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PROJECT DOCUMENT

Project Title: Regional Youth Project on Leadership, Innovation and Entrepreneurship

Project Number: 00106597

Implementing Partners: United Nations Development Programme

Start Date: January 2017 **End Date:** December 2019 **PAC Meeting Date:** 21st December 2016

Project Description

The Agenda 2030 for Sustainable Development recognizes the important role of youth in achieving the agenda, and calls for action against the challenges faced by young people that limit their economic and social inclusion.

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

At the same time, approximately 300 million young people are either unemployed or underemployed. In other words, nearly half of the 700 million young people in the region face economic insecurity. In addition, many young people are left out of decision-making processes, which contributes to their marginalization and exclusion.

To address these challenges, UNDP and its partners are seeking to develop and implement a multi-year Regional Youth Project on Leadership, Innovation and Entrepreneurship (RYPLIE) in Asia and the Pacific.

The project will focus on establishing a network to foster youth-led social entrepreneurship, support youth leadership initiatives, and provide grants for incubation financial mechanisms to fund youth-led programmes aimed at achieving the Sustainable Development Goals (SDGs). The project will also support research and knowledge exchange activities to inform current and new youth initiatives.

Contributing Outcomes:

Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles

Indicative Project Outputs:

Output 1: “Youth Empowerment Alliance of Incubators” fosters and incubates youth-led entrepreneurship for achieving the SDGs (Incubators and Innovations)

Output 2: Youth Leadership Initiative inspires and engages young people through innovation and localized actions for SDGs (Inspire and Engage)


Output 3: Forums addressing Youth Leadership, Innovation and Entrepreneurship convened to set the agenda for Asia Pacific-wide initiatives on youth accelerating the SDGs (Network and Policy)

Output 4: Research and knowledge exchange Initiative informs new youth entrepreneurship initiatives, including the work of the “Youth Empowerment Alliance of Incubators” (Knowledge)

Output 5: Financial Action Initiative established to ensure financial sustainability of current and new youth empowerment initiatives (Sustainability)

Total resources required:	USD 5,590,000	
Total resources allocated:	UNDP BRH	0
	Baoshang Bank	RMB 10,000,000* (USD 1,500,000)
	Citi Foundation	USD 250,000
	In-kind	TBD
	Other (TBC)	
Unfunded:	USD 3,840,000	
(*Note: The budget has been converted to the USD based on the following exchange rate: 1 RMB = 0.15 USD).		

Agreed by (signatures):

	UNDP
	 Print Name: VALERIE CUFF Date: 5 June 2017

ACRONYMS

ADB – Asian Development Bank
ASEAN – Association of Southeast Asian Nations
BPPS – Bureau for Policy and Programme Support (UNDP)
BRH – Bangkok Regional Hub (UNDP)
CO – Country Office (UNDP)
CSOs – Civil society organizations
HLPF – United Nations High Level Political Forum
ILO – International Labour Organization
MDTF – Multi-Donor Trust Fund
ODI – Overseas Development Institute
PIFS/SPC – Pacific Islands Forum Secretariat/Secretariat of the Pacific Community
RBAP – Regional Bureau for Asia and the Pacific (UNDP)
RYPLIE – Regional Youth Project on Leadership, Innovation and Entrepreneurship
SAARC – South Asian Association for Regional Cooperation
SDGs – Sustainable Development Goals
UN – United Nations
UNCTAD – United Nations Conference on Trade and Development
UNDAF – UN Development Assistance Framework
UNDP – United Nations Development Programme
UNV – United Nations Volunteers
UNSIF – United Nations Social Impact Fund

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I. SITUATION ANALYSIS

Youth and development: The global and regional contexts

1. Across Asia and the Pacific, UNDP is currently supporting governments to implement the Sustainable Development Goals (SDGs). It is widely recognized that one of the greatest challenges facing policymakers in the region is how to engage the region's large youth population¹ in their own development. Today's youth have come of age in an environment of unprecedented potential for their empowerment and engagement: they live in an interconnected world transformed by technological advances, which gives them the opportunity to participate in the development of their own countries, and in transformative actions beyond the communities in which they live. However, the majority of young people have yet to be meaningfully engaged in processes and institutions responsible for advancing their own development. This trend is particularly critical in Asia and the Pacific, where 40 per cent of the population was less than 25 years of age in 2015.² In fact, in 14 Asia-Pacific countries, the young population comprise more than half of their total population. The absolute size of the region's young population is unprecedented – Asia and the Pacific is home to 986 million children (who are defined in this context as less than 15 years old) and 700 million youth (who are defined here as those between 15 and 29 years of age). This young population accounts for more than half of the world's young population (54 per cent).
2. Youth voices and participation were an important part of the consultations for the 2030 Agenda for Sustainable Development, with the [online "MY World" global survey](#) in particular eliciting a huge response from youth aged 16 to 30. That said, in Asia and the Pacific, policy engagement with young people in relation to the SDGs has so far been relatively *ad hoc* – some national dialogues, some targeted outreach activities, but most youth activities were highly dependent on advocacy from youth representatives and/or funding from development partners. It is not yet clear how countries in Asia and the Pacific will build on initial efforts to reach out to young people to strengthen their engagement over the coming years of SDG implementation. Despite the demographic importance of young people in the region, there is still limited engagement of young people in policy and decision-making processes at national, regional and global levels.
3. The [Asian Barometer Survey](#) conducted in 12 countries in the region to understand youth's political participation and perceptions finds that youth voter turnout is commonly lower than for the other age groups and young people in Asia are less active in public affairs than older generations.³ Youth are also less likely to participate in other formal platforms, though they are still interested and knowledgeable of the country's political and economic situation and listen to media to keep abreast of political news.⁴ Formal political processes and institutions in the region have traditionally been dominated by dynastic leadership, crony networks and big money. Additionally, many young people lack the capacity to effectively engage policy-makers, due to a mix of social, economic and cultural factors as well as a lack of civic education on how political systems actually work. In both Asia and the Pacific, a culture of respect for authority figures combined with an expectation that young people should follow the directions of their elders means that there is a strong historical tradition of young people's voices being silenced. Apart from random successful youth politicians (many of whom are related to previous leaders), the vast majority of young people have little space within the formal political system to make themselves heard.

¹ There is no universal definition of the "young" or "youth" population, as these terms usually refers a more fluid category than a fixed age-group. "Young population" is commonly defined as a population with a relatively high proportion of children, adolescents, and young adults in the total population. Similarly, "youth" is usually defined as a period between the age where he/she leaves compulsory education and the age at which he/she finds his/her first employment. Often, these terms are defined differently by different countries/agencies and by the same agency in different contexts. The United Nations defines "youth" as persons between 15 and 24 years of age. However, several Asia-Pacific countries define their youth population differently. In this document, we generally adopt the UN definition. Accordingly, we define "young" population as people less than 25 years, "Children" as people in the age group of 0-14 and "youth" as people in the age group of 15-24.

² United Nations "Asia-Pacific Regional Coordination Mechanism, Thematic Working Group on Youth" (2015). *Switched On: Youth at the Heart of Sustainable Development in Asia and the Pacific*, p.2. Available from: <http://www.unescap.org/sites/default/files/Switched%20On.pdf>.

³ *Ibid.*, p. 51.

⁴ *Ibid.*, p. 51.

4. Moreover, the political disenfranchisement of young people across Asia and the Pacific is coupled with serious economic insecurity; the youth unemployment rate in the region is 2 or 3 times higher than the rate of the older working age populations (with the rate jumping to 5 times higher in South East Asia and the Pacific).⁵ Approximately 300 million Asian youth are underemployed, excluding those in vulnerable working conditions (e.g., part-time work, jobs in the informal economy).⁶ Regarding unemployment and gender variations, the greatest differences between males and females are found in South and South-West Asia. However, gender variations related to unemployment are generally less significant than those regarding opportunities for female and male youth to become leaders in the wider social, economic and political spheres.⁷ Studies show that despite higher levels of education, young people remain considerably more disadvantaged than their older counterparts across the board. Post-secondary education enrolment in Asia has increased fivefold from 28.6 million in 1970 to 152.2 million in 2007⁸. The impact is felt strongest at the local level, manifesting in the form of inequitable provision of services and access to employment, social and political exclusion, variable access to justice and unresolved human rights violations, particularly in relation to youth belonging to vulnerable and marginalized groups (e.g. lesbian, gay, bisexual, transgender and intersex people, indigenous youth, persons with disabilities). Across the region, gender inequalities continue to reflect a disparity in young women’s participation, politically, economically and socially.
5. Young women are particularly underrepresented in the labour market, and are thus an untapped resource for future economic growth and development, resulting in wide sub-regional discrepancies. Among youth in North and Northeast Asia, women’s labour force participation rate (60.5 per cent) is actually two percentage points higher than men’s, a trend driven by China. On the other hand, in South and South-West Asia, only 23 per cent of young women between 15 and 24 years old participate in the labour force, less than half the rate for young men, at 57 per cent. Unlike in China, however, fewer young women also attend university (approximately three women to four men).⁹ The need for youth policies that are oriented toward the creation of decent employment, and addresses gender inequalities in the labour market, is becoming ever more urgent, especially because the potential youth labour force in South and South-West Asia – one of the world’s poorest regions – is increasing at a fast pace.
6. Together, the social, political and economic alienation of young people combines to pose significant risks to social cohesion and political stability in the region. This risk is serious in Asia in particular and some countries in the Pacific, where limitations on freedom of expression and a shrinking civic space are becoming increasingly common. As channels for free and peaceful expression become narrower, there is a risk of radicalization of young people against a non-responsive state and increased risk of this leading to violence. Efforts to prevent violent extremism increasingly suggest that young people should be specifically targeted for support, but where many countries in Asia have taken a strong law and order approach, good practice suggests that more emphasis needs to be put on “soft” engagement to build young people’s trust in their governments and to open up non-violent channels to address the grievances of young people and give them hope in their own futures. That said, while the radicalization of young people for violent causes continues to capture headlines, every day around the world young people are building bridges across communities, working together, educating each other, and helping to manage conflict and promote peace. In some countries, there are very little actual public investment and focus (regulatory or financial) on ensuring that youth become a part of social, economic and political institutions.

The importance of “Leaving No One Behind”

7. Through the SDGs, the concept of “Leaving No One Behind”, ensuring that everyone has a fair chance, is gaining new relevance. It embraces the capabilities approach to development, which treats the

⁵ Ibid., p.51.

⁶ Ibid., p. 51.

⁷ ESCAP (2011). *Regional Overview: The State of Youth in Asia and the Pacific*, p.1. Available from: <http://www.un.org/esa/socdev/documents/youth/fact-sheets/youth-regional-escap.pdf>.

⁸ UNESCO-UIS (2009). *Global Education Digest 2009. Comparing Education Statistics Across the World*. Available from: <http://unesdoc.unesco.org/images/0018/001832/183249e.pdf>.

⁹ Ibid., p. 3.

achievement of well-being as of the highest moral importance and specifies a broad conception of well-being beyond basic needs, as people's equal opportunities to do and be what they want. In other words, it starts with establishing a global minimum standard of well-being that allows the world's most marginalized people a fair chance at a productive and rewarding life. Moreover, the call to "Leave No One Behind" recognizes that today's inequalities have arisen from disadvantages and discrimination experienced in the past. Therefore, in order to "Leave No One Behind", development programmes must favour tools that not only recognize discrimination, but employ methods that favour those who are most discriminated and/or marginalized.

