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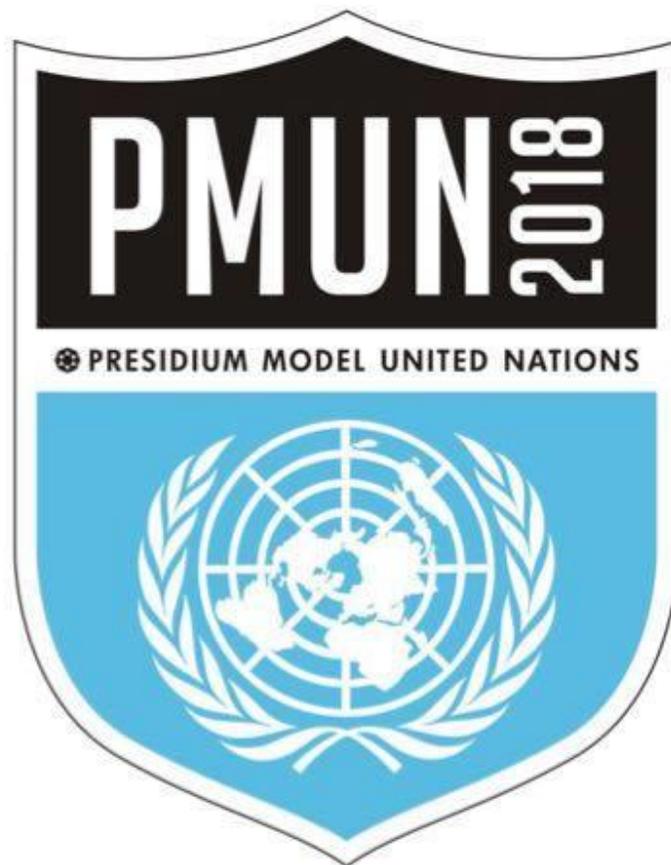
"Charting roadmap to the Youth Global Programme for Sustainable Development and Peace(YGPS)"

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

TOPIC STUDY GUIDE PREPARED FOR PMUN 2018

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"Charting roadmap to the Youth Global Programme for Sustainable Development and Peace(YGPS)"

Letter From the Executive Board

Greetings Delegates,

It's indeed an honour and a privilege to preside over this simulation of the United Nations Development Programme, hosted by Presidium Model United Nations 2018. We hope that being a part of this committee is an intellectually enriching experience for you, as well as for us.

The intent of this background guide is to help you firstly understand the agenda, and its scope; the background guide hopes to be a starting point for your research. However, having said that, we sincerely request you to not treat this background guide as a substitute to further research and analysis. Moreover, the background guide must never be cited as a source for any information whatsoever in the committee.

The committee shall discuss the agenda "Charting a roadmap to the Youth Global Programme for Sustainable Development and Peace". The agenda can be approached and dealt with in a million different - it is entirely on the committee on how they wish to take this committee. One could approach the agenda challenge-by-challenge (after they have been listed out by the committee), or region-by-region. However, whatever the direction the committee may choose, the committee must always keep in mind what the end goal of the committee is - the final document the committee wishes to achieve. For doing that, your research has to be comprehensive and non-exhaustive. More importantly, you have to understand your research, and be able to use it.

In other words, your research documents are not your arguments. You use your research to form your argument; your research cannot be your argument. And that is where analysis steps in. Moreover, it is extremely important for you to listen to everything other delegates talk about in the committee, so don't keep yourself too occupied writing your own speeches, but truly listen to what other delegates speak in the committee. With regard to that, try not to read from documents without really understanding what to mean - try forming your own arguments based on what you read in those documents.

We aim to assist you in every way possible, and teach you as much as possible through the means of this committee and its debate.

Having said that, if you have any questions or doubts pertaining to any matters concerning this committee, please feel free to contact us. We shall be happy to help!

Regards,
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About the Committee

<u>Introduction</u>

The **United Nations Development Programme** (**UNDP**) is the United Nations' global development network. Headquartered in New York City, UNDP advocates for change and connects countries to knowledge, experience and resources to help people build a better life. It provides expert advice, training and grants support to developing countries, with increasing emphasis on assistance to the least developed countries. It promotes technical and investment cooperation among nations. The status of UNDP is that of an executive board within the United Nations General Assembly. The UNDP Administrator is the third highest-ranking official of the United Nations after the United Nations Secretary-General and Deputy Secretary-General.

To accomplish the Sustainable Development Goals and encourage global development, UNDP focuses on poverty reduction, HIV/AIDS, democratic governance, energy and environment, social development, and crisis prevention and recovery. UNDP also encourages the protection of human rights and the empowerment of women in all of its programmes. The UNDP Human Development Report Office also publishes an annual Human Development Report (since 1990) to measure and analyse developmental progress. In addition to a global Report, UNDP publishes regional, national, and local Human Development Reports.

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UNDP is funded entirely by voluntary contributions from member nations. The organization operates in 177 countries, where it works with local governments to meet development challenges and develop local capa[1]city. Additionally, the UNDP works internationally to help countries achieve the Sustainable Development Goals (SDGs). UNDP was one of the main UN agencies involved in the development of the Post-2015 Development Agenda.

UNDP works with nations on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and its wide range of partners. However UNDP offers to help only if the different nations request it to do so.

