through networking and partnerships with other organisations.
7. **Facilitating and supporting innovation** by young people and for young people through public-private partnerships.
8. **Strengthen cross-country knowledge-sharing** to identify best practices and lessons learned which could be drawn upon by Country Offices as well as local partners. Special effort will be made to support youth-based knowledge creation, especially young academics and researchers.
9. **Developing skills for youth through Movers Programme** including SDGs awareness, entrepreneurial mindsets and 21st-century skills by using a training-of-trainer approach.
10. **Consultations with ecosystem partners** through a series of roundtables with youth from marginalised communities, Civil Service Organisations, UN agencies and partners to discuss priority areas, share knowledge, expertise and developments in the field.
11. **Develop a LNOB course on inclusive development** for UNDP's YECAP and the Movers Programme to enable trainers and facilitators to conduct training and support them in customising and adapting the content to specific needs, context and language. The course will be hosted on the open source LMS platform.
12. **Develop a LNOB scorecard for Country Offices and regional programmes** to determine the status of LNOB mainstreaming in our programmes. The scorecard is an audit tool that aims to assess whether existing systems, practices and programs support LNOB. and recommend ways to address the challenges faced in implementing LNOB development initiatives.

PROPOSED ACTIVITIES

LNOB GROUPS FOR 2022	EXAMINE AND CONSULT	SUPPORT	KNOWLEDGE SHARING	ADVOCACY	MONITORING AND EVALUATION
LGBTI+	Who is left behind and why?	Youth Entrepreneurship through Springboard Programme	LNOB LMS on inclusive development	Research	Mapping LNOB impact and future requirements
Migrants	Existing LNOB programmes	Skills Development for youth through Movers Programme	Cross Country Knowledge Sharing	Influence policy	Recommendations to address challenges identified
People with Disabilities	Existing Solutions	Innovation	Country Offices sharing best practices	Communications	LNOB scorecard
Indigenous peoples	Consultations with ecosystem partners, CSOs and UN organisations	Volunteerism	Build capacity of Youth Empowerment Alliance	LNOB videos	
		Mainstream Existing Programmes in Country Offices - Regional Dialogues			

RISK MITIGATION AND COMMUNICATION STRATEGY

Youth Empowerment Project in Asia and the Pacific

Purpose:

This document has been prepared by the UNDP RBAP/BRH Youth Unit for the “Youth Empowerment Project in Asia and the Pacific”, as a component of UNDP’s private sector due diligence process for the proposed partnerships with Citigroup. The due diligence is being carried out as part of UNDP policies and procedures to engage with private sector entities.

Private sector partners are selected based on UNDP’s knowledge of company activities in the target countries and project jurisdictions, their sustainability commitments made at the global level, as well as their influence on the regional and global youth empowerment agenda. If issues arise that could affect the partnership or reputational risks to UNDP, then the respective project team(s) will develop specific management responses and communications materials (see Annex 2 communications strategy for details) to address the issues and work with RBAP and HQ as needed to ensure the risks are managed to avoid escalation to a corporate-level risk.

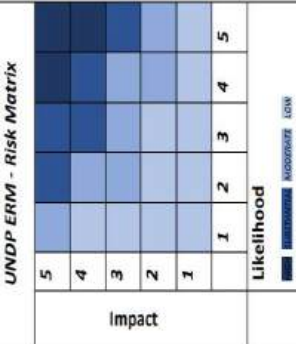
The Risk Mitigation Strategy is one of the risk management measures used to ensure that potential partnership risks with UNDP are recorded and monitored. It outlines how the UNDP project teams will record, monitor and respond to risks related to partnerships.

The principal components of the strategy include:

- **UNDPs Social and Environmental Screening Procedure (SESP)**. Full SESP have been conducted for each of the country projects, with field missions to each country and wide stakeholder consultation. The SESP have identified and ranked potential social and environmental risks, as well as potential mitigation strategies.
- **Gender Analyses and Mainstreaming Action Plans** are developed for the programme. These include collaborating with regional gender team for ensuring that projects proactively promote gender equality and the empowerment of women.
- **Stakeholder Engagement Plan (SEP)** will include multi-stakeholder consultation and roundtables in project countries (i.e. youth, local governments, CSOs, NGOs, Academia, local communities, ecosystem partners), across all parts of the value chain, including the private sector.

UNDP Risk Register

The UNDP Risk Register is a repository of project risks identified at project preparation phase and regularly updated as new information is obtained during project implementation. The register outlines the risk treatment/management measures that will be taken to mitigate the risks. The risks associated with private sector due diligence are presented below in an excerpt of the project’s risk register:

#	Description of the Risk	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner
	<p>Enter a brief description of the risk. Risk description should include future event and cause.</p> <p>Risks identified through HACT, PCAT, SES, Private Sector Due Diligence, and other assessments should be included.</p>	<p>Social and Environmental Financial Operational Organizational Political Regulatory Strategic Other</p> <p>Subcategories for each risk type should be consulted to understand each risk type (see UNDP Enterprise Risk Management Policy)</p>	<p>Describe the potential effect on the project if the future event were to occur.</p> <p>Enter likelihood based on 1-5 scale (1 = Not likely; 5 = Expected)</p> <p>Enter impact based on 1-5 scale (1 = Negligible 5 = Extreme)</p> <p><i>Based on Likelihood and Impact, use the Risk Matrix to identify the Risk Level (high, Substantial, Moderate or Low)</i></p> 	<p>What actions have been taken/will be taken to manage this risk.</p>	
1.	<p>Uncertainty in financial resources for programmatic work, as a result of delays in funding from partners; expected partnerships not materializing or termination of partnerships, especially with private sector partners, which will impact in:</p>	<p>Risk Category: 2.Financial</p> <p>Sub-category: 2.5 Delivery;</p>	<p>Likelihood: 2</p> <p>Impact: 3</p> <p>Risk Level: Moderate</p>	<p>- Diversification of funding sources to leverage resources from bilateral donors, institutional funders, foundations in addition to the private sector. The risk is also addressed through intra-organization partnerships, partnerships with other UN agencies, CSOs and private sector partners to consolidate programmatic efforts where possible. Having a number of partners, national and international, reduces the risks of overall financial risk for the programme.</p>	<p>Risk Owner: Project Manager</p> <p>Risk Treatment Owner: Operations Coordinator,</p>