8. The "Leaving No One Behind" approach is comprised of two main elements:
 - a) *Inclusive economic growth*: Economic growth is a key driver of sustainable development. Growth that advances equitable opportunities to all groups participating can deliver sustainable development more quickly. If all groups had benefitted equally from growth since 2000, extreme poverty would be eliminated by 2030.¹⁰ Indeed, a recent study showed that countries that made progress in closing social and economic gaps achieved a 6 per cent faster decline in child mortality over 10 years than those countries where gaps persisted or widened between the most vulnerable citizens and their peers. Given the economic progress witnessed in the past few decades, it is tempting to think that continued growth will bring with it prosperity for all. But that is not the case. As the report of the Inclusive Prosperity Commission, convened by the Centre for American Progress, has argued, "nations need to ensure both that economic growth takes place and that it is broadly shared."¹¹
 - b) *Social inclusion and participation*: Disadvantages add up to create groups that are doubly discriminated against: for example, young women from ethnic minorities have seen the least progress on key Millennium Development Goals. As social marginalization persists, the economic potential of millions of people is being wasted. Inequality also happens behind closed doors: for example, children in the same household can have different outcomes, depending on gender. 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 counterparts, civil society organizations (CSOs), young women, young people, young indigenous people and the private sector.
9. Furthermore, with the "Leaving No One Behind" principle comes the recognition that society cannot reach its potential if young people are excluded from participating in, contributing to, and benefiting from development. Young people that want to be heard do not have the access or a platform to voice their opinions. There is a need to formalize consultation and participation mechanisms for those who have mobilized and have demonstrated their authority to be engaged. In addition, youth that are *not* active participators and do not engage in policy and decision-making processes require a different approach to those that are already participating in and contributing to their societies. They need to be capacitated through formal and non-formal education systems in order to increase civil participation. It is important to recognize that there is distinct approach required for youths willing to participate in decision-making and policy processes and youth that are disinterested in such processes. However, there are overlaps, and the successes of young people willing to participate should be used as an example to empower youth disinterested in policy and decision-making processes. This important juncture calls for us to examine the conditions and environments that affect youth development, to ensure that young people can take on the duty of being torchbearers and leaders towards 2030, and beyond.
10. In light of this, it is imperative that future economic growth in the region is inclusive and sustainable, and must harness the enormous potential and transformative energy of young women and men. Clear linkages between higher education, vocational training programmes and urban economic growth potential are needed, ensuring appropriate skills and providing greater opportunities for participation in meaningful employment among youth, which has been identified as a development challenge. One way of providing such opportunities and training, of ensuring that young people belonging to all societal

¹⁰ Overseas Development Institute (2015). "Leaving no one behind – How the SDGs can bring real change". Available from: <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9534.pdf>.

¹¹ Centre for Global Progress (2015). "Leave No One Behind: Taking Action to Combat Global Poverty and Inequality", p. 7. Available from: <https://cdn.americanprogress.org/wp-content/uploads/2015/01/IPC-PDF-full.pdf>.

groups are not left behind, is by investing in youth social entrepreneurship and empowering the next generation of young leaders for the implementation of the SDGs. This approach is grounded in the knowledge that entrepreneurship has a strong potential in the Asia-Pacific region, where small and medium-sized enterprises (SMEs) account for over two-thirds of all employment in Asia and the Pacific.

11. UNDP together with its partners hosted a Asian Youth Innovation Forum on “Leaving No One Behind – Youth Innovation at the Heart of the 2030 Agenda for Sustainable Development” in October 2016¹² in order to support the winners of various innovation challenges at country level to compete at the regional scale and also to understand the challenges faced by the youth social entrepreneurs in the region. This forum consisted of over 100 participants across 12 different countries in the region with a majority of young women. And during their brainstorming following challenges were identified; access to finance and financial sustainability, inclusivity, managing teams, partnerships and community engagement, productive use of new technology and trends and engaging governments. These challenges were considered in developing the project outputs and outcomes.

Lessons learned from UNDP work on youth economic empowerment

12. A review of UNDP youth economic empowerment projects across the Asia-Pacific region, for the period 2010-2015, was carried out in 2016 by the UNDP Bangkok Regional Hub.¹³ It concluded that the most effective way to promote economic inclusion and sustainability is to target youth at scale. Drawing on successful activities related to youth empowerment across the region, such as capacity-building schemes, business incubation and social innovation modelling, the mapping highlighted the value of innovative entrepreneurship and business incubation as a way to motivate young people to creating inclusive economic environments.

Understanding business incubation: Typical sponsors goals and sponsors

A business incubator refers to a business support programme that assists start-up companies in their initiation period by providing resources (e.g. financial, expertise) and services (e.g. office space, trainings). By lowering the cost of new businesses through the provision of professional services and managerial training, business incubators can provide a supportive environment for young social entrepreneurs. Businesses typically pay a small monthly fee for such services, with a flexible approach as to how long the business will spend in the programme.

The basic functions and regulation of business incubators can vary in Asia and the Pacific as national-level public policies, laws and regulations directly affect the drivers of incubation (such as access to finance, resource mobilization and appropriate business environments). Nonetheless, business incubators have been enablers for research and development, innovation, economic development and enterprise creation, and market development in countries like China, India, Malaysia, Thailand and Pakistan. While there are country-specific policy differences, there is a consensus on the objective of business incubators in such developing countries. Typical objectives of business incubators in the region include to achieve economic development, reduce unemployment, increase living standards, encourage entrepreneurs, support the creation and survival of new start-ups, and foster innovation to commercialize research and development. All these benefits can be applied to various countries in the region seeking to achieve their national goals for the achievement of SDGs.

Business incubators vary widely in: i) their sponsors (state institutions, economic development groups, universities and research institutes, businesses, venture capitals); ii) location (urban, sub-urban, rural, and international); iii) sector-focus (technology and “mixed-use” projects, meaning they work with clients from a variety of industries); and iv) business model (not-for-profit or for-profit). Multiple sponsors bring a variety of concerns, strengths and sometimes conflicting priorities and objectives. All stakeholders hope to benefit by the image of a successful programme, and in turn bring credibility to incubator clients.

¹² See Annex 5 on “Main lessons learned from the Asian Youth Innovation Forum on “Leaving No One Behind – Youth Innovation at the Heart of the 2030 Agenda for Sustainable Development” (October 2016)”.

¹³ See Annex 4 on “UNDP’s approach to fostering youth social entrepreneurship initiatives and review of best practices (October 2016)”.

13. The mapping also highlighted the need to engage marginalized groups through youth-led and innovation-driven initiatives aimed at promoting and enhancing entrepreneurial skills. Innovation-driven initiatives have increased the level of access to information, thereby responding to stakeholders and beneficiaries' interests in maintaining a sustained level of networking and peer-exchange with relevant counterparts in other countries of the region and beyond. Special attention should also be given to involving youth as meaningful partners throughout the project cycle. This allows them to significantly enhance their leadership skills, and to help them become agents of change for themselves, their communities and wider society. Future projects are encouraged to let young people design activities and put them at the forefront of initiatives that matter to them, giving them freedom to determine how they want to reach out and involve young people in each country. Impediments that impact young social entrepreneurs¹⁴ and specific challenges related to the economic empowerment of young women continue to be underplayed in certain contexts, which needs to be addressed through both targeted interventions as well as a mainstreaming approach in all activities.

II. PROJECT STRATEGY

Linkages with UNDP strategic frameworks

14. The strategy of the Regional Youth Project on Leadership, Innovation and Entrepreneurship (RYPLIE) is grounded in the [UNDP Strategic Plan 2014-2017 "Changing with the World"](#)¹⁵ (hereinafter "UNDP Strategic Plan"), and addresses two of the three main priority areas of UNDP's work, namely how to adopt sustainable development pathways and how to build resilience. All five outputs outlined in the RYPLIE respond to challenges identified in Outcome 1 of the UNDP Strategic Plan on "Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded" and more specifically its Output 1.1. on "National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment – and livelihoods- intensive". RYPLIE also addresses Outcome 7 on "Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles", with a special emphasis on Output 7.6. on "Innovations enabled for development solutions, partnerships and other collaborative arrangements".
15. RYPLIE approach's will facilitate youth empowerment at the global and regional levels. This priority focus on youth empowerment is further evidenced in the [UNDP Youth Strategy 2014-2017 "Empowered Youth, Sustainable Future"](#) (hereinafter "Youth Strategy"), which is designed to complement and reinforce the UNDP Strategic Plan by deepening the focus on youth across all areas of work. The Youth Strategy offers key entry points action, namely: a) Supporting capacity development of young people and youth organizations; b) Mainstreaming youth issues across all development planning; c) Exercising influence through leadership and empowerment; d) Supporting national youth policy development and implementation. The recently established [UNDP Youth Global Programme for Sustainable Development and Peace](#) (Youth-GPS 2016-2020) also confirms that UNDP is committed to promote youth empowerment in the context of sustainable development and peacebuilding.
16. In the Youth Strategy, 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 the Regional Youth Project on Leadership, Innovation and Entrepreneurship (hereinafter referred to as "RYPLIE"), by "youth", we refer principally to young women and men aged 15-24, but also those aged 25-30 (particularly important as it relates to transition to full adulthood and political participation). At the regional level, RYPLIE will build upon the Youth Strategy and global initiatives with the view to share lessons learned and best practices on youth empowerment from the region.

¹⁴ See Annex 3 on "Summary of impediments that impact young social entrepreneurs and recommended actions for policymakers (December 2015)".

¹⁵ United Nations Development Programme (2013). *UNDP Strategic Plan 2014-2017 "Changing with the World"*. Available from: http://www.undp.org/content/dam/undp/library/corporate/UNDP_strategic-plan_14-17_v9_web.pdf.

Strategic focus on youth economic empowerment and innovations

17. Youth economic empowerment and innovations have been identified by UNDP Country Offices (COs)¹⁶ as clear priority areas, taking into account the priorities of each agencies' existing global UNDP Strategic Plan and specific global youth strategies. Notably, out of 19 COs, all but one reported that they have a youth programme underway or were planning to in the coming year. Staff were unanimous in agreeing "a regional youth programme would add value". Consultations with key partners were also carried out. Drawing on the feedback from COs and partners consultations, UNDP is focusing on accelerating the implementation of the SDG by supporting young people's capacity for social innovation and social entrepreneurship.
18. Feedback from UNDP Country Offices highlighted that social entrepreneurship and social innovation are priorities for a majority of CO-level youth strategies. Out of 19 CO respondents, 16 are currently working, or have recently completed projects, on youth economic empowerment initiatives. While they did not respond to the survey, Solomon Islands and Fiji COs have also identified social entrepreneurship as a priority issue, making a total of 18 COs who wish to engage further on youth social entrepreneurship activities in the Asia Pacific region. Three COs, Papua New Guinea, Pakistan and Viet Nam, have requested a South-South exchange on youth economic empowerment. It is clear, therefore, that there is a strong regional appetite and demand for youth social entrepreneurship initiatives as a significant number of COs are coordinating and engaging in programmatic activities on the topic, and greater still is the demand for more youth economic empowerment initiatives across the region.
19. UNDP and its identified partners believe that young people make a tangible and positive difference by accelerating the SDGs through innovation and by exploring dynamic approaches to mobilizing their peers and communities and creating adaptive solutions. Since 2012, UNDP has been investing in innovation by providing seed-funding to initiatives with the belief that innovation happens through practical explorations of new ways to address old problems. "Innovation" tends to be understood as focusing primarily on tech solutions, but for the purposes of the RYPLIE, it is important to recognize the social innovation process with emphasis on user centric design, experimentation and collaborative futures as key principles. Innovation encompasses the co-design of new ideas and processes to better harness talent and the development of new understandings of old problems or solutions. With this in mind, this project seeks to support youth innovation, recognizing that young people often have a natural instinct for looking at old problems anew and responding with improved solutions.