The principles of leaving no one behind and reaching the furthest behind first permeate all four of our strategic plans. In direct response to the Quadrennial Comprehensive Policy Review, the UNDP will harness their respective collaborative advantage in compliance with their respective mandates in these key areas:

    A. Eradicating poverty;
    B. Addressing climate change;
    C. Improving adolescent and maternal health;
    D. Achieving gender equality and the empowerment of women and girls;
    E. Ensuring greater availability and use of disaggregated data for sustainable development;

Emphasizing that development is a central goal in itself, and that in countries in conflict and post-conflict situations the development work of the entities of the United Nations development system can contribute to peacebuilding and sustaining peace, in accordance with national plans, needs and priorities and respecting national ownership.

Mandate

As the specialized agency of the United Nations focusing on Development, UNDP has a mandate of supporting countries in their development path, and coordinating the UN System at the country level.

In this capacity, the UN Secretary General requested UNDP to be the MDG Scorekeeper , in addition to UNDP's programmatic work for accomplishing the MDGs. The "Road map towards the implementation of the United Nations Millennium Declaration" notes that *UNDP will coordinate the reporting on progress towards the Millennium Development Goals at the country level.*

As the scorekeeper, UNDP supports the implementation of the United Nations Development Group (UNDG) Core Strategy, including :

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[1] http://www.undp.org/content/undp/en/home/democratic-governance-and-peacebuilding.html

- Coordination and provision of financial support for the preparation of MDG country monitoring reports; and[2]

- Forging closer collaboration within UN Country Teams on policy advocacy, while promoting a strong response to national MDG priorities through United Nations Development Assistance Frameworks (UNDAFs) and Country Programmes.

UNDP, in collaboration with the UNDG and the Inter Agency Expert Group (IAEG) on Targets and Indicators, has been providing technical and financial support to countries in reporting progress on their national MDG targets. UNDP has also been developing the MDG National Report Guidelines , which are updated every few years to reflect emerging development priorities and agendas. However, UNDP's mandate does not permit it to provide financial assistance to individuals (including students seeking scholarships for their studies), companies or private groups. They work in collaboration with *governments* on development programmes and projects.

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

Nature of final documentation

The nature of documentation can vary in this committee - it all depends on how and where the committee progresses. The committee can prepare any and all kinds of final documents, and at any point of the committee. For example, the committee may decide to prepare a report, and decide to prepare a part of the report at the end of every moderated caucus. Or multiple press releases and communiques. The possibilities in this committee are truly endless.

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[2]

http://www.undp.org/content/undp/en/home/librarypage/corporate/Changing_with_the_World_UNDP_Strategic_Plan_2014_17.html

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Having said that, it puts the responsibility of taking the right decision on you - the delegates of this committee. You have to logically decide what nature of document caters to the need of the agenda and the committee the best, and when.

We, as the moderators, will not restrict you from pursuing any sort of document, at any point, as long as falls in the mandate of this committee. However, we will, as and when needed, may provide you with a sense of direction about the working of the committee, and its final goal.

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Agenda:

Introduction to Youth Global Programme of Sustainable Development and Peace

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

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

The majority of the world's population has yet to reach the age 30.2 and as the numbers of young people continue to grow, proportionally and in absolute terms, they will represent the largest new cohort of adults the world has seen. The response to this coming demographic change - the investments made now in young people and the way they are currently engaged - will dramatically shape the future of societies. It is increasingly evident, then, that tackling the challenges faced by young people by supporting their empowerment and providing them with an enabling environment for their human development makes today a potentially historic and transformational opportunity to lay the foundation for a peaceful and sustainable future.

The situation is even more difficult and complex for many young people who face additional forms of intersecting discrimination. Girls and young women are often amongst the most marginalized,

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

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

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

In a number of countries mired in conflict, the lives and hopes of youth are severely affected. In fragile contexts and conflict settings, young people often face major burdens: they are particularly impacted by the collapse of the education sector and the lack of employment opportunities; they are also the segment of the population that is most vulnerable to increased risk of diseases and sexual violence, and most likely to be recruited into fighting forces. However, violent conflict can

also bring about rapid changes in social norms, and peacebuilding offers opportunities to reintegrate/support the inclusion of young people into peaceful civilian life, political processes and job markets. Worldwide, development experience is showing that crises, conflicts and violence remain intractable unless young women and young men are constructively involved in the shaping of the social contract. Their contributions and leadership in preventing and resolving conflict, violence and extremism, or in the response and recovery process after crises, represent a rich - and largely untapped - resource essential to ensuring stability and building sustainable peace. Young people's role as innovators and positive agents of change is in need of stronger recognition and support.

The current economic situation for young women and young men has been especially difficult. Young people still lack decent jobs. They make up 37 percent of the global working-age population but 60 percent of the total unemployed. As many as two thirds of youth in developing economies are either without work, out of school or are engaged in irregular/informal employment. Looking ahead, the global economy will need to create 600 million more productive jobs over the next decade in order to absorb the current unemployment levels and provide employment opportunities for the 40 million annual labour market entrants - many of whom are young people.

Young women make up nearly half of the world's population working under vulnerable employment conditions which prevent them from accessing basic necessities, services and decent work. Youth unemployment, underemployment and poor wages can have an adverse long-term impact on human, economic and social capital, and can weaken their sense of social belonging.