<p>- Project results are not achieved. Delays in implementing activities in accordance with the timeframe indicated in the Annual Work Plan, relating to all outputs (due to dependencies) and increased operational costs</p> <ul style="list-style-type: none"> - Poor publicity for UNDP, potentially impacting the long-term viability of the partnership with the government, companies and donors. - having no long-term sustainability of programmatic work 	<p>2.6.Budget availability and cash flow</p>	<p>- Develop a resource mobilization plan and recruit a dedicated partnership capacities to support both regional and national partnership efforts</p> <ul style="list-style-type: none"> - Follow adaptive management where priorities in each year are set based on resources available and mobilized - Preparing an exit strategy that takes resource availability into account - Decision making at the AWP's on how much the critical resources requirement is for project to operate, so that if this critical minimum is not in place, adjust the AWP accordingly. - Prepare and adhere to the Risk Mitigation and Communications Strategy in order to engage new partners and strengthen existing partners - Proactively develop and update the Risk Mitigation and Communications Strategy to promptly respond to partnership related issues as they arise. 	<p>Communications Coordinator</p>
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Communications Strategy for the Engaging with Citi Foundation

OVERVIEW

Co-created in 2017 by the United Nations Development Programme (UNDP) and the Citi Foundation, Youth Co:Lab aims to establish a common agenda for countries in the Asia-Pacific region to empower and invest in youth, so that they can accelerate the implementation of the Sustainable Development Goals (SDGs) through leadership, social innovation and entrepreneurship.

So far, Youth Co:Lab has supported young social entrepreneurs in 28 countries and territories across the Asia-Pacific region: Australia, Bangladesh, Bhutan, Cambodia, China, Fiji, Hong Kong SAR, India, Indonesia, Japan, Lao PDR, Malaysia, the Maldives, Mongolia, Myanmar, Nepal, New Zealand, Pakistan, The Philippines, Samoa, Singapore, Solomon Islands, Republic of Korea, Sri Lanka, Thailand, Timor-Leste, Vanuatu and Viet Nam.

Dedicated staff within COs in these countries have been leading and spearheading the work of Youth Co:Lab, while supported by a regional team based in BRH or in home countries.

Youth Co:Lab partners with many stakeholders from the private sector as project donors, in-kind partners etc. During the implementation of the first phase of the project (2017-2022), the following areas of concern were raised, addressed and lessons learnt.

Area of Concern	Actions Taken and Lessons Learned
<p>Interest from Private Sector to position their products and services to government counterparts or influence policy decisions</p>	<ul style="list-style-type: none"> • As soon as a private sector partner shows interest in collaborating with Youth Co:Lab, a dedicated meeting is organized to explain the nature of UNDP's engagement with Pvt. Sector and clearly highlight the fact that partnership with UNDP cannot be used to influence national governments • Engage RBAP Private Sector leads to guide the partnership development and ensure these conditions are met • Conduct due diligence for all private sector partners engaged to ensure the alignment with UNDP corporate policies, Social environmental standards, and safeguards (ex – Citi Foundation, CVC capital) • Both at regional level and national level, Youth Co:Lab is anchored under the Regional Programmed Document (RPD) or Country Programme Documents (CPD), which results in programme audits, alignment to corporate policies, Social environmental standards, and safeguards etc. Furthermore, all government collaborations with the project are governed by the CPD priorities and workplans, preventing private sector partners from influencing their priorities into them
<p>With the project focus on supporting youth startups, interest from private sector to approach the project from a pipeline development approach</p>	<ul style="list-style-type: none"> • Ensure that all communication with the private sector is established based on the principles of youth empowerment and SDG achievement in comparison to startup pipeline development (project concept notes, website, social media etc.) • If the private sector partner also has an investment subsidy, clearly articulate the scope and boundaries of the partnership (ex – Both Citi and CVC have their own investment subsidies, where partnership with Youth Co:Lab is purely anchored through their Corporate Affairs programmes – Citi Pathways to Progress initiative and CVC COVID-19 recovery fund)
<p>Private sector is only keen on their key markets</p>	<ul style="list-style-type: none"> • All key private sectors partners are requested to contribute to the regional Youth Co:Lab initiative rather than specific markets, which allow the BRH Youth Unit to support all RBAP country offices including country offices which lack private sector partners (ex – Citi Foundation and CVC capital support staffing costs of regional team which supports 30 RBAP countries to implement Youth Co:Lab programme)

<p>Potential risks related to engagements and branding with private sector</p>	<ul style="list-style-type: none"> • Clear branding guidelines were developed in consultation with UNDP corporate policies, country offices, project partners and beneficiaries to avoid misuse of project partner brands (ex – Youth Co:Lab branding toolkit, standard communication guide for media etc.) • Establish social and digital media monitoring platforms to monitor brand presence regularly (ex – Hootsuite, hashtag tracking etc.) • Create opportunities for public to raise any concerns related to the programme (public email – info@youthcolab.org, Facebook chatbot)
<p>Risks of trade marking of YCL brand (emerging in recent discussions)</p>	<p>We are not fully clear if UNDP will be willing to trademark the brand from the project but a discussion on this is also likely in the future.</p>

Risk Mitigation Plan and communications messages

Youth Co:Lab will at all times, while clearly presented as a co-led initiative of UNDP and Citi Foundation, be introduced as its own entity, which is not involved with or related to any other work or endeavours of Citi Foundation beyond the scope of Youth Co:Lab itself, reducing the overall negative or damaging risks to UNDP. Entering into its second phase, the partner is well aware of the communications and branding guidelines, and dedicated communication channels of Youth Co:Lab have been developed and established, which are at all times strictly abiding by these guidelines.