Theory of Change

20. The Regional Youth Programme for Leadership, Innovation and Entrepreneurship (RYPLIE) is UNDP's multi-dimensional and multi-level response to tackle the challenges young people, including the most marginalized, face today in the Asia and Pacific region. RYPLIE 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 have an impact in achieving sustainable development. One key aspect of RYPLIE's approach is to operate as a regional platform which will focus on collecting, creating and sharing knowledge, catalysing innovative approaches for youth engagement in social entrepreneurship across countries alongside supporting UNDP country teams and regional and national counterparts to accelerate the implementation of the SDGs.
21. The conceptualization of the RYPLIE initiative is 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 and participated in. Young people have called for more meaningful rather than tokenistic participation, for more civic space, for participatory and inclusive political and decision-making processes, for opening of doors for young women and other marginalized and vulnerable youth, and for greater employability and decent work for

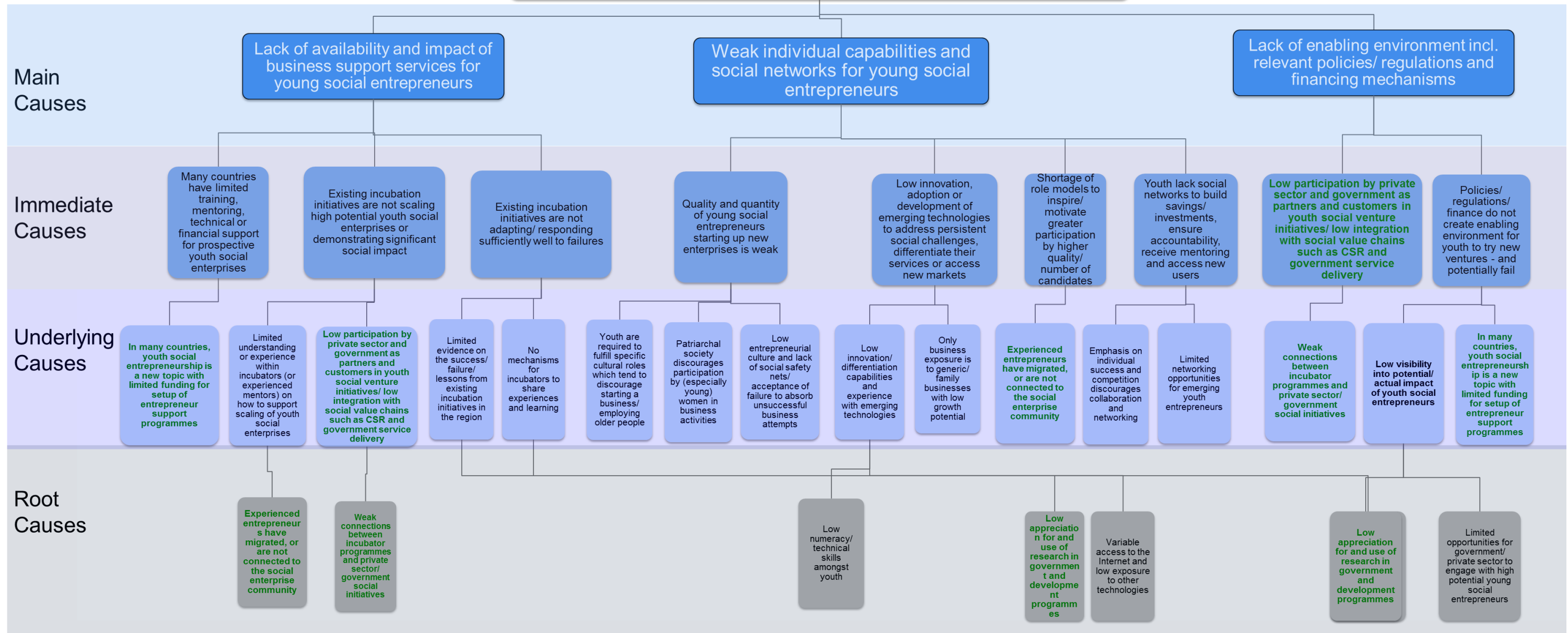
¹⁶ See Annex 2 on "Summary of UNDP Country Office demands for regional support on youth empowerment (October 2015)". UNDP Country Office respondents working on youth economic empowerment as of 2016 include: Afghanistan, Bangladesh, Bhutan, Cambodia, China, Fiji, India, Indonesia, Laos, Maldives, Mongolia, Nepal, Pakistan, Papua New Guinea, Solomon Islands, Sri Lanka, Timor Leste and Viet Nam.

youth. 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, as a way to better orient policies and actions toward the needs of all young people. RYPLIE incorporates the intrinsic and internationally-recognized human rights standards and principles in its approach to development. As such, the project is designed to accelerate the implementation of UNDP's Youth Strategy, the 2030 Agenda and other recent strategic corporate policies and normative frameworks (including UNDP global programmes). At the regional and national levels, two major trends further reinforce the RYPLIE's relevance and timeliness: i) the inclusion of youth as a priority in the majority of United Nations Development Assistance Frameworks, Country Programme Documents and in UNDP regional programmes; and ii) the development and delivery of new SDG-related country-level support through dedicated programmes.

22. Based on the situation analysis explained in Section I, the main development challenge identified by RYPLIE for youth in Asia and the Pacific is that young people are not building sustainable socially-oriented businesses that can impact livelihoods of themselves and their communities on an ongoing basis. The different sets of causes are captured in the diagram below:

Development Challenge

Youth in Asia and the Pacific are not building sustainable socially-oriented businesses that can impact livelihoods of themselves and their communities on an ongoing basis



23. In order to address the development challenge, UNDP will work with socially conscious and responsible private sector organizations, investors, governments and business incubators in order to better integrate young people into incubation processes throughout Asia and the Pacific. Sustainable Development Goal 4¹⁷ specifically calls for a substantial increase in “the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship” (Target 4.4). Through this project, UNDP will work with private sector and business incubators to achieve this target in the region in the following ways:

- a) The first output area of the project will integrate and maximize the value of business incubators to help achieve Sustainable Development Goals (SDGs). It will identify and bring together a wide range of networks of business incubators in the Asia-Pacific region to form a “Youth Empowerment Alliance of Incubators” (hereinafter the “Youth Alliance”) to create a shared vision in implementing the SDGs through youth leadership, innovation and entrepreneurship. Under this initiative, youth-led start-ups will be strengthened through a business incubation scheme which will empower young people to create sustainable social impact through their businesses.
- b) The second output area of the project will convene youth leaders in entrepreneurship and sustainable development at the national and regional levels to identify major challenges facing the implementation of the SDGs and ideate and design solutions to them. This will take the form of youth innovation challenge forums which will allow the young social entrepreneurs to connect with leaders and experts in technology, development, innovation and business in order to strengthen their ideas and business models for social impact in their communities. These innovation forums will present ideal opportunities to provide leadership training to young social entrepreneurs and youth organizations. Youth and other experts and business leaders will be exposed to an SDG awareness campaign that will be held in parallel with the innovation forums. Aimed at SDG awareness raising, this campaign will inform all participants and stakeholders on the role of young people and young social entrepreneurs, including the Youth Alliance, in the implementation of the SDGs.
- c) In the third output area of the project, UNDP and its partners will convene Forums addressing Youth Leadership, Innovation and Entrepreneurship to set the agenda for Asia-Pacific-wide initiatives on youth accelerating the SDGs. Through this forum, governments, investors, private sector, development experts and youth leaders will be brought together in a regional dialogue on strengthening and enhancing the regulatory and policy frameworks enabling youth-led social enterprises and business incubators to expand and grow and contribute to SDG implementation in the region.
- d) In the fourth output area of the project, a flagship research initiative on youth leadership, innovation and social entrepreneurship will be established, with the support of leading experts and researchers. It will first aim to commission a mapping on the state of youth social entrepreneurship and Innovation – for East Asia, South Asia, Southeast Asia, and the Pacific – to take the pulse of youth’s involvement in these types of initiatives, and to help ground regional discussions in a local context. Building on the mapping exercises, a more in-depth analysis on the current conditions and enabling environments of youth and social entrepreneurs will be conducted, resulting in the publication of a report on national and sub-national policies prior to the Global Forum on Youth Leadership, Innovation and Entrepreneurship. In addition, the Youth Alliance will produce an annual report on the state of youth-led social entrepreneurship and innovation in the region. This report will inform and update investors on the latest initiatives and strategies in the region on business incubators and young leaders in entrepreneurship and will provide updates on the progression of SDG implementation.
- e) In the fifth output area of the project, a partnerships mechanism will be established in order to consolidate donor contributions to support coherent and joint resource mobilization, allocation

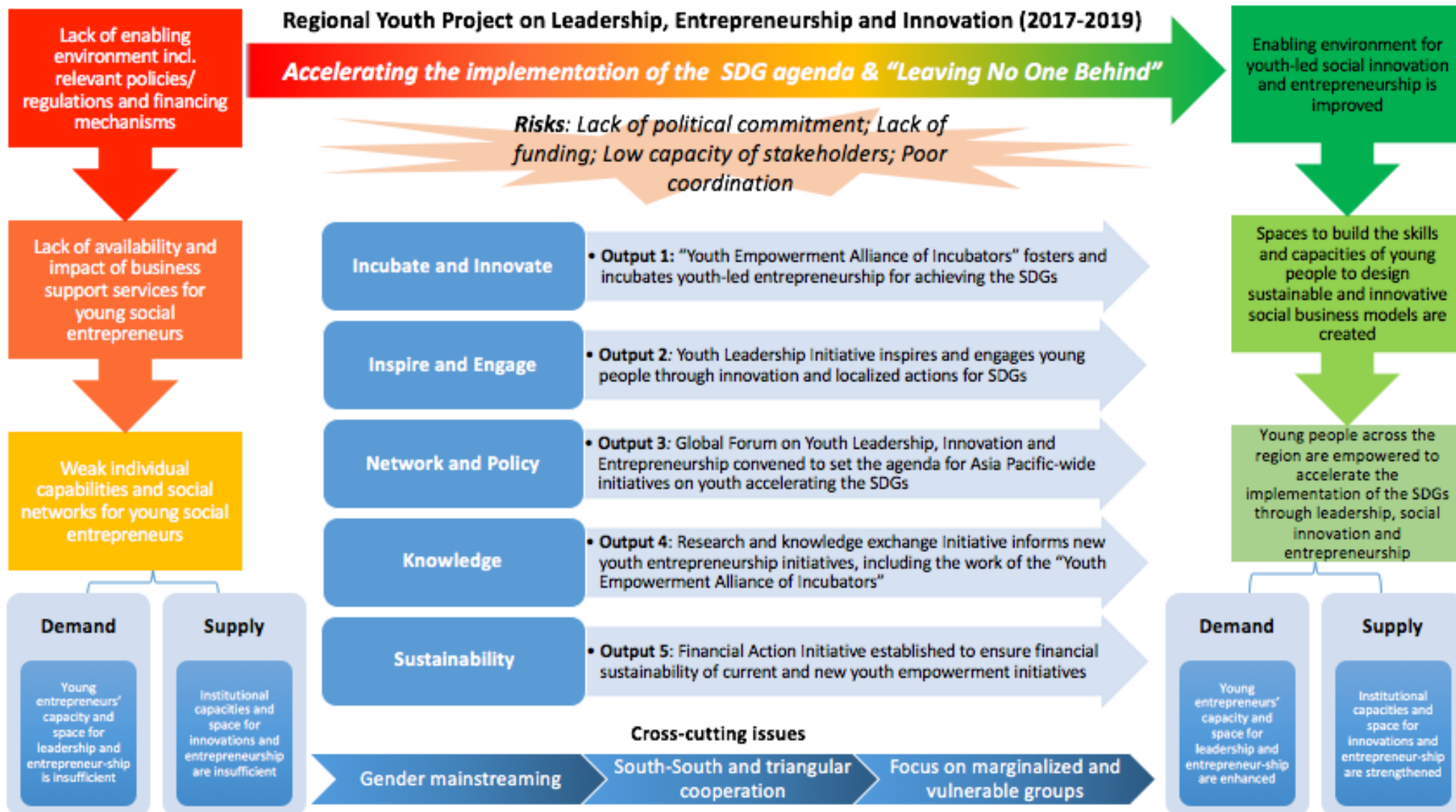
¹⁷ SDG 4 aims to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”. More information available at: <http://www.un.org/sustainabledevelopment/education/>.