Youth GPS: Strategy

1. Youth empowerment is both a human rights imperative and a smart investment in sustainable development and peace
   There is growing evidence that development policies and programmes that are planned and implemented with the participation of youth have a higher chance of achieving a lasting impact and reducing tensions as resources, priorities, social or economic status and political voice are reallocated as part of the development process. Conversely, excluding young people from development and decision-making damages the social fabric, the inclusiveness and responsiveness of institutions, threatens social cohesion and citizen

security and can be a potential trigger for conflict and violent extremism - hampering the prospects for long-term development. At the same time, valuable resources that could contribute to the advancement of rights and the quality of development are lost or underutilized when young men and women are excluded from, or insufficiently engaged in, formal decision-making processes and institutions. The logic of empowering and investing in young people has been increasingly and systematically embedded in the substance of the most recent global agendas, resolutions and agreements, from the Sendai Framework for Disaster Risk Reduction and the Paris Agreement to the Addis Ababa Action Agenda and 2030 Agenda and beyond. Placing youth at the centre of their implementation and delivery will be critical to achieve their collective promise to "leave no one behind" and their call to invest in youth and future generations. The importance of youth empowerment has gained particular relevance with the adoption of the 2030 Agenda for Sustainable Development. Along with other partners, young people, by participating in consultation and negotiation processes at all levels, informed and helped shape the 2030 Agenda, which now reflects their concerns. The 2030 Agenda, which specifically names young people as "critical agents of change," integrates the economic, environmental and social dimensions of development with young people represented as a priority across its 17 goals. 65 out of the 169 SDG targets reference young people explicitly or implicitly, with a focus on their empowerment, participation and well-being.

2. <u>UNDP's unique mandate, experience and operational capability</u>

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

with their integration into national development planning and by providing data-based support for measuring progress towards the new goals, both locally and globally. The proposed Youth Global Programme for Sustainable Development and Peace (Youth-GPS 2016-2020) builds on UNDP's unique expertise in development thinking and practice, and our decades of experience at country level in supporting countries in bringing the voices of the world's peoples into deliberations over decisions affecting their lives and in accomplishing their development aspirations. With its wide geographical span and its strong and multi-level operational capability, UNDP can leverage all of its strengths to respond to youth development challenges. on the ground, addressing their complex and multi-dimensional nature while remaining sensitive to national and regional priorities to help achieve sustainable development and peace. Positioned to tap the assets of the United Nations Development System (UNDS) to support countries in their development efforts, UNDP is one of the few multilateral development agencies working holistically across thematic areas. It also operates at the heart of the UNDS as manager of the Resident Coordinator System and Chair of the United Nations Development Group (UNDG). UNDP is a convener of well-established partnerships with youth organisations and networks, civil society organisations, regional and international organisations, UN entities, national governments, think tanks and academic institutions to explore innovative ways to promote youth empowerment. Many of UNDP's projects have focused on strengthening capacities of young people's organisations and youth advocacy groups at all levels, fostering strong partnerships and networks with young people, as well as supporting enabling environments by promoting informal and formal mechanisms at national and local levels for participation and by assisting with the development of national youth strategies and policies. Working at the regional level, UNDP has been involved in innovative projects that capitalize on the advantages of cross-country learning and partnerships, many with an emphasis on supporting platforms focusing on accountability and feedback in service delivery through social media and information technology. In South-Eastern Europe, for example, a transparency and accountability initiative has been launched to visualize data through an online platform that tracks how governments spend tax money. UNDP has also supported youth civic engagement actions through regional

and national youth networks and platforms, such as Juventud con Voz ("Youth Voice")[3], a digital platform created by young people for young people to connect, debate and gather information about Latin America and the Caribbean, where young people engage in issues relating to democracy, political participation, public policies and the 2030 Agenda. Through its Hub for Territorial partnerships, UNDP also supported exchange of know-how and best practices among countries in different regions of the world, especially the Mediterranean, Africa and Latin America, generating several new local initiatives for youth employment and youth engagement in decision making and peacebuilding at the local level.

3. <u>Theory of Change</u>

The Youth Global Programme for Sustainable Development and Peace (Youth-GPS, 2016-2020) is UNDP's multidimensional and multi-level response to tackle the challenges young people, including the most marginalized, face today. Youth-GPS will address the needs of youth by harnessing the distinctive strengths UNDP brings to the United Nations System and the broader development landscape to promote youth empowerment precisely in all areas which will have an impact in achieving sustainable development and peace. The conceptualisation of UNDP's Youth-GPS 2016-2020 is directly informed by, and integrates, the recommendations that young people, development practitioners and policy makers have been formulating in the many global and regional fora and consultations that UNDP has led, co-organized and participated in. Young people have called for more meaningful rather than tokenistic participation, for more civic space and more inclusive political processes - including within political parties themselves - for opening of doors for young women and other marginalized and vulnerable youth, for less political instrumentalization of youth, for greater employability and decent work for youth and for greater participation in peacebuilding processes. A consensus has also emerged on the need for better data, analysis and greater youth mainstreaming in development and peace initiatives worldwide, through the promotion of youth-sensitive budgeting for instance, as a way to better orient policies and actions toward the needs of all young people. UNDP's

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[3] http://www.juventudconvoz.org/

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Youth Strategy 2014-2017, the 2030 Agenda, United Nations Security Council Resolution 2250 on youth, peace and security (2015) and other recent milestones. The inclusion of youth in all major recent corporate and normative frameworks, the reference to youth as a priority in the majority of United Nations Development Assistance Frameworks, Country Programme Documents and in UNDP global programmes and UNDP regional programmes, the development and delivery of new SDG-related country-level support, and the need for more inclusive peacebuilding processes all further reinforce the project's relevance and timeliness. With the first-ever Youth Strategy 2014-2017, UNDP proposed an integrated, agile and innovative approach to youth empowerment for sustainable development and peace which is very relevant to the implementation of the 2030 Agenda.32 In a paradigm shift for UNDP's development work, the Youth Strategy specifically recognized young people as development partners, initiators and catalysts of change, with special attention devoted to the importance of working with young women and youth from marginalized groups. Thematically, the strategy sets out a strong vision for engaging youth and supporting their empowerment in governance, in jobs and livelihoods and in strengthening resilience in their communities. It focuses on working to support conducive legislative and policy reforms for youth, facilitating access to services, promoting rights, creating new opportunities for participation in politics and public life, economic life, resilience- and peace-building at all levels, as well as youth capacity development, networking and advocacy. Enabling legislative and policy frameworks guide public officials, guarantee protections, eliminate discrimination, identify priorities and are instrumental in the allocation of resources.