The Risk Monitoring Plan

Monitoring Activity	Purpose	Specific Actions	Responsible team	Frequency	Owner	Cost
<p>Proactive and continuous monitoring of company controversies and activities.</p>	<p>To minimize the risk of new issues arising by staying abreast of private sector partners' activities and recording</p>	<p>Set up a weekly Google News Alert¹ for Youth Co:Lab, Citi group and Citi Foundation Liaise with UNDP-HQ to check Sustainability/ RepRisk reports for updates on controversies and company responses, as well as level of risk posed by PepsiCo.</p>	<p>Project Comms team Project Team (with support from Private Sector Team)</p>	<p>Weekly Quarterly</p>	<p>Project Manager, Private Sector Partnership team</p>	<p>None</p>

<p>and responding to as needed.</p>	<p>Review annual company and industry-wide initiative reports and grievance logs, and certification body's (e.g. RSPO) investigation and monitoring reports.</p>	<p>Project team (with support from Private Sector team)</p>	<p>Annually</p>	<p>Project Coordinator</p>
	<p>Review annual company and industry-wide initiative (e.g. ESG/sustainability report) reports</p>	<p>Project Team (with support from Private Sector team)</p>	<p>As identified</p>	
	<p>When controversies increase UNDP's reputational risk, UNDP will engage project partners and BRH Communications Advisor to devise an approach to mitigate the risk. If needed, assess the ongoing viability of the partnership.</p>	<p>Project team</p>	<p>As identified</p>	
<p>Monitor and evaluate Citi's Governance and ESG performance/practices that are relevant with project activities, including adherence to UNDP policies and other standard recognized ESG standards.</p>	<p>To identify issues relating to the company's fulfillment of UNDP's environmental and social standards.</p>	<p>Project team (with support from Private Sector Team)</p>	<p>Annually</p>	<p>Project Coordinator</p>
	<p>If an allegation arises posing a high reputational risk for UNDP, UNDP will engage with project partners and the relevant stakeholders to mitigate the risks and ensure that the project activities are completed and comply with UNDP's Social and Environmental standards. If needed, assess the ongoing viability of the partnership.</p>	<p>Project team</p>	<p>As identified</p>	
<p>Monitor the use of YCL brand by all country offices where the partnership is active</p>	<p>To ensure sufficient credit is given to YCL brand</p>	<p>Project Team</p>	<p>Bi-annually</p>	<p>Project Coordinator</p>
				<p>None</p>

[Project Communications monitoring plan](#)

- Co-design and monitoring of a communication strategy and workplan, including involvement of COs,
- Clearly agreed to branding guidelines, including for COs,
- Monthly check-ins on communication workplan, including monitoring of progress,
- Check-lists and regular updates for COs on communication needs and requirements, and
- Monitoring of – among others through Google Alerts – reporting on Youth Co:Lab.

[Key Audience Groups For mitigation and communications plans](#)

Primary target audience:

- Young people, aged 16-35, that are interested or already involved in social entrepreneurship, particularly those from vulnerable or at-risk groups and communities.

Secondary target audience:

- Ecosystem partners, including Youth Empowerment Alliance (YEA),
- Governments and policy makers,
- UN Country Offices (COs),
- Donors,
- Other UN agencies,
- Media,
- Youth-based or youth-oriented organizations and initiatives,
- Leave No One Behind- oriented organizations and initiatives.

[Strategic communications Approach and proposed materials](#)

<p>Overall communication goal</p>	<p><i>Engage and mobilize young people, particularly vulnerable and marginalized youth, from Asia-Pacific region to accelerate the achievement of the SDGs through leadership, social innovation and entrepreneurship; and contribute to the creation of an enabling ecosystem for young entrepreneurs to be successful.</i></p>			
<p>Communication Objectives</p>	<ol style="list-style-type: none"> Promote and amplify: Amplify and increase the visibility of Youth Co:Lab, its young leaders, innovators and entrepreneurs, Bolster: Bolster and expand the Youth Co:Lab community and strengthen an enabling ecosystem for young leaders, innovators and entrepreneurs to operate in, and Influence: Position Youth Co:Lab as a key player in influencing policy and systems change for young leaders, innovators and entrepreneurs. 			
<p>Main strategies</p>	<p>Overall communication and knowledge production</p>	<p>Community building</p>	<p>Thought leadership</p>	<p>Third-party visibility</p>
<p>Activities</p>	<ul style="list-style-type: none"> Website & Social Media: Maintain and improve the website and upkeep existing social media channels. Newsletter: Produce and distribute a newsletter. Knowledge products: Develop knowledge products that promote YCL, young social entrepreneurs, innovators, and community leaders. Country Offices: Support, guide and energize COs with their communication needs and activities, and ensure abidance with YCL standards. 	<ul style="list-style-type: none"> Social Media: Increase engagement, interaction & multi-way communication on social media channels to move towards building a community online. Campaigns: Develop and run campaigns that promote young social entrepreneurship, innovators, and community leaders to contribute to systems change, address key issues they face, and enhance the creation of a community online. 	<ul style="list-style-type: none"> External Media: Pitch stories on current affairs, e.g. COVID-19 or technology. Opinion & think pieces: Draft and submit opinion pieces that profile young social entrepreneurs, innovators and community leaders, and contribute to systems change. Knowledge products: Develop knowledge products in support of systems change. 	<ul style="list-style-type: none"> Awards & accolades: Increase recognition of YCL and its startups through awards and other forms of accolades. Attribution: Strengthen the external recognition that young social entrepreneurs receive, in general, and give to YCL.