and disbursement of donor resources. To maximize every dollar being invested on youth empowerment in entrepreneurship, the partnerships mechanism will bring together a range of venture philanthropists, foundations, corporations, government and private investors to chart a new course toward creating a collaborative financing model for youth-led social business projects in the region and will strengthen accountability to these key stakeholders. Through its partnership-building and common-pooled resource mechanism, the partnerships mechanism will harness sector synergy by engaging the existing networks of financial and social capital stakeholders that are currently creating and supporting ecosystems for entrepreneurship.

24. All project activities will be aimed at long lasting change in the region. Thus the activities will be structured around the following building blocks of the Theory of Change:

- Enabling environment for youth-led social innovation and entrepreneurship is improved;
- Spaces to build the skills of young people through “learning by doing” and to design sustainable and innovative social business models are created; and
- Young people across the region are empowered to accelerate the implementation of the SDGs through leadership, social innovation and entrepreneurship.

The diagram below provides an overview of the Theory of Change for the RYPLIE:



Implementation principles

Throughout the project, the efforts of UNDP and its identified partners will be directed at supporting young people in the following ways:

24. **Catalyzing youth innovation.** Young people are well-recognized as innovators whose natural instinct for “disruption” offers enormous potential. Volunteering is prototyping and testing of young people’s skills in real life, building young leaders, community change makers and activists. UNDP’s Youth Global Programme Youth-GPS 2016-2020 has identified priorities in the region in relation to youth innovation. Youth economic empowerment and leadership (entrepreneurship, value chains, SMEs, skills and innovation) can be supported by engaging young women and young men entrepreneurs and creating linkages with leading entrepreneurs and institutions to foster transfer of knowledge and skills as well as broader networks for peer-to-peer learning and experience sharing. To that end, the RYPLIE will seek to harness young people’s tendency towards breaking down of old problems and finding innovative solutions in support of sustainable development.

The RYPLIE will include mechanisms for facilitating and supporting innovation by young men and women through public-private partnerships, with a focus on catalysing ideas through support prototyping, with a view that these prototypes could eventually be replicated by others. Youth participation in decision-making processes relating to enterprise, innovation, training and employment policy will be integrated into the RYPLIE. Innovators should be regarded as valuable assets, especially in using their skills to inform national level development policies, thus engaging them as partners and not isolating their contribution to innovative enterprise solutions. Innovative approaches will be fostered to address issues such as bridging the gap between rural and urban youth and engaging in multi-country activism and development of youth-led solutions. In particular, ICT and social media will be explored as tools for youth engagement. It is to be noted however that youth employment is already the focus of joint programming (e.g. by the International Labour Organization-ILO, the Asian Development Bank-ADB), such that UNDP proposes to focus more on the niche area of entrepreneurship.

25. **Creating better access to data and participatory research.** In August 2016, the United Nations High Level Political Forum, which focused on “Leaving No One Behind”, concluded that there needs to be greater emphasis placed on the importance of data in order to progress in the 2030 Development Agenda.¹⁸ Indeed, the Millennium Development Goals were approached with a very weak data collection and analysis mechanisms, particularly with regards to the communities that are most often left behind. At both local community and national levels, effective systems that can harness data, and inform crucial policies based on data trends have not yet been put in place. In light of this, development organizations such as the Overseas Development Institute have also given priority to disaggregated data collection in order to overcome the most pressing development challenges in the first 1,000 days of SDG implementation.¹⁹

The RYPLIE will be guided by the belief that youth-led knowledge creation and research is essential to building ownership and motivation among youth to confront the challenges they face. In other words, youth-based participatory research, which should include disaggregated data targeting vulnerable youth groups, is essential to ensuring that no one is left behind. A participatory approach to data collection and research should enhance the relevance and reliability of collected data and compiled indicators. Such an approach will enhance the skills and capacity of young people to generate, interpret analyse and present data for seeking accountability on national progress towards the implementation of the SDGs.

26. **Empowering young people through technology.** The rapid emergence and diffusion of new ICTs has created new channels for young people to interact with governments in a more effective fashion. It has also provided innovative solutions to deliver basic public services to poor and marginalized communities on larger scales and at affordable costs. In absolute terms, Asian countries account for the most number of Internet users, with the top Internet-using countries being China, India and Japan. Over the next 14 years, as world leaders and innovators continue implementing the SDGs, it will be crucial to empower

¹⁸ United Nations High Level Political Forum (2016). *Draft Summary from the 2016 HLPF meeting*. Available from: <https://sustainabledevelopment.un.org/content/documents/10858SummaryPresident%202016%20HLPF%20FINAL.pdf>.

¹⁹ Overseas Development Institute (2016). *Leaving No One Behind: A critical path for the first 1,000 days of the Sustainable Development Goals*. Available from: <https://www.odi.org/sites/odi.org.uk/files/resource-documents/10692.pdf>.

youth in the developing (and developed) world to use and adapt to emerging technologies to enrich their communities. New ICTs can strengthen participatory and collaborative processes by helping young people voice their concerns and potentially become part of key policy- and decision-making processes. With this in mind, new technologies will be infused into strategies to empower young leaders and entrepreneurs to accelerate SDG implementation. The RYPLIE will coordinate the work of youth leaders and entrepreneurs, as well as key stakeholders in development and private sector, in order to identify pressing development challenges related to “Leaving No One Behind”, and to apply appropriate technology in their solutions.

27. **Fostering youth inclusion.** Recognizing that youth are not a homogenous group, UNDP and its identified partners will pay special attention to addressing issues of marginalization of certain groups of young people that may face distinct disadvantages which, intersecting with the social exclusion generally experienced by youth, broaden the challenge of their inclusion. Special efforts will be made to collaborate with both global and regional UNDP youth and gender focal points, with UN Women and women’s CSOs to strengthen efforts to reach out to young women and ensure their inclusion in the work on economic inclusion. Partnerships will also be harnessed to promote youth inclusion, through working with UNDP’s and other teams working with LGBTI youth, indigenous youth and young people living with disabilities. The RYPLIE will also utilize “expressions of interest” processes wherever possible, to enable young people themselves to self-select in or out of activities and to provide their own perspectives on how activities can best be run. Youth should not be seen as a separate entity. Instead, youth must be regarded as a central and dynamic part of their surrounding communities and cultures. Therefore, it is necessary to adopt a holistic approach that empowers and nurtures the community together with the youth.
28. **Mainstreaming gender.** The RYPLIE has a strong focus on gender mainstreaming and strengthening young women’s economic empowerment throughout all project activities and all five outcomes. The Project is strongly aligned with the 2030 Agenda for Sustainable Development and especially contributes to SDG-5 “Achieve gender equality and empower all women and girls” and SDG-16 “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.” Through RYPLIE, UNDP Country Offices youth leadership and entrepreneurship projects will be supported in mainstreaming gender, as well as developing and implementing activities for strengthening young women’s economic empowerment. A special focus of all activities will be placed on young women facing multiple dimensions of exclusion and marginalization such as indigenous young women, young LGBTI and young women living with disabilities.
29. **Promoting youth leadership.** Many youth-centered projects are led by government or development partner officials rather than young people themselves. The RYPLIE will put a main emphasis on implementation approaches which are designed by young people, and target their capacity for leadership. This project will also build on the leadership potential of young women and men in order to promote and advocate for SDG implementation among all generations. To this end, output 2 (see below) is designed to ensure the RYPLIE empowers young people, including women and those marginalized, to take up leadership roles for accelerating the implementation of the SDGs.
30. **Leveraging UNDP’s existing global and regional networks and partners.** To ensure effectiveness, impact and sustainability, it is important to establish valuable partnerships as a key strategy. Key partners include local CSOs, UN partner organizations, private sectors and other relevant development actors. By partnering with appropriate formal and informal structures, UNDP wishes to capitalize on its regional expertise and research, and build on support from UNDP Country Offices (COs) in order to develop a youth social entrepreneurship initiative in the Asia-Pacific region which will focus on social innovation supported by business incubation, youth leadership, innovation and research. The RYPLIE’s focus is on building strong partnerships to channel resources and technical support through different agreements and collaborations. It recognizes the need to avoid duplication and to prioritize catalysing existing initiatives and scaling up new initiatives only when they are recognized by partners as value-added to the broader field of work with young people.

The RYPLIE will build on the respective strength of UNDP and its identified partners. UNDP is known as the world’s leading international organization committed to promoting sustainable development. It has partnered with a strong network of business incubators all over the world with a solid track record in

designing and organizing innovation championships, forums and policy dialogues. By leveraging UNDP's existing resources and networks, the project will be better positioned to play its role internationally and provide a strong platform for innovation and entrepreneurship. It will leverage UNDP's extensive partnerships in the Asia-Pacific region in order to develop a strategy that is designed and implemented through cross-sectoral expertise, knowledge and values.

In addition, the RYPLIE is modelled around partnerships and collaboration with a wide range of regional and national governments, non-governmental partners, and international organizations with similar youth mandates. While there is a strong focus on building upon UNDP's extensive partnerships with youth-based and youth-led organizations in the region in order to place youth empowerment at the heart of programme implementation, for this project, UNDP is seeking to partner especially with private sector organizations. They can make an important contribution to development by fostering innovation, providing funding and promoting entrepreneurship in developing countries. In many of UNDP programme countries, the preconditions for private sector development and the emergence of inclusive markets (i.e. markets that extend choice and opportunity to the poor as producers, consumers and wage earners) are not yet in place.