For this reason, youth empowerment requires laws and policies to specifically address the needs of youth and encourage their meaningful and inclusive participation in society. Young politicians and young leaders in particular have an essential role to play to promote a youth-inclusive environment. Youth empowerment means an attitudinal, structural and cultural process whereby young people gain the ability, authority and agency to make decisions and implement change in their own lives and in their societies. The basic assumption of the Youth-GPS theory of change is that operating in an enabling environment and with enhanced capacities and support, empowered young women and

young men are able to take advantage of opportunities for their own development and can act effectively as citizens, leaders, innovators and agents of change in their communities, therefore contributing to overall sustainable development and peace. For this reason, youth empowerment is both a means and an end, and can be fostered when at least four conditions are in place:

- Enabling legislative and policy environments for youth empowerment.
- Young people and youth organisations have the capacities to effectively participate in public life, and institutions are well equipped to take initiative and respond to the needs of young people.
- Solid and inclusive partnerships and spaces to foster youth engagement and networking.
- Gender equality and young women's empowerment.
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- Gender equality and young women's empowerment.

Implementation of Youth GPS

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

1. Civic Engagement & Political Participation: When young people and their organizations, networks and movements, can act in the public sphere on a range of issues, and can bring their voices into decision making arenas, not only can they ensure that the specific issues affecting them -from unemployment to education- are addressed, they also actively

contribute to solving the broad developmental challenges that affect everyone. Promoting their involvement in participatory processes and planning and policymaking at all levels ensures that their rights are promoted and allows young people to bring both innovation and critical thinking in support of transformational change. From a social cohesion and peacebuilding perspective, young people's civic and political participation further reduces the risks associated with social exclusion and marginalization. UNDP works to increase youth participation in informal and formal decision-making contexts by partnering with governments, political parties and civil society organizations, networks and movements, to establish new or strengthen existing national youth policies, empowering youth to effectively engage with political institutions and political processes, including by supporting formal and informal platforms enabling dialogue between youth and political leaders. UNDP's efforts in this thematic area of work is now closely linked to the implementation of Goal 16, where UNDP has a distinctive comparative advantage in the UN System to promote inclusive, responsive and accountable institutions that will enable progress on the 2030 Agenda in general.

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

3. <u>Economic Empowerment</u>: Young people are especially vulnerable to crises, disasters and violence, including violent extremism. In fragile and conflict situations, not only are young people affected by unemployment, social rupture, trauma and loss of resources, they often also have to bear the responsibilities of adulthood. However, young people also play a positive role in building resilience and sustaining peace. United Nations Security Council

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Resolution 2250 on youth, peace and security (2015) has given new impetus to UNDP's work in this area, a key part of which involves the effort to systematically include young people and their organizations in peacebuilding processes and by supporting them in playing a pivotal role in re-establishing relationships and a renewed social contract. Through its peacebuilding work with young people, particularly with young women, UNDP is also advancing the implementation of United Nations Security Council Resolution 2242 on promoting the role of women in peace and security (2015). The global meeting of the International Dialogue on Peacebuilding and Statebuilding, held in Stockholm in April 2016 further emphasized the need to promote the participation of young people. Last but not least, UNDP's efforts in resilience-building also include mobilizing youth against climate change and for disaster preparedness and post-disaster efforts, in particular those focusing on emergency employment creation, community infrastructure rehabilitation and local governance.

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

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Youth-GPS is conceptualized as a multi-level response. The multi-level approach is based on an assessment of how UNDP can best use its different assets and strengths at the global, regional and country levels. An upstream and downstream cascade of experience and knowledge from each level will ensure that UNDP offers a reflexive and coherent response to the needs of young people and their communities. YouthGPS will allow UNDP to better meet requests from the field for a comprehensive approach to youth by supplying rigorous and cuttingedge guidance and tools, and by improving coordination systems on the ground by working hand-in-hand with other United Nations entities and civil society partners. The project will enable UNDP to further codify its experience, cross-fertilize between approaches, support South-South and triangular exchanges, pilot new solutions, and scale up successful initiatives, including those that are youth-led. Importantly, it will provide the support needed to achieve meaningful innovation by supplying targeted resources to take measured risk in the search for better policies and programming. It also responds to the need for a solid M&E framework to fill current gaps in capturing results on youth empowerment initiatives and projects. Youth-GPS will harness UNDP's wide country and regional reach, knowledge and policy capacities, and innovative partnerships toward youth empowerment. By strategically investing in areas where UNDP has a distinctive advantage and where more actions are required, Youth-GPS will address all three thematic areas of work outlined in UNDP's Youth Strategy 2014-2017 in the context of the 2030 Agenda. Operationally, the project will emphasize quality, results and agility to better build national and regional capacities and upgrade knowledge generation and management at the global level.