Roles & Responsibilities

The communication strategy will be primarily implemented by the Communications Team of Youth Co:Lab at UNDP BRH, but this will be done in close cooperation with: the Communications Team of BRH, the Youth Co:Lab Focal Points in COs, and partners at Citi Foundation.

UNDP Anti-Corruption Policy

UNDP has a sound [Anti-Fraud Policy](#), which reaffirms that UNDP has zero tolerance of fraud and other corrupt practices that are inconsistent with the UN Standard of Conduct or involve a loss to UNDP funds. The Anti-Fraud Policy applies to all activities and operations of UNDP. It covers any project funded by UNDP, any project implemented by UNDP, and any implementing partner. The Policy aims to prevent fraud involving UNDP staff members and its personnel, including but not limited to consultants, service contract holders (SCs), individual contractors (ICs), interns, and United Nations volunteers (UNVs) as well as frauds perpetrated against UNDP by contractors, suppliers of goods and services, implementing partners, or other third parties.

The Policy is an important part of UNDP's corporate governance, establishing the framework for preventing, identifying, reporting and effectively dealing with fraud and other forms of corruption. It is in line with the UNDP Accountability System, adopted by the Executive Board to support ethical values and standards, increase transparency and proper stewardship of resources, as well as to clarify and align all relevant activities. The Anti-fraud Policy also recognizes the role of UNDP in the efforts spearheaded by the United Nations to combat fraud and corruption, globally. It, therefore, reflects the principles underlying the United Nations Convention Against Corruption (UNCAC) and the United Nations Convention Against Transnational Organized Crime (UNTOC).

UNDP is committed to preventing, identifying and addressing all acts of fraud against UNDP, whether committed by UNDP staff members or other personnel or by third parties. UNDP has zero tolerance for fraud, meaning that all incidents of fraud are to be reported and will be investigated in accordance with established investigation guidelines. To this effect, UNDP is committed to raising awareness of fraud risks, implementing controls aimed at preventing fraud, and establishing and maintaining procedures applicable to the detection of fraud and the enforcement of this Policy.

All UNDP staff members and personnel have critical roles and responsibilities in ensuring that fraud is prevented, detected and dealt with promptly. They should not only safeguard resources entrusted to UNDP for supporting sustainable human development but also protect its reputation. Working together, they contribute to a coherent and complementary institutional framework for effectively enforcing their obligations and cultivating an organizational culture that does not tolerate fraud, malfeasance and other forms of corruption.

Staff members and other personnel have the obligation to report information pointing to fraud involving UNDP staff members or affecting UNDP funds and assets. Other persons having such information are strongly encouraged to report incidences. UNDP has put in place a telephone 'Hotline' and other measures to ensure that persons wishing to report fraud may do so, free of charge, using a number of different options. Other key fraud prevention measures include:

- Fraud awareness communication and training
- Management of the risk for fraud and corruption
- Internal control system
- Preventing conflict of interest
- Integrity as key criterion in selection procedures
- Standards or code of conduct

All allegations of fraud are reviewed by the UNDP's Office of Audit and Investigations (OAI). In addition, OAI may undertake proactive investigations in high risk areas that are susceptible to fraud and corruption. OAI will often request further information to enable a proper assessment. Where a matter is appropriate

for an OAI investigation, the case will be assigned to an investigator who will conduct an objective investigation of all available facts. This will include the collection and review of all relevant documents, interviews of people who can provide information, and an interview with those alleged to be involved in fraud. OAI also coordinates with other fraud investigation and enforcement offices, as appropriate, to ensure the effective investigation of fraud involving more than one organization, or where parties external to UNDP are allegedly involved.

This programme is implemented using the UNDP's Direct Implementing Modality, which falls under the above mentioned overarching anti-fraud policy.

Minutes of PAC meeting for Youth Empowerment Portfolio in Asia and the Pacific (YEP-AP), 7 November 2022

Project award/project ID: 147208

Project name: Youth Empowerment Portfolio in Asia and the Pacific (YEP-AP)

PAC Chairperson: Nicholas Booth

Members attended (include both online and in-person): Anowarul Haq, Assistant Resident Representative – Democratic Governance (BD)

Beniam Gebrezghi, Program Specialist Civil Society & Youth

Mahmudul Hasan, Programme Officer and Youth Coordinator (BD)

Nunlada Punyarut, Programme Management & Implementation Analyst

Pauliina Meskus, M&E Consultant - Youth team

Savinda Ranathunga, Regional Youth Project Manager

Shakeel Ahmad, Country Programme Specialist

Suvimali Suraweera, Youth Co:Lab Operations Coordinator

Tshering Choden, Regional Gender Specialist

Xin Gao, Youth Programme Officer (CH)

Timeline: Pre-PAC Meeting: 19 October 2022, 10.00 -11.15 AM

PAC Meeting: 7 November 2022, 10.00 -11.00 AM

Overview:

The PAC meeting of the Youth Empowerment Portfolio in Asia and the Pacific (YEP-AP) was held as a physical meeting on 7 November 2022 at the Pacific Meeting Room of BRH and via Zoom.