31. **Creating and sharing knowledge.** Knowledge will be a core output of the RYPLIE. While there is already a variety of information regarding youth policies, there is only relatively scattered information about youth engagement on inclusion and economic empowerment. The Pacific region is particularly underserved in this regard. While Asia has produced more knowledge in this area, it has not been particularly systematized and is not easily synthesized for effective use by UNDP Country Offices. To address these challenges, the RYPLIE will specifically focus resources on more efficiently operating as an information exchange hub, in particular for UNDP COs and their national partners, as well as in support of regional partners e.g. Association of Southeast Asian Nations (ASEAN), South Asian Association for Regional Cooperation (SAARC) and Pacific Islands Forum Secretariat/Secretariat of the Pacific Community (PIFS/SPC). The RYPLIE will also support knowledge creation including through engagement of youth-led knowledge creation where gaps have been identified (each project output has knowledge/case documentation creation activities as an essential part of translating activities into knowledge).
32. **Cost efficiency and effectiveness.** The RYPLIE is designed as a platform for a wide array of activities with increased joint ownership ensured by stakeholders. To this end, resources allocated to the RYPLIE are balanced between funding which will be used to provide direct support for catalysing and/or prototyping new approaches with young people and funding which directly supports the UNDP Country Offices who have the mandate to undertake more comprehensive youth programming. Preliminary analysis²⁰ has been conducted on the role of UNDP Country Offices in the Asia-Pacific region on youth economic empowerment where the project intends to work, and credible evidence and lessons learned supports the proposed engagement of UNDP and its private sector partners through the project. UNDP is regularly involved in the Regional Asia-Pacific Thematic Working Group on Youth and will continue to work along and find synergies with other UN agencies on the activities planned by the project. Special strategic efforts will be placed on mapping relevant actors and partners based on the project's activity for maximum achievement of results by relevant partners that will contribute to outcome level change complementing the project's intended results.

In bringing together partners, youth capacities, technical expertise and resources in a new collaboration ecosystem model efficient and cost effective implementation will be ensured. The project intends to use the combination of the approach based on the Theory of Change analysis for flexibility of exploring different options to achieve the maximum results with available resources (and the portfolio management approach) to improve cost effectiveness by leveraging activities and partnerships with other ongoing or planned initiatives on youth. The first approach, for example, will be ensured through providing seed funding to Country Offices in the region requiring them to cost-share for implementing an activity. The second approach will be spearheaded by constant collaboration, outreach and communicating plans and results to potential and active partners. For example, the Youth Alliance will be used as a co-convening and co-ownership model for collaborating with interested partners.

33. **Promoting sustainability and scaling up.** Although the achievement of the overarching outcome of the

²⁰ See Annex 4 on "UNDP's approach to fostering youth social entrepreneurship initiatives and review of best practices (October 2016)".

RYPLIE is likely to take more than just the current project cycle to realize, it is anticipated smaller components of the RYPLIE will be designed to encourage replication and sustainability from the outset. In particular, the support for innovation is specifically designed to enable young people to prototype their ideas with a view to scaling up successful initiatives. Strong emphasis will be placed in the RYPLIE to explore options for facilitating a more sustainable regional platform for youth innovation in collaboration with interested investors and partners.

34. **Upholding environmental standards.** As an incubation-based project for youth entrepreneurs and leaders, the RYPLIE will not directly address environmental opportunities. For social initiatives and projects that benefit from the RYPLIE funding mechanism, however, it is envisaged that environmental opportunities and impact reviews will be conducted according to each initiative. It is expected that the RYPLIE will have no adverse environmental impacts. This assumption will be subject to regular reviews, including mid-term and end-of-project reviews.

III. RESULTS

Objective and outputs

35. The overall objective of the project is to establish a common agenda for Asia-Pacific countries to invest in and empower youth to accelerate the implementation of the SDGs through leadership, social innovation and entrepreneurship. RYPLIE seeks to both support and harness the ability of young people to be the change agents of their societies and communities by taking a leading role in the field of entrepreneurship and social innovation. To this end, the project prioritizes the following five outputs:
- Output 1: “Youth Empowerment Alliance of Incubators” fosters and incubates youth-led entrepreneurship for achieving the SDGs (Incubators and Innovations)
 - Output 2: Youth Leadership Initiative inspires and engages young people through innovation and localized actions for SDGs (Inspire and Engage)
 - Output 3: Forums addressing Youth Leadership, Innovation and Entrepreneurship convened to set the agenda for Asia-Pacific-wide initiatives on youth accelerating the SDGs (Network and Policy)
 - Output 4: Research and knowledge exchange Initiative informs new youth entrepreneurship initiatives, including the work of the “Youth Empowerment Alliance of Incubators” (Knowledge)
 - Output 5: Financial Action Initiative established to ensure financial sustainability of current and new youth empowerment initiatives (Sustainability)

Output 1: “Youth Empowerment Alliance of Incubators” fosters and incubates youth-led entrepreneurship for achieving the SDGs (Incubators and Innovations)

Key results:

- 1.1. “Youth Empowerment Alliance of Incubators” (hereinafter the “Youth Alliance”) of business incubators, young entrepreneurs and social innovators established and launched at the Global Youth Forum
- 1.2. Secretariat for the Youth Alliance established
 - Development objectives, membership qualifications, management models defined; common understanding on the vision and role of the Alliance reached
 - Online database for business incubators and start-ups created
- 1.3. A Youth Start-up Incubator scheme established to support youth entrepreneurs, with special focus given to young women and marginalized youth
 - Networks of existing incubator schemes strengthened
 - Youth entrepreneurs provided with continuous access to a comprehensive range of tailored business development services
- 1.4. A report on the state of youth-led social entrepreneurship and innovation in the region in the context of SDG indicators published by the Youth Alliance

36. Entrepreneurship development has increasingly become a critical solution to addressing rising unemployment. A key factor undermining the growth of entrepreneurship lies in the risks and costs associated with establishing and sustaining business ventures. Young people in particular lack access to capital and credit markets, while the majority of the technically gifted individuals are not equipped with entrepreneurship skills that are vital for establishing and running viable businesses.
37. Business incubation²¹ is a support process designed to accelerate the growth and success of start-up and entrepreneurial companies through an array of business support resources and services that could include physical space, capital, common services and networking connections. Business incubators are popular means of encouraging entrepreneurship in East and North-East Asia. In Mongolia, for example, business start-ups are part of the “National Programme on Promotion of Youth Development”, which aims to boost the development of microenterprises. Business incubators have also gained popularity in China, India and other countries in East Asia, where over 2,000 of such initiatives have been documented. Together these business incubators help empower youth in marginalized communities, develop rural enterprises and facilitate technological improvement for urban start-ups.
38. This project is designed to integrate and maximize the value of business incubators to help achieve the SDGs. It will identify and bring together a wide range of networks of business incubators in the Asia-Pacific region to form a Youth Alliance to create a shared vision in implementing the SDGs through youth leadership, innovation and entrepreneurship. Under this initiative, youth-led start-ups will be strengthened through a business incubation scheme which will empower youth to create sustainable social impact through their businesses. The Youth Alliance will prioritize the following objectives:



39. The main role of the Youth Alliance will be to identify the first group of business incubators to be invited to join the Youth Alliance as members (on a selective basis) and reach a common understanding on the vision and role of the Youth Alliance; define development objectives, membership qualifications and management models. An online database for business incubators and start-ups will be created, which can be used to disseminate information for the Youth Alliance, providing publicity for partners and helping investors identify high-quality projects. There are various types of online-based business development services which could contribute to this function, such as the UNV online volunteering platform which can be leveraged for mentorships from the private sector. Through the initial partners who are part of the Youth Alliance, follow up activities will be planned for the following years to strengthen their existing activities

²¹ See box on “Understanding business incubation: Typical sponsors goals and sponsors”, page 8.

Output 2: Youth Leadership Initiative inspires and engages young people through innovation and localized actions for SDGs (Inspire and Engage)

Key results:

2.1. National and regional innovation challenges, events and forums convened to foster youth-led entrepreneurship, social innovation and leadership to accelerate SDG implementation

- The ecosystem which fosters opportunities for young entrepreneurs, social innovators and youth-led networks and organizations, with special focus given to young women and marginalized youth, is improved;
- Young entrepreneurs, social innovators and youth-led networks and organizations are provided with capacity-building and mentoring opportunities;
- Coalition-building and networking among young entrepreneurs/social innovators, and with leaders/experts in the fields of development, business, technology and innovation (including through the members of the Youth Empowerment Alliance of Incubators (RYPLIE Project Output 1, hereinafter “Youth Alliance”) is enabled.

40. Too often, young people around the world are prevented from fulfilling their potential as the agents of change and social entrepreneurs we need. The situation across the world shows that at all levels it is urgent to address the discrimination against youth, meet their multi-sectoral needs, promote and support youth-inclusive legislative and policy frameworks, enable the opening of new spaces for their engagement and leadership, mainstream them in all relevant aspects of development and peace, and work with them as advocates and equal partners for change. Supporting young men and women’s leadership in processes and platforms to find and promote innovative solutions for the sustainable use of resources could reinforce the efforts of countries to implement the SDGs. In particular, fostering the leadership potential of young women in the region will be a core feature of the Youth Leadership Initiative. 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 processes 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 the quality of development are lost or underutilized when young men and women are excluded from formal decision-making processes that will affect their lives.
41. In order to mobilize the rapidly increasing youth populations across the region to actively engage in and accelerate the implementation of the SDGs, young people themselves will need to feel ownership over the entire implementation and monitoring processes, particularly at local and national levels. Placing youth at the centre of SDGs implementation will be critical to achieve the collective promise to “Leave No One Behind” and the call to invest in youth and future generations. This project will therefore build on the leadership potential and transformative energy of young women and men in order to develop, innovate and inspire their generation (and others) to mobilize around the 2030 Sustainable Development Agenda and to recognize the holistic societal value of “Leaving No One Behind”.
42. This project will convene youth leaders in entrepreneurship and sustainable development at the national and regional levels to identify major challenges facing the implementation of the SDGs and ideate and design solutions to them. This will take the form of *Youth Innovation Challenge Forums* which will allow the young social entrepreneurs to connect with leaders and experts in technology, development, innovation and business in order to strengthen their ideas and business models for social impact in their communities. These innovation forums will present ideal opportunities to provide leadership training to young social entrepreneurs and youth organizations. Youth and other experts and business leaders will be exposed to an SDG awareness campaign that will be held in parallel with the innovation forums. Aimed at SDG awareness raising, this campaign will inform all participants and stakeholders on the role of young people and young social entrepreneurs, including the Youth Alliance, on the implementation of the SDGs.

Output 3: Forums addressing Youth Leadership, Innovation and Entrepreneurship convened to set the agenda for Asia-Pacific-wide initiatives on youth accelerating the SDGs (Network and Policy)

Key results:

- 3.1. A regional policy dialogue on youth innovation and entrepreneurship convened
- 3.2. Inaugural meeting of Youth Alliance for SDGs convened (see 1.1.)
- 3.3. A Regional Youth Summit on entrepreneurship and innovation convened
- 3.4. A Global Forum on Youth leadership, innovation and entrepreneurship convened

43. Since 2012, UNDP has been investing in exploring innovation by providing seed-funding to initiatives with the belief that innovation happens through practical explorations of new ways to address old problems. “Innovation” has tended to be understood by lay people as focusing primarily on tech solutions, but for purposes of the RYPLIE, it is important to recognize that innovation can occur in multiple different ways using multiple different media. It is true that innovation may result in the development of new technologies, but innovation can also encompass the creation of new ideas, the application of new/improved processes to better harness talent and the development of new understandings of old problems or solutions. With this in mind, the RYPLIE seeks to support youth innovation, recognizing that young people often have a natural instinct for looking at old problems anew and responding with improved solutions.
44. To encourage innovation within the development context, in 2014 UNDP set up a Regional Innovation Facility which provides small grants to incentivize different sets of actors to engage in development in new and unusual ways.²² Through the RYPLIE, UNDP and partners will leverage this existing capacity within UNDP in order to support innovation by young people specifically by providing seed funding of up to USD 30,000 to support UNDP country-based staff to work with youth in their country to design and implement youth-focused social innovation activities, with a focus on how to engage citizens in the creation of peaceful and inclusive communities. In order to maximize the impact of this small-grant funding, the RYPLIE will develop partnerships with technology companies working in the region, to harness their technical knowledge for the benefit of young social entrepreneurs. Through the partnerships with existing government-led entrepreneurship platforms (e.g. [Malaysian Global Innovation & Creativity Centre](#)-MaGIC, [Thailand Social Enterprise Office](#)-TSEO), these initiatives will be further strengthened to reach wider audience.