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

2. Regional Level: At the regional level, Youth-GPS will gather crosscountry experience and design programmatic responses informed by cutting-edge developments at the global level

adapted to regional conditions. Youth-GPS will also closely collaborate with regional/subregional entities to further support existing and new regional/subregional initiatives on youth.

3. Global Level: Activities at the global level will further consolidate UNDP's thought leadership on youth and development, support the gathering of country and regional level experiences, analysing cross-regional experiences, and provide cutting-edge policy based support on the latest evidence and research. Advocacy efforts will focus on promoting international legislative and policy frameworks for youth, while global partnerships and knowledge exchange will help build momentum for activities at the regional and national levels, who will also benefit from developments in the larger communities of practice. A critical component of the Youth-GPS global level implementation will also relate to strengthening UNDP's internal monitoring, reporting and accountability on youth.

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

Sustainable Development Goals (Post-2015 Development Agenda)

The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

These 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected – often the key to success on one will involve tackling issues more commonly associated with another.

The SDGs work in the spirit of partnership and pragmatism to make the right choices now to improve life, in a sustainable way, for future generations. They provide clear guidelines and targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large. The SDGs are an inclusive agenda. They tackle the root causes of poverty and unite us together to make a positive change for both people and planet. "Poverty

eradication is at the heart of the 2030 Agenda, and so is the commitment to leave no-one behind," UNDP Administrator Achim Steiner said. "The Agenda offers a unique opportunity to put the whole world on a more prosperous and sustainable development path. In many ways, it reflects what UNDP was created for."

The SDGs came into effect in January 2016, and they will continue to guide UNDP policy and funding until 2030. As the lead UN development agency, UNDP is uniquely placed to help implement the Goals through our work in some 170 countries and territories. Achieving the SDGs requires the partnership of governments, private sector, civil society and citizens alike to make sure we leave a better planet for future generations[4].

From its inception, young people were actively involved in the development of the 2030 Agenda for Sustainable Development, including through: (a) the formal inclusion of young people in United Nations negotiations related to sustainable development through the major group system, in particular the children and youth major group; (b) consultations with young people held at the national level by Member States to inform their national positions; and (c) the My World global survey.

Echoing this participation, as well as the growing interest in and increased policy focus on youth issues as they relate to sustainable development, youth are given specific recognition in the preamble of the 2030 Agenda, and both explicit and implicit references to youth are found throughout its 17 Sustainable Development Goals.

The pledges made in the 2030 Agenda to leave no one behind and to reach the furthest behind first, as well as its affirmation to be people-centred, ensure that youth are included in all aspects of the Agenda. At the same time, youth are given specific mention in four areas: youth employment, adolescent girls, education, and sports for peace. Finally, young people are recognized as agents of change, entrusted with fulfilling their own potential and ensuring a world fit for future generations.

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[4] http://www.undp.org/content/undp/en/home/sustainable-development-goals.html

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The new SG report on "Youth development links to sustainable development" provides an analysis of the linkages and complementarities on youth issues between the World Programme of Action for Youth and the 2030 Agenda for Sustainable Development. It also describes recent initiatives in the area of youth policies and programmes based on inputs received from Member States, United Nations entities and civil society organizations. The report concludes with key recommendations for consideration by the Assembly. Of the 232 indicators listed in the revised list of global Sustainable Development Goal indicators[5], 68 provide information relevant to youth development, while an additional 18 are deemed highly relevant to youth in that they measure one of the priority areas of the World Programme of Action. However, those 18 indicators are not disaggregated by age at the global level and do not reflect a clear definition of or methodology for data collection. If they were disaggregated by age, the total number of youth-relevant Sustainable Development Goal indicators would increase to 85. Of the 68 indicators mentioned above, 53 directly contribute information about the socio-demographic situation of young people, while 15 provide information about the enabling environment that is conducive to youth development. The youth sociodemographic indicators can be divided into two categories. On the one hand, nine indicators measure youth-specific issues, such as adolescent births; youth not in employment, education or training; child marriage; and youth having experienced sexual violence during childhood. On the other hand, 44 indicators are disaggregated by age or by group, for example, the proportion of individuals using the Internet or the number of victims of human trafficking. It is worth noting that, while the language used in some sociodemographic indicators does not refer to age disaggregation, metadata indicates that possibility for 21 indicators. Fifteen indicators provide information about the enabling environment that is conducive to youth development. These can measure specific youth enablers, such as trained teachers in lower and upper secondary education, or effective climate - change-related planning and management focusing on youth. They can also measure enabling factors conducive to social development in general, such as social protection coverage or public allocations for gender equality and women's empowerment.

A set of 49 indicators has been proposed for selection and adaptation by Member States in monitoring and assessing the implementation of the World Programme of Action. A comparison

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[5] https://undocs.org/E/CN.3/2017/2

of the 68 Sustainable Development Goal indicators with the 49 World Programme of Action indicators reveals that 20 are identical or similar in wording, meaning or objective. This represents nearly half of the World Programme of Action indicators. If age disaggregation were included for an additional 6 Sustainable Development Goal indicators, related to nutrition, access to safe drinking water, sanitation, energy, transport, and ownership of a mobile phone, this number would rise to 26. Finally, an analysis of youth-relevant indicators by tiers reveals a fairly balanced distribution, with 30 per cent pertaining to tier I, 41 per cent to tier II and 28 per cent to tier III. The tier I youth-relevant indicators relate mostly to youth health, education and employment, on which data have been extensively collected for many years, while tier III youth-relevant indicators pertain to more recent statistical fields, such as a youth-enabling environment, climate change or governance.