Comments and feedback:

Beniam Gebrezghi briefly presented YEP-AP, and key comments received at pre-PAC meeting along with the responses as a follow-up to the pre-PAC meeting, whose minutes were already circulated among the pre-PAC members. He updated about engaging an SES expert which resulted in obtaining a revised SESP with a low-type of moderate risk assessment, the management plan to address risk (including the recommended Stakeholder Engagement Plan by the SES expert) which will be developed during the project implementation. He thanked MAST and PMU for their support and guidance.

He also mentioned the steps taken to date in development of the Portfolio Document, acknowledged contribution of colleagues from Country Offices, GPN, BRH, HQ, and mentioned that Bangladesh and Philippines governments also endorsed YEP-AP.

Nicholas Booth appreciated the Youth team for the thorough and consultative process, engaging CO's and BRH in producing YEP-AP Portfolio Document, and opened the floor for questions and comments.

Anowarul Haq mentioned that Van Nguyen (DRR) endorsed the project previously (at Pre-PAC meeting) and further added that YEP-AP is timely for Bangladesh and that the CO look forward to working on this, which Bangladesh Government also endorsed. He reiterated the importance of SES risk management presented by the project team.

Having had no further comments or questions at the PAC meeting and on pre-PAC minutes circulated before, Khun Nunlada said that both Pre-PAC minutes and PAC minutes will be circulated for signatures and as the endorsement of the Portfolio Document.

Due to the absence of the OST and Partnership team in the PAC meeting, it was suggested the project team to follow up with Keshini and Ruchi offline. No comments were received from the bilateral follow-ups with them.

Conclusion/Action Points

The PAC concludes that the Youth Empowerment Portfolio in Asia and the Pacific (YEP-AP) is recommended for approval. The PAC Minutes is endorsed by PAC Chairperson and all designated members.

16-NOV-2022

Date:

DocuSigned by:

Nicholas Booth
7AEDEBBD8834AA...

Signature:

Name: Nicholas Booth
Manager a.i, Bangkok Regional Hub/RBAP (PAC-Chair)

Minutes of Pre-PAC meeting for Youth Empowerment Portfolio in Asia and the Pacific (YEP-AP), 19 October 2022

Project award/project ID: 147208

Project name: Youth Empowerment Portfolio in Asia and the Pacific (YEP-AP)

Pre-PAC Chairperson: Jaco Cilliers, Manager, Bangkok Regional Hub

Members attended (include both online and in-person):

Aminuddin Hamed, Country Programme Specialist
 Beniam Gebrezghi, Program Specialist Civil Society & Youth
 Bishnu Chettri, Monitoring and Evaluation Analyst (PH)
 Bushra Hassan, RBM, M&E Specialist
 Devika Iyer, Regional Policy Specialist, Inclusive Growth
 Doina Ghimici, Regional Policy and Programme Specialist
 Gloria Kiondo, Risk Management Specialist
 James George, Deputy Resident Representative - CO/CN
 Jezreel Punzalan, Youth Community Engagement Assistant (PH)
 Johanna Ella May Erroba, National UN Youth Volunteer in Youth Engagement (PH)
 Kate Garcia, Youth Engagement Intern (PH)
 Katri Kivioja, Policy Specialist
 Keshini Wijesundera, Manager - Operations Support Team, BRH
 Mahmudul Hasan, Programme Officer and Youth Coordinator (BD)
 Milawen Ding, UNV (CH)
 Nicholas Booth, Policy Advisor
 Nunlada Punyarut, Programme Management & Implementation Analyst
 Pauliina Meskus, M&E Consultant - Youth team
 Robert Frago, Management & Oversight Specialist
 Ruchi Mohanty, Regional Private Sector Partnership Specialist
 Savinda Ranathunga, Regional Youth Project Manager
 Shakeel Ahmad, Country Programme Specialist
 Sirinthat Wannawong, Programme Analyst
 Suvimali Suraweera, Youth Co:Lab Operations Coordinator

Tshering Choden, Regional Gender Specialist
 Tupa Iyambo, M&E Analyst
 Van Nguyen, Deputy Resident Representative – CO/BD
 Weidong Zhang, Team Leader/ARR (CH)
 Xin Gao, Youth Programme Officer (CH)

Timeline:
 Pre-PAC Meeting: 19 October 2022, 10.00 -11.15 AM
 PAC Meeting: 7 November 2022, 10.30 -11.30 AM

No.	Comments by	ProDoc section	Comments	Actions/Responses
1	Doina Ghimici	TOC	i. Commended on ProDoc; why, how and what are clear ii. Acknowledged that 100+ comments on Draft ProDoc were incorporated in ProDoc. iii. Commented on Output statement 5: "I suggest the following alternative outcome statement – as I am sure this is what you mean: 'Youth empowerment initiatives are inclusive, gender responsive and reflective of youth diversity'. iv. Other comments added to ProDoc	i & ii: N/A iii "Youth empowerment initiatives are inclusive, diverse and gender responsive" is replaced with "Youth empowerment initiatives strengthen diversity, equity, inclusion and gender equality". iv Comments on ProDoc are addressed.
2	Van Nguyen	General	Highlighted the ProDoc being timely; its' strategic importance and relevance to Bangladesh in all 4 pillars, especially Youth Civic Engagement and Political Participation. Bangladesh CO is happy with the ProDoc; a lot of work has been done. Unless a fundamental or glaringly wrong issue is present, Bangladesh is clearing the ProDoc.	N/A