Output 4: Research and knowledge exchange Initiative informs new youth entrepreneurship initiatives, including the work of the Youth Empowerment Alliance of Incubators (Knowledge)

Key results:

- 4.1. Initial research and horizon scanning of existing networks of business incubators to be incorporated into the Youth Alliance on a selective basis conducted (to support result 1.2.)
- 4.2. A report on the state of youth-led entrepreneurship, social innovation and leadership in the region in the context of SDGs published by the Youth Alliance (see 1.4.)

45. As governments and key investors in private sector move to implement the 2030 Sustainable Development Agenda, access to data and new research on the role of youth, innovation and social entrepreneurship in fostering inclusive and sustainable economic growth is more crucial than ever. In particular, as the Asia-Pacific region continues to undergo drastic social, demographic, and economic changes, new forms of business models, such as social entrepreneurs, can play an integral role to ensure that future Asian growth is both inclusive and sustainable. However, there has been little concerted research into how young people in the region themselves are engaging in public life. Moreover, very little research about the development of social entrepreneurship in Asia and the Pacific, and the conditions and policies needed to ensure their success, has been published. To date, research

²² Grants from the Innovation Facility so far have been deliberately small (between USD 40,000 and USD 100,000 per initiative), focused on initiatives linked to ongoing projects across UNDP’s thematic portfolio, and displaying the potential for scaling-up or adaptation. Information available from: <http://inno4dev.org/content/page/about>.

has focused primarily on social enterprise in developed countries, and existing work on social entrepreneurship in developing countries is selective and sporadic. There is a need therefore to identify the best practices, problems, and solutions created by social enterprises in developing countries, as well as their general impact upon the market.

46. Under this project, a research initiative on youth leadership, innovation and social entrepreneurship will be established, with the support of leading experts and researchers. It will first aim to commission a mapping on the state of youth social entrepreneurship and innovation – for East Asia, South Asia, Southeast Asia, and the Pacific – to take the pulse of youth’s involvement in these types of initiatives, and to help ground regional discussions in a local context. Initial mapping will be divided into two components: a) business incubation in the Asia-Pacific region: evaluating pre-existing incubations schemes (including national level analyses on government and private sector) and identify high-quality business incubation networks to be incorporated into the Youth Alliance; and b) potential opportunities that exist in social enterprise and how technology can support innovation.
47. Building on the mapping exercises, a more in-depth analysis on the current conditions and enabling environments of youth and social entrepreneurs will be conducted. The Youth Alliance will produce a report on the state of youth-led social entrepreneurship and innovation in the region. This research will specifically examine the role of young women and marginalized youth, in order to better integrate them into activities of the RYPLIE. In addition, this report will inform and update investors on the latest initiatives and strategies in the region on business incubators and young leaders in entrepreneurship and will provide updates on the progression of SDG implementation.

Output 5: Financial Action Initiative established to ensure financial sustainability of current and new youth empowerment initiatives (Sustainability)

Key results:

5.1. Partnerships mechanism developed in order to strengthen youth empowerment initiatives

5.2. A Youth Start-up Incubator scheme established to support youth entrepreneurs, with special focus given to young women and marginalized youth (see 1.3)

- Networks of existing incubator schemes strengthened
- Youth entrepreneurs provided with continuous access to a comprehensive range of tailored business development services

48. RYPLIE is expected to have more involvement in the national and sub-regional initiatives during the project period and beyond. In order to sustain these youth empowerment initiatives at national, sub-regional and regional scale, additional financial support is required. The project will explore options on setting up various partnerships between the private and public-sector in order to provide more resources to these activities.
49. UNDP its partners have identified youth entrepreneurship and innovation as a priority for addressing unemployment and poverty in the Asia-Pacific region, where small and medium-sized enterprises (SMEs) account for over two thirds of all employment in Asia and the Pacific. Indeed, countless numbers of new enterprises dedicated to transforming their communities are springing up in developing countries, with young women and men at the heart of their ideation. However, one of the major challenges facing these young people and their start-up initiatives is the lack of access to financial capital. In response to this, various donors, such as corporations, governments and development agencies, across the region are increasingly committing to investing in the ideas and business models of young entrepreneurs.
50. In light of this, this project will establish partnerships mechanism, which will consolidate donor contributions to support a coherent and joint resource mobilization, allocation and disbursement of donor resources. To maximize every dollar being invested on youth empowerment in entrepreneurship, the partnerships mechanism will bring together a range of venture philanthropists, foundations, corporations, government and private investors to chart a new course toward creating a collaborative financing model for youth-led social business projects in the region and will strengthen accountability to these key stakeholders. Through its partnership-building and pooled resource mechanism, the

partnerships mechanism will harness sectoral synergy by engaging the existing networks of financial and social capital stakeholders that are currently creating and supporting ecosystems for entrepreneurship.

51. With access to business incubation support, financial capital and markets, the large and increasing youth populations in Asia-Pacific countries could evolve into resourceful and dynamic micro-entrepreneurs that deliver social impact in their communities. For young people to start their own businesses they need access to finance, including grants, insurance and other services. Yet, access to capital for youth remains scarce, providing a key barrier in doing business. Success stories from Asia and the Pacific do, however, show that commitments to improve financial access can have a positive impact on fostering the growth of private enterprises lead and managed by youth. The partnerships mechanism will identify finance gaps and will generate and enhance access of high-quality country-level youth entrepreneurs to financial services in order to incubate and expand their businesses, increase their income, augment employment and ensure smooth growth of their projects. In particular, a micro-finance grants initiative will be created to provide financial support to youth-led start up enterprises that deliver social impact related to the SDGs.
52. The RYPLIE will also explore options for developing a sustainable regional youth innovation lab in the region, in order to continue the efforts that the RYPLIE will catalyze. The UNDP Country Office in Sri Lanka has undertaken considerable work in this area²³ and has indicated that it is keen to strengthen its existing partnerships with the Sri Lankan Government to explore options for developing such a hub. The RYPLIE will work with the Sri Lanka Country Office to develop this idea. Indonesia and Bangladesh are working on similar models and support will be provided to kick-off these potential partnerships with the Governments and partners.

Results-based framework

53. The table below summarizes RYPLIE's results-based framework:

²³ In Sri Lanka, UNDP's "Unlocked" blogs give voice to youth through an open call for young writers, who can submit written pieces on their views and development priorities through a tri-lingual platform – enabling all youths in the country to contribute and read the submissions. The HackADev initiative, first conducted in Colombo and later on in the Uva province, facilitates the engagement of young people to find innovative solutions to long term development issues, thus mobilizing and reaching out to them as pivotal agents of change. Young women have received special attention, given the legacy of gender discrimination, which blocks progress in many areas of their lives.

Intended Outputs as stated in the UNDP Strategic Plan / Global Programme Results and Resources Framework:

- Output 1.1.: “National and sub- national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment – and livelihoods- intensive”
- Output 7.6.: “Innovations enabled for development solutions, partnerships and other collaborative arrangements”.

Output indicators as stated in the UNDP Strategic Plan / Global Programme Results and Resources Framework:

- Output indicator 1.1.2.: Number of countries with policies, systems and/or institutional measures in place at the national and sub-national levels to generate and strengthen employment and livelihoods
- Output indicator 7.6.1.: Number of new public-private partnership mechanisms that provide innovative solutions for development

Project title and Atlas Project Number: Regional Youth Project on Leadership, Innovation and Entrepreneurship (RYPLIE), Atlas Project Number: 00106597

RYPLIE Project Goal: Establish a common agenda for Asia-Pacific countries to invest in and empower youth to accelerate implementation of SDGs through leadership, social innovation and entrepreneurship.

RYPLIE Project Outputs:

- Output 1: “Youth Empowerment Alliance of Incubators” fosters and incubates youth-led entrepreneurship for achieving the SDGs (Incubators and Innovations)
- Output 2: Youth Leadership Initiative to provide inspiration to young people in the region to accelerate SDG implementation through innovation and localized actions (Inspire and Engage)
- Output 3: Forums addressing Youth Leadership, Innovation and Entrepreneurship convened to set the agenda for Asia and the Pacific-wide initiatives on youth accelerating the SDGs (Network and Policy)
- Output 4: Research and knowledge exchange Initiative informs new youth entrepreneurship initiatives, including the work of the “Youth Empowerment Alliance of Incubators” (Knowledge)
- Output 5: Financial Action Initiative to identify and allocate resources to sustain the project in the long-term (partnerships mechanism on Leadership, Innovation and Entrepreneurship) (Sustainability)

PLANNED OUTPUTS	KEY RESULTS	DATA SOURCE(S)	BASELINE		TARGETS			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	
Output 1: “Youth Empowerment Alliance of Incubators” fosters	1.1. “Youth Empowerment Alliance of Incubators” (hereinafter the “Youth		0	2016		- 1 meeting conducted to	- 1 Youth Alliance meeting convened	

and incubates youth-led entrepreneurship for achieving the SDGs (Incubators and Innovations)	Alliance”) of business incubators, young entrepreneurs and social innovators established and launched at the Global Youth Forum					engage relevant stakeholders - 3 visits of business incubators and accelerators		
	1.2. Secretariat for the Youth Alliance established		0	2016	- Development objectives, membership qualifications, management models defined - Common understanding on the vision and role of the Alliance reached	- Online database for business incubators and start-ups created		- Secretariat for Youth Alliance established
	1.3. A Youth Start-up Incubator scheme established to support youth entrepreneurs, with special focus given to young women and marginalized youth (see 5.2.)		0	2016	- A network of existing incubator scheme strengthened	- 7 grants to youth entrepreneurs provided	- 10 grants to business incubators provided	- Existing business incubator schemes from UNDP COs and private sector
	1.4. A report on the state of youth-led social entrepreneurship and innovation in the region published by the Youth Alliance (see 4.2.)		0	2016		- Report by the Youth Alliance published		