Monitoring and Evaluation

To fully implement and monitor progress on any goals, decision makers need data and statistics that are accurate, timely, sufficiently disaggregated, relevant, accessible and easy to use. Data availability and quality have steadily improved over the years. However, statistical capacity still needs strengthening and data literacy must be enhanced at all levels of decision-making. This will require coordinated efforts on the part of data producers and users from multiple data systems. It will also demand innovative ways to produce and apply data and statistics in addressing the multifaceted challenges of sustainable development.

Increasingly, public-private partnerships are enabling the use of big data and other non-traditional data sources in policy making by mainstreaming their use in official statistics. This is made possible through various institutional arrangements, including in-house production of statistics by data providers, direct transfer of private data to end users, the transfer of private data to a trusted third party and the outsourcing of certain functions. It is crucial that national statistical offices, supported by international organizations, continue to advance the design and implementation of incentives and business models that encourage effective partnerships for improving the availability and quality of data for sustainable development.

Data innovation projects are being implemented by a broad range of public and private actors in many parts of the world, including Africa, Asia and Latin America. The results are promising. For

instance, crowdsourcing exercises are being employed for the collection and analysis of data for disaster risk management and data on climate change. That said, the use of innovative technologies and new data sources for the public good is not without risk. It also presents institutional challenges: merging new data sources with traditional ones requires the modernization of data governance and quality frameworks to ensure national ownership and the establishment of transparent mechanisms. Such mechanisms allow partners from the private sector, academia and civil society to contribute their data, expertise and technology to achieving the SDGs, for instance[6].

Fortunately, Youth GPS was successfully able to setup monitoring and evaluation process for itself. For instance, the programme aims collect and analyse progress data against the results indicators to assess the progress of the project in achieving the agreed outputs. However, such an activity is an expensive procedure ($100,000 in this case). Therefore, it is a simple trade-off between actual and economic efficiency, when it comes to decision making by policy makers.

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

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

Youth-GPS: the way forward

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[6] https://unstats.un.org/sdgs/files/report/2017/TheSustainableDevelopmentGoalsReport2017.pdf

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

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

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

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

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

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

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

Progress towards youth empowerment for development and peace will depend heavily on how UNDP, with other partners, will be able to mobilize resources, financial and other, and on how development partners, the UN system, regional and international organisations, national and local governments, civil society, youth organisations, non-governmental organisations, the media and the private sector all come together to align their activities related to youth and development and mainstream youth perspectives into policy and programmes. Promising partnerships have already been fostered with organisations such as the International Coordination Meeting of Youth Organisations, the UN Major Group of Children and Youth, the United Network of Young Peacebuilders, Search for Common Ground, World Vision International, Restless Development, Plan International, the World Federation of United Nations Associations, the World Alliance of YMCAs, CIVICUS, Youth Policy Labs, Actionaid, the World Bank, the Commonwealth, the Organisation Internationale de la Francophonie, the African Union, the Asian Development Bank, Inter-American Development Bank, CAF Latin American Development Bank, the Secretary General of Ibero-American region (SEGIB), the Ibero-American Organization of Youth (OIJ), the Caribbean Community (CARICOM), Organization of Eastern Caribbean States (OECS), Young

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Americas Business Trust (YABT), the Organisation of American States, the European Commission, the European Youth Forum, the Inter-Parliamentary Union, Regional and National Youth Councils, OECD, ULAC (Latin American Union of the Blind); Afrinype, Caribbean Youth Policy Institute, Telefonica Movistar, Foundations Ford, Mo Ibrahim, Dangote, Elomolu, African Union Commission, the Regional Economic Communities (RECs), Regional Development Banks, Regional Parliamentary Fora, African Research Institutions, African Private Sector Institutions and High Net-worth Individuals (HNWI); Y-LEAP, OSISA, OSIWA, Interpeace, amongst others.

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

Areas of Focus

A. EDUCATION

Proposals for action

1. Improving the level of basic education, skill training and literacy among youth

Priority should be given to achieving the goal of ensuring basic education for all (beginning with literacy), mobilizing for that purpose all channels, agents and forms of education and training, in line with the concept of lifelong education. Special emphasis should also be given to the reform of education content and curricula, especially curricula that reinforce traditional female roles which deny women opportunities for full and equal partnership in society, at all levels, focusing on scientific literacy, moral values and learning of skills, adapted to the changing environment and to life in multi-ethnic and multi-cultural societies. The importance of the development of information skills, that is skills for researching, accessing and using information, and informatics should be emphasized along with the importance of distance education. Non-governmental youth organizations and educational organizations should develop youth-to-youth programmes for basic education, skills training and literacy. Consideration should be given to developing programmes

enabling retired and elderly people to teach literacy to young people. Particular attention should be given to specific groups of youth in distressed circumstances, including indigenous, migrant and refugee youth, displaced persons, street children and poor youth in urban and rural areas, as well as to special problems, including literacy problems, for blind youth and youth with other disabilities

2. Cultural heritage and contemporary patterns of society

Governments should establish or strengthen programmes to educate young people in the cultural heritage of their own and other societies and the world. Governments should institute, in cooperation with non-governmental youth organizations, travel and exchange programmes and youth camps to help youth understand cultural diversity at both the national and international levels, develop intercultural learning skills and participate in the preservation of the cultural heritage of their own and other societies and the world around them. The United Nations Educational, Scientific and Cultural Organization, in cooperation with interested Governments and non-governmental organizations, is requested to expand international programmes, such as youth camps, by which young people, particularly those from developing countries, with different cultures, may help restore major international cultural sites and engage in other cultural activities.