3	James George	General	<p>i. Commended on the ProDoc being of high quality; link to SP and results; 4pillars and 5 outputs; LNOB; Covid impact</p> <p>ii. Good to see the Youth team working with other GPN teams. How does this influence the work we do in CO across BRH / how does work of youth team (without being stand-alone) cut across other programs (in implementation scheme)?</p> <p>iii. Working with other UN agencies at CO level</p> <p>iv. Resource mobilization with similar partners as CO level leveraging on YCL xp</p>	<p>i N/A</p> <p>ii YEP-AP is developed in alignment to the RPD and plays a key role in convening other GPN teams and Projects in BRH. We are receiving constant support from the Regional PMU for project development, operations, reporting and build synergies with CO operations through COSQA and MAST.</p> <p>iii Incentivize/recognize working with inter-agency collaborations by sharing Good Case Practices in the Academy sessions</p> <p>iv Working with partnership team to utilize YCL experience in taking the project to more partners</p>
4	Dr. Weidong Zhang	General	<p>i. Commended on comprehensive thinking and content of ProDoc, setting a good example, which can also facilitate CO ProDoc development in future</p> <p>ii. Why is the ProDoc for 2023-2026, and not aligned to CPD 2021-2025 and SP till 2022-2025?</p> <p>iii. Need of local PMO type of setting at CO level</p> <p>iv. Potential partners: Government agency engagement (examples from China: All China Youth Federation)</p>	<p>i N/A</p> <p>ii YEP-AP is developed based on the SP and RPD which are for 2022-2025, in order to develop the next phase we need to wait till the new SP and RPD will be finalized for 2026-2029, so we have included one leap year to facilitate smooth operations.</p> <p>iii One of the objectives of the regional portfolio is to support/strengthen COs to create their own country portfolios, under which it is advised for COs to establish local PMOs based on the CO operations architecture. But it is not the key focus of YEP-AP to setup operational architectures at national level apart from providing technical capacity support.</p> <p>iv Added 'All China Youth Federation' to the 'Partnership' section on ProDoc. The partners are broadly defined in ProDoc to capture Government Agencies.</p>

5	Mahmudul Hasan, Johanna Erroba	General	Expressed that they were happy to engage and co-design the ProDoc; alignment to CO work; questions addressed in the ProDoc development process	N/A
6	Jaco Cilliers	General - Project vs Portfolio	<p>i. Align Portfolio approach according to SP; Challenge to convert the Project to a Portfolio (everywhere we mention): Doc Title/Position(Mgr)/Board; change our approach/culture behind and how we manage the portfolio differently (to a project) on Programmatic side, and make it easier for us to manage Operational side (eg: cluster multiple donors/partners).</p> <p>ii. Project board: think out-of-the-box, engage personnel that we don't usually include, who can challenge us.</p> <p>iii. Under-valuing / resource mobilization: from mobilizing 60Mn in phase 1 to 40Mn. Have flexibility to capture different funding sources, including government funds.</p>	<p>i. Already updated in the ProDoc including the staffing structure</p> <p>ii. Already updated the project board</p> <p>iii. 60 Mn in phase 1 was achieved in a 6 year period where the Regional ProDoc was 13Mn and COs mobilized the remaining amount. So we are indeed increasing our ambition by 3 times to reach 40Mn goal while we aim for another 30-40Mn to be mobilized at the CO level for youth related programming.</p>
7	Doina Ghimici	General - Project vs Portfolio	I agree to Jaco's "challenge". Portfolio is more visible in the "prodoc" now than it was in earlier versions. POPP still refer to projects... so, the name is not an issue maybe. The approach is largely already a portfolio approach.	Same response as above
8	Nunlada Punyarut	General - Project vs Portfolio	Shared the background about the team's vision to evolve into a portfolio, and highlighted operational challenges of a portfolio, including having no guideline/SOPs for portfolios in POPP.	N/A
9	Aminuddin Hamedi	General - Project vs Portfolio	Developing portfolios is the ambition; but SOPs/templates are not currently available and are in progress. There are examples for Portfolios, but not SOPs.	N/A

10	Aminuddin Hamedi	Resource Mobilization	<p>i. 30Mn funding gap ii. QA does not mention Sustainability aspects related to funding. iii. Evaluation cost is too high, compared to other projects.</p>	<p>i. YEP-AP is a unique project similar to RYPLIE where the majority of the funding (over 90% for RYPLIE and over 50% for YEP-AP) is expected from private sector partners. By nature, the private sector only commits resources on an annual basis, and we have seen partners such as Citi and CVC contributing to UNDP resources over the period of 6 years. In addition, project results are set up in a growing pattern of 10%, 20%, 30% and 40% over the course of 4 years taking into account the RM gaps. Project staffing is also arranged (contract modalities) based on resource availability where no Fixed Term or Temporary Appointments are expected in year 1, considering the resource gap. ii. Section H.Sustainability in the ProDoc and QA Assessment are updated. iii. Justified by the PMU colleagues present in prePAC meeting. Pls see comments below.</p>
11	Johanna Erroba	Resource Mobilization	<p>Now that we're on the resource mobilization subject, wanted to raise too if there are any implications in case we have government financing? Or if that should also be included in the document.</p>	<p>This is already included in the Partnerships section in ProDoc: "YEP-AP will be implemented in collaboration with a variety of partners from across the region. This includes development partners, relevant government ministries, Civil Society Organizations (including youth organizations and networks), international NGOs and other specialized UN agencies, the private sector and academia." In case of specific government cost sharing opportunities, YEP-AP will closely work with respective COs to initiate national DIM/NIM projects to absorb those funds based on the YEP-AP portfolio architecture (similar to China, Malaysia youth projects at present).</p>