<p>Output 2: Youth Leadership Initiative inspires and engages young people through innovation and localized actions for SDGs (Inspire and Engage)</p>	<p>2.1. National and regional innovation challenges, events and forums convened to foster youth-led entrepreneurship to accelerate SDG implementation</p>		<p>7 countries with youth leadership initiatives</p>	<p>2016</p>	<p>- In 7 countries, young social innovators, youth entrepreneurs and youth organizations provided with opportunity to foster innovation through events, with special focus given to young women and marginalized youth</p> <p>- In 7 countries, opportunities are provided for coalition-building and networking among young entrepreneurs/social innovators, and with leaders/experts in the fields of development, business, technology and innovation</p> <p>- In 7 countries, awareness about youth and SDGs raised through these innovation challenges and ongoing publicity campaigns</p>	<p>- 50 young entrepreneurs/ social innovators and youth organizations provided with leadership training opportunities through events</p>	<p>- 50 young entrepreneurs/ social innovators and youth organizations provided with leadership training opportunities through events</p>	<p>- Feedback from COs regarding the programmes</p>
<p>Output 3: Forums on Youth Leadership, Innovation and Entrepreneurship convened to set the agenda for Asia-Pacific-wide initiatives on youth</p>	<p>3.1. A regional policy dialogue on youth innovation and entrepreneurship convened</p>		<p>0</p>	<p>2016</p>		<p>- 1 policy dialogue organized with the participation of key stakeholders in the region</p>		<p>- Review of secondary data on youth related policies on social innovation</p>

accelerating the SDGs (Network and Policy)	3.2. Inaugural meeting of Youth Alliance convened (see 1.1.)		0	2016		- 1 meeting convened to engage the relevant stakeholders		
	3.3. A Regional Youth Summit on entrepreneurship and innovation convened		0	2016	- National Innovation challenges conducted in 7 countries to identify winners for regional summit	- 1 regional youth summit convened		- Online call for submissions
	3.4. A Global Forum on Youth leadership, innovation and entrepreneurship convened		0	2016		- 1 Global Youth Forum convened		
Output 4: Research and knowledge exchange Initiative informs new youth entrepreneurship initiatives, including the work of the Youth Empowerment Alliance of Incubators (Knowledge)	4.1. Conduct research of existing networks of business incubators in the Asia-Pacific region to be incorporated into the Youth Alliance on a selective basis conducted (to support result 1.1.)		0	2016	- 5 existing networks of business incubators/partners identified to be incorporated to youth alliance	- 5 existing networks of business incubators/partners identified to be incorporated to the Youth Alliance (in addition to year 1)		- Survey for existing eco-system players and other stakeholders
	4.2. A report on the state of youth-led entrepreneurship, social innovation and leadership in the region in the context of SDGs published by the Youth Alliance (see 1.4.)		0	2016		- Report by the Youth Alliance published		

Output 5: Financial Action Initiative established to ensure financial sustainability of current and new youth empowerment initiatives (Sustainability)	5.1. Partnerships mechanism developed in order to strengthen youth empowerment initiatives		0	2016		- Partnership Mechanism and its management structure established		- Documents related existing trust funds (MDTF and UNSIF)
	5.2. A Youth Start-up Incubator scheme established to support youth entrepreneurs, with special focus given to young women and marginalized youth (see 1.3.)		0	2016	- An existing incubator scheme strengthened	- 7 grants to youth entrepreneurs provided	- 10 grants to youth entrepreneurs provided	- Existing incubator schemes from UNDP COs and private sector

IV. MONITORING AND EVALUATION

In accordance with UNDP’s programming policies and procedures, the RYPLIE will be monitored and evaluated based on the targets and indicators set in the results-based framework:

54. Based on the approved three-year project results-based framework of the RYPLIE, the **Annual Work Plan** will be developed on a yearly basis in consultation with UNDP Bangkok Regional Hub, UNDP Country Offices and UNDP’s identified partners. The Annual Work Plan will be presented to the Project Board (for approval) and the identified partners (for inputs). An **Annual Report** on the activities implemented in the previous year will be submitted by mid-February to allow UNDP’s identified partners to release funds by the end of February for the implementation of activities for that year. Every country that will be supported within the framework of this project will have developed country-specific work plans with a results-based framework against which semi-annual and annual reporting will be provided to the Project Management Team. As needed, the Project Team will conduct country visits to monitor the progress of the country-level activities.

55. In 2018, the RYPLIE will initiate a **mid-term evaluation** of the project to assess the progress and intermediate results and undertake any adjustments that the independent evaluator suggests. This will be done with a view to further improving project implementation and ensuring that by the end of the project, all the outputs outlined in the results-based framework are achieved. At the end of the project, the **final evaluation** will be initiated to assess the overall contribution of the project to SDGs implementation. The final evaluation will use quantitative and qualitative indicators to measure results. The evaluation will take into account whether the project has achieved its stated objectives by delivering the proposed outputs. The evaluation will look at whether the project outputs have contributed to the overall objective to establish a common agenda for Asia-Pacific countries to invest in and empower youth to accelerate the implementation of the SDGs through leadership, social innovation and entrepreneurship. Gathering user feedback will be an important part of the RYPLIE M&E framework. Where appropriate, the M&E framework will include gender and disability disaggregated indicators. UNDP’s identified partners will be fully involved in the evaluation process.

56. The table below summarizes the key M&E activities for the RYPLIE project:

M&E Activity	Purpose	Frequency	Expected action(s)	Partners (if joint)	Cost
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator	Slower than expected progress will be addressed by project management.		None
Monitor and manage risk²⁴	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a Project Risk Log. This includes monitoring measures and plans that may be required as per UNDP’s Social and Environmental	Quarterly	Risks are identified by project management and actions are taken to manage risk. The Project Risk Log is actively maintained to keep track of identified risks and actions taken.		None

²⁴ See Annex 1 on “Project Risk Log for the Regional Youth Project on Leadership, Innovation and Entrepreneurship (RYPLIE)”.

	Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.				
Learning	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		None
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.		None
Review and make course corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		None
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)			None
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.		None

V. MULTI-YEAR WORK PLAN

Planned Activities	Planned Budget ²⁵ / year			Partners	Budget		
	Y1	Y2	Y3		Funding Source	Budget Description	Amount
Output 1: “Youth Empowerment Alliance of Incubators” fosters and incubates youth-led entrepreneurship for achieving the SDGs (Incubators and Innovations)							
<ul style="list-style-type: none"> - Meeting of the Youth Alliance for SDGs convened (Y2 and Y3) - Visits to business incubators and accelerators - Four sub-regional incubator alliance meetings with (ASEAN, SAARC, PIFS/SPC) (Y3) - Secretariat for Youth Alliance established (ToR, website) - Consultant (project coordination) for the Asia-Pacific region (based in Bangkok, Thailand) and Project Coordinator for China (based in Beijing) - Communication and promotion material - Youth Start-up Incubator scheme established to support youth entrepreneurs 	240,000	400,000	800,000		Identified partners	Travel Workshop Secretariat Consultants Grants	1,440,000
Output 2: Youth Leadership Initiative inspires and engages young people through innovation and localized actions for SDGs (Inspire and Engage)							
<ul style="list-style-type: none"> - National Innovation challenges, events and forums convened in 7 countries to foster youth-led entrepreneurship to accelerate SDG implementation - Coaching and support to country offices to conduct youth entrepreneurship programmes 	195,000	150,000	182,000		Identified partners	National Innovation Challenges Consultants Travel	527,000
Output 3: Forums addressing Youth Leadership, Innovation and Entrepreneurship convened to set the agenda for Asia Pacific-wide initiatives on youth accelerating the SDGs (Network and Policy)							
<ul style="list-style-type: none"> - A Regional Youth Summit on entrepreneurship and innovation convened <ul style="list-style-type: none"> - National Innovation challenges conducted to identify winner for the regional summit - Global Youth Forum convened 	200,000	900,000	300,000		Identified partners	Organizing Travel and other logistics (international and local) Staff travel	1,400,000

²⁵ Unless otherwise stated, all the numbers in this table are in US dollars.

<ul style="list-style-type: none"> - Policy dialogue on youth innovation and entrepreneurship convened - - Event organizing (identified partner to cover costs) - - Event coordinator and support team (Beijing) - - Inaugural meeting of Youth Alliance organized - - Travel (300 International participants, including incubator alliance) - - Travel (150 national participants) + identified partner to cover additional costs - - Venue, hotel, food and hospitality (identified partner to cover costs) - - Staff travel - - Innovation challenge organized - - Award ceremony organized 							
Output 4: Research and knowledge exchange Initiative informs new youth entrepreneurship initiatives, including the work of the “Youth Empowerment Alliance of Incubators” (Knowledge)							
<ul style="list-style-type: none"> - Research of existing networks of business incubators in the Asia-Pacific region for the Youth Empowerment Alliance conducted - A report on the state of youth-led social entrepreneurship and innovation in the region published by the Youth Empowerment Alliance (Y2) 	70,000	290,000	150,000		Identified partners	Initial mapping Regional report Further research	510,000
Outputs 5: Financial Action Initiative to identify and allocate resources to sustain the project in the long-term (Sustainability)							
<ul style="list-style-type: none"> - Partnership mechanism developed - Youth start-up incubator scheme established <ul style="list-style-type: none"> - Existing scheme strengthened - Grants provided 	55,000	380,000	780,000		Identified partners	Supporting existing networks Incubation	1,215,000
Project Management Costs							
GMS 8%	67,000	186,000	195,000				448,000
Monitoring and Evaluation							
End of project evaluation	10,000	20,000	20,000				50,000
Monitoring visits							
TOTAL	837,000	2,326,000	2,427,000				5,590,000

VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Implementation modality

57. The Project will be directly implemented (DIM) by the UNDP under a Joint Project with identified partners engaged as Participating Organizations, and all aspects of the project will comply with UNDP guidelines for DIM.

Management and coordination arrangements

58. The RYPLIE will be managed by the UNDP Bangkok Regional Hub (BRH) and its identified partner(s). 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. The UNDP Country Office in China will work with the BRH and identified partner(s) in order to coordinate the events that are taking place in China. 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.

59. The **Project Board** will have 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 Joint Project Coordinator. 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 Coordinator. The Project Coordinator will consult the Project Board for decisions if/when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. The composition of the Project Board will be as follows:

- a) The *Executive* will be represented by UNDP's Chief, Policy and Programme Section, UNDP Bangkok Regional Hub;
- b) The *Senior Supplier* role will be represented by UNDP's identified partners;
- c) The *Senior Beneficiary* on the Board will be represented by: 1 member of the youth regional network ([2030 Youth Force network](#)), 2 representatives of youth-led partner organizations ([AIESEC](#), organization representing marginalised communities) and 1 senior management representative from a UNDP Country Office.

60. To be able to ensure the RYPLIE is a responsive regional mechanism which can quickly and effectively deliver to counterparts, the project will be managed in the following way:

- a) A *Project 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 Project 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) The event will be coordinated by an *Events Coordinator* based in the UNDP Country Office in China, who will work with the Country Office team, the Bangkok Regional Hub, partners and the event organising party to manage the logistics and other matters stated by the Project Board. Event coordinators prime responsibility is to manage the results (outputs) specified in the project document related to the event with the required standard of quality and within the specified constraints of time and cost.
- c) *Project Quality Assurance* is the responsibility of each Project Board member; 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
- d) 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.
 - f) The *Responsible Party* is contracted to carry out *substantive* development activities under the project, with the direct supervision of the Project Manager, and the overall guidance of the Project Board.