3. Promoting mutual respect and understanding and the ideals of peace, solidarity and tolerance   among   youth
Programmes aimed at learning peacemaking and conflict resolution should be encouraged and designed by Governments and educational institutions for introduction to schools at all levels. Children and youth should be informed of cultural differences in their own societies and given opportunities to learn about different cultures as well as tolerance and mutual respect for cultural and religious diversity. Governments and educational institutions should formulate and implement educational programmes which promote and strengthen respect for all human rights and fundamental freedoms and enhance the values of peace, solidarity, tolerance, responsibility and respect for the diversity and rights of others.

4. Vocational and professional training

Governments and educational institutions, in cooperation with regional and international organizations, could establish or enhance vocational and technical training relevant to current and prospective employment conditions. Youth must be given the opportunity to access vocational and professional training and apprenticeship programmes that help them acquire entry-level jobs with growth opportunities and the ability to adjust to changes in labour demand.

5. Promoting human rights education

 Governments should ensure that the United Nations Decade for Human Rights Education, which began in 1995, is adequately observed in schools and educational institutions. In order to make youth aware of their civil, cultural, economic, political and social rights, as well their societal responsibilities, and in order to develop harmonious inter-community relations, mutual tolerance and respect, equality between women and men, and tolerance for diversity, Governments should develop human rights education strategies targeted at youth, taking particular account of the human rights of women.

6. Training for enterprise programmes

Governments, in cooperation with regional and international organizations, should formulate model training programmes for youth in individual and cooperative enterprises. They are encouraged to establish self-contained enterprise centres where young people may plan and test their enterprise venture concepts. 7. Infrastructure for training youth workers and youth leaders Governments should assess the adequacy of facilities and programmes to train youth workers and youth leaders, including the adequacy of curricula and staff resources. On the basis of such assessments, Governments should plan and implement relevant training programmes. Non-governmental youth organizations should be encouraged and assisted in formulating and disseminating model training courses for use by member organizations. Interested organizations should investigate possibilities of strengthening international youth worker and youth leadership training, with priority given to accepting participants from developing countries. In cooperation

with concerned organizations that provide training opportunities for youth, including internships and volunteer programmes, establishment of an inventory of such programmes could also be explored.

B. EMPLOYMENT

1. Opportunities for self-employment

Governments and organizations should create or promote grant schemes to provide seed money to encourage and support enterprise and employment programmes for young people. Businesses and enterprises could be encouraged to provide counterpart financial and technical support for such schemes. Cooperative schemes involving young people in production and marketing of goods and services could be considered. The formation of youth development banks could be considered. The Committee for the Promotion and Advancement of Cooperatives is encouraged to develop models for cooperatives run by youth in developed and developing countries. Such models could include guidelines for management training and training in entrepreneurial techniques and marketing.

2. Employment opportunities for specific groups of young people

Within funds designated to promote youth employment, Governments should, as appropriate, designate resources for programmes supporting the efforts of young women, young people with disabilities, youth returning from military service, migrant youth, refugee youth, displaced persons, street children and indigenous youth. Youth organizations and young people themselves should be directly involved in the planning and implementation of these programmes.

3. Voluntary community services involving youth

Where they do not already exist, Governments should consider the establishment of voluntary service programmes for youth. Such programmes could provide alternatives to military service, or might constitute a required element in educational curricula, depending on national policies and priorities. Youth camps, community service projects, environmental protection and inter-

generational cooperation programmes should be included among the opportunities offered. Youth organizations should be directly involved in designing, planning, implementing and evaluating such voluntary service programmes. In addition, international cooperation programmes organized between youth organizations in developed and developing countries should be included to promote intercultural understanding and development training.

4. Needs created by technological changes

Governments, in particular those of developed countries, should encourage the creation of employment opportunities for young people in fields that are rapidly evolving as a result of technological innovation. A subset of the employment data compiled by Governments should track the employment of youth into those fields marked by newly emerging technologies. Measures should be taken to provide ongoing training for youth in this area. Special attention should be paid to developing and disseminating approaches that promote flexibility in training systems and collaboration between training institutions and employers, especially for young people in high-technology industries.

C. Hunger and Poverty

1. Making farming more rewarding and life in agricultural areas more attractive

Governments should enhance educational and cultural services and other incentives in rural areas to make them more attractive to young people. Experimental farming programmes directed towards young people should be initiated and extension services expanded to maintain improvements in agricultural production and marketing. Local and national Governments, in cooperation with youth organizations, should organize cultural events that enhance exchanges between urban and rural youth. Youth organizations should be encouraged and assisted in organizing conventions and meetings in rural areas, with special efforts to enlist the cooperation of rural populations, including rural youth.

2. Skill-training for income-generation by young people

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Governments, in cooperation with youth organizations, should develop training programmes for youth which improve methods of agricultural production and marketing. Training should be based on rural economic needs and the need to train young people in rural areas in techniques of food production and the achievement of food security. Attention should be given in such programmes to young women, youth retention in rural areas, youth returning to rural areas from the cities, young people with disabilities, refugee and migrant youth, displaced persons and street children, indigenous youth, youth returning from military service and youth living in areas of resolved conflicts.

3. Land grants for young people

Governments should provide grants of land to youth and youth organizations, supported by financial and technical assistance and training. The Food and Agriculture Organization of the United Nations and the International Labour Organization are invited to document and disseminate information about national experience with land-grant and settlement schemes for use by Governments. Governments, consistent with their rural development schemes and with the assistance of international organizations, as appropriate, are encouraged to work with volunteer youth organizations on projects which enhance and maintain the rural and urban environments.