12	Bushra Hassan	WP-budget for evaluation	Youth Co:Lab runs very innovative and data driven evaluations. Their last evaluation was the first in the region to invest in Outcome Harvesting. They also host multi-country FGDs and are the most inclusive evaluations. Therefore, we have to keep more time and space. Also considering that these are portfolio evaluations, and we will have a much wider and deeper scope. Plus, we must reach the LNOB which requires additional investments in cost and time.	N/A
13	Katri Kivioja	WP-budget for evaluation	Yes, considering it will be in essence a 3 in 1 evaluation, the budget doesn't seem as high. Although it can likely be adjusted based on the actual realized scope and scale of the portfolio (whether 10, 40 or 100 million).	N/A
14	Devika Iyer	General	<p>i. Commended the ProDoc especially on Development challenges, Strategic Intelligence Hub, and lessons learnt.</p> <p>ii. Consideration: Inclusion of informal workers (table to be adopted).</p> <p>iii. Other comments on ProDoc</p>	<p>i. N/A</p> <p>ii. The table on 'Figure 4: Groups Identified by the LNOB Marker' is from the LNOB Draft Evaluation Report (pending publication, expected to be published in December 2022) and is not put-together by youth team.</p> <p>iii. Comments on ProDoc are addressed.</p>
15	Nicholas Booth	General - Flexibility	Conceptualized well with strong pillars. How to make project/activities flexible without having to revise the ProDoc for each partner?	Included a para at the beginning of the section 'Results and Partnerships' and a sentence for each of the Outputs (Given below is not an exhaustive list of activities, and the project has the flexibility to develop new activities to achieve this output).
16	Doina Ghimici	General - Flexibility	I agree to the need to be not too prescriptive (in terms of planned interventions and solutions), but maintain flexibility — to allow further fine-tuning and adaptation to challenges and opportunities).	Same response as above

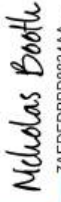
17	Katri Kivioja	Risk	<p>In the interest of time, we will follow up on this offline. But would like to note in the minutes regarding SES: As highlighted by the project team in the presentation, there are significant risks related to safety and security of young human rights defenders, that the project will need to manage to avoid inadvertently putting people in harm's way. This is already well reflected in the risk register, but the SESP will need to be aligned accordingly and we could look at strengthening and formalizing the related risk management measures through development of a safety and security management plan that will guide UNDP and partners in navigating this issue.</p>	<p>We have engage an expert (International Social and Environmental Safeguards Specialist) and obtained a revised Social and Environmental Screening Procedure (SESP) and an updated Risk Register according to the revised SESP.</p>
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The Pre-PAC Minutes is endorsed by Pre-PAC Chairperson and all designated members.

16-Nov-2022

Date:

Signature:

DocuSigned by:

 7AEDEBBD8834AA...

Name: Nicholas Booth
Manager a.i, Bangkok Regional Hub/RBAP

Re- MEETING INVITATION - PAC - Youth ...

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Re: MEETING INVITATION | PAC - Youth Empowerment in Asia Pacific

Suvimali Suraweera

...

To: Nunlada Punyarut; Nicholas Booth; Jaco Cilliers; Van Nguyen; Edwine Carrie; J Mon 07/11/22 7:50 PM
Cc: BRH-PMU; Sawitree limvongsakul; Anowarul Haq; Xin Gao; Mahmudul Hasan;

Dear PAC member,

Please find the minutes of the pre-PAC and PAC meetings of YEP-AP below. Kindly revert if you have any comments or feedback by Wednesday, 9th November.

[YEP-AP PAC Minutes 7.11.22.docx](#)

[YEP-AP Pre-PAC Minutes 19.10.22.docx](#)

If no comment or feedback is received by 9th November, the Portfolio Document is considered to be endorsed by the PAC and it will proceed with the signature of the PAC chair.

We appreciate your support in the approval process of YEP-AP.

Best
Suvi

From: Nunlada Punyarut <nunlada.punyarut@undp.org>

Sent: 04 November 2022 2:45 PM

To: Nicholas Booth <nicholas.booth@undp.org>; Jaco Cilliers <jaco.cilliers@undp.org>; Van Nguyen <nguyen.thi.ngoc.van@undp.org>; Edwine Carrie <edwine.carrie@undp.org>; James George <james.george@undp.org>; Shakeel Ahmad <shakeel.ahmad@undp.org>; Gloria Kiondo <gloria.kiondo@undp.org>; Ruchi Mohanty <ruchi.mohanty@undp.org>; Petra Auer-Himberg <petra.auer-himberg@undp.org>; Koh Miyaoi <koh.miyaoi@undp.org>; Tshering Choden <tshering.choden@undp.org>; Beniam Gebrezghi <beniam.gebrezghi@undp.org>; Keshini Wijesundera <keshini.wijesundera@undp.org>; Aminuddin Hamedi <aminuddin.hamedi@undp.org>; Savinda Ranathunga <savinda.ranathunga@undp.org>; Suvimali Suraweera <suvimali.suraweera@undp.org>; Pauliina Meskus <pauliina.meskus@undp.org>

Cc: BRH-PMU <brh-pmu@undp.org>; Sawitree limvongsakul <sawitree.limvongsakul@undp.org>

Subject: MEETING INVITATION | PAC - Youth Empowerment in Asia Pacific

When: 07 November 2022 10:30-11:30.