4. Cooperation between urban and rural youth in food production and distribution

Non-governmental organizations should organize direct-marketing groups, including production and distribution cooperatives, to improve current marketing systems and to ensure that young farmers have access to them. The aim of such groups should be to reduce food shortages and losses from defective systems of food storage and transport to markets.

Role of NGOs, CSOs, and Private Organizations

To implement the outlined theory of change, and to ensure an effective and coherent operational response, Youth-GPS proposes four interconnected and mutually reinforcing outputs representing the multi-level approach required to achieve youth empowerment for sustainable

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development and peace. Recognizing the importance of both young women and young men to make progress on the youth agenda, gender equality is mainstreamed throughout the outputs and a dedicated standalone output focuses on supporting young women's empowerment.

As development actors, NGOs have become the main service providers in countries where the government is unable to fulfill its traditional role. In the education sector, many NGOs have moved beyond 'gap-filling' initiatives into capacity building activities. This paper seeks to address the role of NGOs in development through the lens of capacity building. Through academic articles and NGO working papers, we can determine the effect of NGOs on capacity development and their role in building capacity on all levels, using a framework based on five hypotheses: NGOs are increasingly involved in capacity development. As the development discourse leans towards developing skills and tools for strengthening society, NGOs have reacted accordingly. They wish first and foremost to remain important stakeholders in development and to impart their extensive knowledge in the education sector. This involvement changes the ways in which NGOs operate. Capacity-building activities complement traditional service provision, though this does not mean that all NGOs have good relations with government. In any case, NGO activities are increasingly diverse. They have an impact on the interpretation of capacity development. NGOs are influenced by the ideology of capacity development as defined by the hegemonic development discourse, but they also influence its meaning from the outside. This modified interpretation of capacity development can weaken central government but strengthen it in the long term. NGOs have the capacity to innovate and adapt more quickly than national governments; therefore, their actions can undermine government initiatives. But if they scale up their activities and impart their knowledge and techniques at the government level, the country as a whole can benefit.

NGOs have a significant impact on the whole process but are also plagued by severe obstacles. NGOs continue to suffer from a lack of resources and from their general estrangement from the state. Unless they become partners with government, and not competitors, capacity-building initiatives will continue to be stunted.

Private sector involvement in youth skills and employment take many forms but can be characterized as variations of public-private partnerships (PPPs). Although definitions vary, PPPs may be defined as a form of cooperation between the public sector and private sector actors such

as businesses working toward a common goal, while sharing risks, resources, and competencies. More generally we can speak of intersectoral partnerships because these arrangements frequently also include nongovernmental organizations (NGOs) and other civil society organizations. Partnering with the private sector in youth training or employment initiatives is motivated by the need to ensure that the development of skills reflects actual or future needs in the labor market. PPPs can also overcome â€œgovernment failures, for example, accountability failures can be compensated by relying on incentivized private providers to make training services more effective. For policymakers, the benefits may also be financial as the private sector, in particular multinational companies, may be able to inject substantial resources into local training or other youth-related programs, often combined with resources from multinational or bilateral aid agencies.
The motivations for firms and employers to become involved in youth employment programs will vary depending on the nature of the firm, with important implications for policies. Many multinational firms are heavily involved in ALMPs in partnership with local governments, and also often with NGOs and domestic firms. Most of these interventions involve training, but others involve entrepreneurship promotion. The motivations of MNCs may be complex, reflecting both reputational or corporate social responsibility (CSR) objectives as well as more standard direct productivity or commercial benefits that is, to have a better-skilled workforce or more reliable supply and distribution networks for their in-country operations. Larger domestic formal sector firms, including manufacturers and service providers, are similarly involved in training initiatives to ensure skilled labor, and also often engage with job-placement services. An important additional form of public-private partnership involving such firms has been national (and sometimes, subnational) level planning for youth skills development and employment with the primary goal of ensuring that the skills are matched to employer needs. Small and medium enterprises, many of them in the informal sector, are also engaged in youth employment programs but to a lesser extent than larger firms. The main focus of involvement of smaller firms is training, but an additional motivation to work with the public sector is to upgrade and formalize, and credentialize, apprenticeship systems that are an important source of vocational training in the informal sector.
A range of factors constrain firms participation in youth employment initiatives, including costs, externalities, and lack of information. It is important to take into account the costs both in terms

of financial resources and time that firms face when participating, even when a program is largely subsidized by the government or donors. Smaller enterprises may face larger barriers to participation because of higher costs relative to benefits, lack of information, and lack of technical resources. Externalities also loom larger for smaller firms involvement in training programs, because higher turnover means the returns to a firms investments in workers are more likely to be realized by other firms. Finally, the presence of myriad small firms in a given sector raises difficulties for collective engagement in organizing and financing interventions. Experience bears out the idea that participation is more of a challenge for smaller enterprises, and program design needs to account for this, particularly in view of the important role of such firms in generating employment for youth in low- and middle-income countries.

Further Research

1. https://social.un.org/youthyear/docs/PrivateSectorKit.pdf
2. https://undocs.org/E/CN.3/2017/2
3. https://undocs.org/A/72/190
4. http://www.undp.org/content/dam/undp/library/Democratic%20Governance/Youth/Youth-GPS%20-%2050613%20UNDP%20PRODOC%20-%20final_web.pdf
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