Where: <https://undp.zoom.us/j/83336288052?pwd=WGdUL3hyNnlGYs9jTjJXek5rZ0hHUT09&from=addon;>
BRH-SER-CONF-400-Pacific

Dear PAC

Please be informed that Jaco needs to be on a mission to Ukraine, starting this Monday. On this regards, please be informed that Khun Nick, in his capacity as Jaco's OIC, he will be our newly appointed PAC Chair.

To prepare for the meeting, please feel free to forward the meeting to relevant colleagues. All the documents can be accessed for review and comments at [Youth Empowerment in AP 2022](#). Please feel free to direct comment on the document and tag @Suvimali Suraweera in your comment boxes in track changes so that we can collect and coordinate for response prior/for the upcoming PAC meeting. Looking forward to hearing from you and seeing you soon.

**Statement of Endorsement by Startup Bangladesh Limited
in support of the UNDP Regional Project**

THE YOUTH EMPOWERMENT PROJECT IN ASIA AND THE PACIFIC (YEP-AP)

Dear Mr. Stefan Liller

After review of the Project Document for UNDP's regional project on, "Youth Empowerment Project in Asia and the Pacific (YEP-AP)", we find the approach is aligned with the vision of Startup Bangladesh Limited of the Information, Communication and Technology Division (ICTD), Government of the People's Republic of Bangladesh. The proposed project envisions contributing to creating new economic opportunities and fostering an entrepreneurship culture by holistically supporting aspiring and existing youth entrepreneurs while strengthening the enabling policy environment and facilitating knowledge sharing among entrepreneurship ecosystem's partners.

Being a trusted partner of UNDP Bangladesh, we treasure our invaluable partnership in co-facilitating several flagship activities under the regional Youth Co:Lab project to strengthen Bangladesh's innovation and entrepreneurship ecosystem.

We look forward to the continued cooperation with UNDP Bangladesh and the UNDP Regional Bureau for Asia and the Pacific (RBAP) to further promote youth social innovation, leadership and entrepreneurship for expanding economic opportunities and achieving the Sustainable Development Goals, as well as potentially integrate key activities under the Project into our future activities.

In addition, Startup Bangladesh Limited would like to contribute to this project by providing inputs and participating in the project activities.

Yours sincerely,



Signed on behalf of Startup Bangladesh Limited

SAMI AHMED
Managing Director
Startup Bangladesh Limited

Stefan Liller
Resident Representative
UNDP Bangladesh.



Republic of the Philippines
Bangsamoro Autonomous Region in Muslim Mindanao
BANGSAMORO YOUTH COMMISSION
Regional Office



**Statement of Endorsement by the BANGSAMORO YOUTH COMMISSION (BYC) in
support of the UNDP Regional Project**

YOUTH EMPOWERMENT PROJECT IN THE ASIA PACIFIC (YEP-AP)

Dear Mr. Ramachandran,

After review of the Project Document for the UNDP “Youth Empowerment Project in the Asia Pacific (YEP-AP)”, we find the approach is aligned and contributes to one of our youth priority centers of participation which is the **Active Citizineship**. Our strategy to cascade youth’s participation is to encourage them in community development and nation building though active, meaningful, sustainable, productive, and patriotic engagement in civil society, social mobilization, volunteerism (indicating social awareness and socio-civic mindedness), and values formation (such as having concern for others and being socially responsible) so as to improve the plight of the youth.

We look forward to continued coordination with UNDP and the Regional Project Board to further strengthen youth economic empowerment and engagement for the Sustainable Development Goals, and potently integrate key activities implemented under the Project into our future activities.

In addition: The BYC would like to contribute to this project by providing inputs and participating in the project activities, particularly in the areas of Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), Philippines.

Yours sincerely,

Signed on behalf of the Bangsamoro Youth Commission



MARJANIE S. MACASALONG, Ph.D

Chairperson
Bangsamoro Youth Commission
November 2, 2022

SELVA RAMACHANDRAN

Resident Representative
UNDP in the Philippines
15th floor Rockwell Business Center Sheridan, Mandaluyong City

Active Citizineship. Our strategy to cascade youth’s participation is to encourage them in community development and nation building though active, meaningful, sustainable, productive, and patriotic engagement in civil society, social mobilization, volunteerism (indicating social awareness and socio-civic mindedness), and values formation (such as having concern for others and being socially responsible) so as to improve the plight of the youth.



**Statement of Endorsement by the Department of Trade and Industry-Regional Operations
Group in support of the UNDP Regional Project**

YOUTH EMPOWERMENT PROJECT IN THE ASIA PACIFIC (YEP-AP)

Dear Mr. Ramachandran,

After review of the Project Document for the UNDP “Youth Empowerment Project in the Asia Pacific (YEP-AP)”, we find the approach is aligned and contributes to the Department’s goal of empowering aspiring and existing youth entrepreneurs through the Youth Entrepreneurship Program (YEP) by establishing the much-needed environment and opportunities conducive to the sector’s growth and development in the business realm.

We look forward to continued coordination with UNDP and the Regional Project Board to further strengthen youth economic empowerment and engagement for the Sustainable Development Goals, and potentially integrate key activities implemented under the Project into our future activities.

In addition: The Department of Trade and Industry- Bureau of SME Development (BSMED) would like to contribute to this project by providing input and participating in the project activities.

Yours sincerely,


EMMA C. ASUSANO

OIC Director
Bureau of SME Development
November 11, 2022

Selva Ramachandran
Resident Representative
UNDP in the Philippines
15th floor Rockwell Business Center Sheridan, Mandaluyong City

BUREAU OF SMALL AND MEDIUM ENTERPRISE DEVELOPMENT