VII. LEGAL CONTEXT

- 61. 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 SBAs for the specific countries; or (ii) in the [Supplemental Provisions](#) hyperlinked to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof.
- 62. This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures. To ensure its responsibility for the safety and security of the UNDP personnel and property, UNDP shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to UNDP’s security, and the full implementation of the security plan.
- 63. The UNDP shall undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

Annex 1: Project Risk Log for the Regional Youth Project on Leadership, Innovation and Entrepreneurship (RYPLIE)

For the RYPLIE, operational-level risks include the challenge of attracting sufficient funding to effectively provide country level engagement across the entire region, slow uptake by UNDP Country Offices of the offering by the RYPLIE and poor coordination of activities with other regional and national partners. The latter risk is particularly critical and a common risk posed to regional programming, where numerous partners are often undertaking such a wide variety of activities that coordination can be quite challenging. That said, poor coordination risks wasting scarce resources and undermining the impact and sustainability of the RYPLIE's efforts. To address this problem, the RYPLIE has been designed with partnerships at the heart of its implementation strategy. The design of the RYPLIE as a joint UNDP project with appropriate partners is demonstrative of this commitment to partnering for greater impact.

#	Description	Date IDed	Type	Impact & Probability	Countermeasures / Mgmt. response	Owner(s)	Submitted/ updated by	Last Updated	Status
1	Existence of funding gaps	October 2016	Financial	Delay in implementing the activities in accordance with timeframe indicated in AWP P = Medium, I = High	Ongoing resource mobilization efforts with donors, discussions with the Government, donors and other UN agencies	UNDP and appropriate partner(s)		October 2016	Ongoing
2	UNDP Country Offices slow to take up new ideas around youth engagement and social entrepreneurship	October 2016	Operational & Programmatic	P = Low, I = Medium	UNDP and its partners will develop the RYPLIE together closely with UNDP Country Offices to encourage their buy-in	UNDP		October 2016	Ongoing
3	Capacity of Responsible Parties to carry out tasks and activities	October 2016	Operational & Programmatic	Challenges in implementing activities relating to all outputs P =Medium, I = High	Initial Capacity assessment to be carried out with external partners to identify gaps and needs	UNDP		October 2016	Ongoing

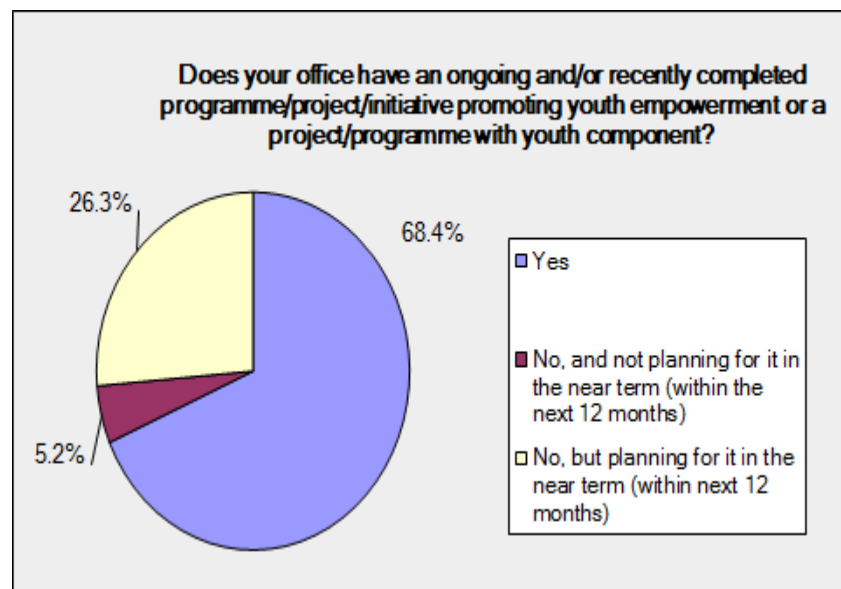
4	Poor coordination/ duplication of efforts with other youth actors	October 2016	Operational & Programmatic	Delay in implementing activities, confusion amongst beneficiaries, funding not used effectively P =Medium, I = Medium	The RYPLIE will be designed following considerable consultations with government and non- government partners to promote coordination and buy-in	UNDP and appropriate partner(s)		October 2016	Ongoing
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Annex 2. Summary of UNDP Country Office demands for regional support on youth empowerment (October 2015)

This summary of UNDP Country Office demands for regional support on youth empowerment was prepared by the BRH Youth Team for the 2015 UNDP Asia-Pacific Regional Management Meeting (October 2015).

In 2014, UNDP launched its [Youth Strategy \(2014-2017\)](#), “Empowered Youth, Sustainable Futures” and UNV released a specific [Youth Volunteering Strategy \(2014-2017\)](#), “Empowering Youth through Volunteerism”. In an effort to meaningfully localize these global strategies across Asia and the Pacific, UNDP and its partners are proposing to develop a programmatic partnership focused on empowering young people to deliver on the SDGs by 2030 in the region through youth-led entrepreneurship and business incubation, youth leadership for SDG implementation and youth innovation and research.

In order to ensure that any regional youth programme is beneficiary-driven and adds value to existing initiatives, in September 2015, the UNDP and UNV Regional Hubs undertook an [online survey of UNDP Country Offices](#) (COs) to identify existing good practice, assess possible needs and verify the utility of a regional approach. Focal points from nineteen UNDP COs responded, though not all answered fully. Notably, out of these 19 COs, all but one reported that they have a youth programme underway or were planning to in the coming year. **Out of 20 respondents, staff were unanimous in agreeing “a regional youth programme would add value”.**



The survey showed that more than 50 per cent of COs reported that they are already working with young people in a variety of sectors and using a range of different approaches. Most commonly, special effort was made to proactively reach out to include young people in existing activities – basically, a form of youth “mainstreaming”. Most COs reported that they engaged in some form of knowledge exchange with young people in the lead up to the development of the SDGs, oftentimes through targeted use of social media and web-based participation platforms. Some COs used partnerships with youth NGOs to leverage their existing networks and trust amongst young people to help the UN better access young people and channel their voices into SDG policy-making.

A few COs have utilized UNV to recruit young nationals, in an effort to integrate youth skills development through their own programmes. Significantly, almost 60 per cent of COs reported that they had already or were planning to produce a national Human Development Report on youth issues, and more than 70 per cent had been involved in the development or implementation of the national youth policy. Overall, CO feedback demonstrated that there is already a strong foundation of partnerships, good practice and lessons learned amongst COs on which a regional programme could draw and build.

In designing a responsive regional programme, UNDP and UNV asked their COs for their feedback on possible priority areas on which to focus, taking into account the existing priorities of each agencies' existing global Strategic Plan and specific global youth strategies. Drawing on the feedback from COs, UNDP and its partners are proposing to focus on furthering SDG implementation by supporting three areas of engagement: (1) youth-led social entrepreneurship and sustainable business incubation; (2) youth leadership for SDG implementation; (3) youth-led innovation and research.

In terms of the value of a regional approach, it is particularly relevant that 44 per cent of the world's internet users are identified as being below the age of 25, and that of the 1.6 million people who participated in the "MY World" global survey, more than half were below the age of 30. The internet-engagement of young people in Asia (and to a lesser extent, the Pacific) can be harnessed as a core regional methodology enhancing the value of creating, gathering and sharing knowledge and expertise across countries for the benefit of local counterparts. As one respondent commented: "Many countries in Asia are facing similar challenges and, although a common approach might not be useful for all, lessons learned can be drawn and applied in other contexts."

UNDP Country Offices who responded to the survey included: Afghanistan, Bangladesh, Bhutan, Cambodia, China, India, Indonesia, Lao PDR, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Papua New Guinea, Philippines, Samoa, Sri Lanka, Timor Leste, and Viet Nam.

Annex 3. Summary of impediments that impact young social entrepreneurs and recommended actions for policymakers (December 2015)

The table below is extracted from a publication by United Nations Conference on Trade and Development (UNCTAD) and Commonwealth Secretariat (2015) "Policy Guide on Youth Entrepreneurship" available from: http://unctad.org/en/PublicationsLibrary/webdiaeed2015d1_en.pdf.

Policy areas	Impediments for young social entrepreneurs	Main recommended actions for policy-makers
1. Optimizing the regulatory environment	<ul style="list-style-type: none"> • High business registration costs • Complex regulatory procedures • Distrust in the regulatory environment • Limited knowledge of regulatory issues, in particular of copyright, patent or trademark regulations 	<ul style="list-style-type: none"> • Benchmark time and cost of starting a business • Balance regulation and standards with sustainable development objectives • Review and, where appropriate, simplify regulatory requirements (e.g. licenses, procedures, administrative requirements) • Enhance ICT-based procedures for business registration and reporting • Introduce transparent information and fast-track mechanisms and one-stop shops to bundle procedures • Make contract enforcement easier and faster • Carry out information campaigns on regulatory issues • Guarantee property protection
2. Enhancing entrepreneurship education and skills development	<ul style="list-style-type: none"> • Inadequate integration of entrepreneurship in the education system • Limited practical or experiential opportunities • Lack of and/or limited orientation to enterprising attitudes, behaviours and skills among teachers • Limited and/or poor quality business development services 	<ul style="list-style-type: none"> • Mainstream entrepreneurship awareness from the primary school level • Promote entrepreneurship through electives, extra-curricular activities and visits to businesses at the secondary school level • Support entrepreneurship courses, programmes and chairs at higher education institutions and universities • Promote vocational training and apprenticeship programmes • Promote experiential and learning-by-doing methodologies • Encourage entrepreneurship training for teachers • Promote entrepreneurship educators' networks • Introduce or strengthen youth-oriented and youth-friendly business development services • Encourage tailored local material, case studies and role models, and foster interactive, on-line tools
3. Facilitating technology exchange and innovation	<ul style="list-style-type: none"> • Lack of ICT skills • Inadequate infrastructure (physical workspace, digital infrastructure, access to reliable and cheap electricity) • Insufficient technological readiness • Limited linkages between youth-led start-ups and growth-oriented 	<ul style="list-style-type: none"> • Promote training of ICT skills for youth • Make available ICT technologies to youth, especially marginalized young people • Implement policies to support technology-focused business incubators, R&D labs and cluster development • Support work opportunities for young people in existing business incubators, knowledge hubs and science parks • Encourage university-based research commercialization and entrepreneurship

	<p>entrepreneurs and investors</p>	<p>centres to support youth-led innovation and facilitate skill acquisition among young people</p> <ul style="list-style-type: none"> • Invest in innovation through grants, tax breaks and other incentives that encourage public-private partnerships and university-industry collaboration • Foster youth-led businesses' skills development and market access through business linkages • Support youth-led businesses through mentorship of large buyers
<p>4. Improving access to finance</p>	<ul style="list-style-type: none"> • Inappropriate and/or lack of youth-friendly financial products • Excessive restrictions (age requirement to open a bank account) • Low financial literacy levels • High credit and collateral requirements 	<ul style="list-style-type: none"> • Facilitate the development of youth-friendly financial products, including mobile banking technologies • Inform young people of youth-oriented financial services, including informal lending and other viable financing options • Undertake financial sector reforms aimed at increasing financial inclusion • Support the establishment of a credit bureau • Promote youth-oriented financial literacy training • Support public-private partnerships aimed at building the financial sector's capacity to serve start-ups • Recognize business development support and mentoring in lieu of traditional collateral • Implement policies that promote access to finance for youth
<p>5. Promoting awareness and networking</p>	<ul style="list-style-type: none"> • Negative societal attitudes towards entrepreneurship • Insufficient promotion of role models • Underdeveloped young social entrepreneurs' networks • Insufficient promotion of entrepreneurship opportunities 	<ul style="list-style-type: none"> • Highlight the talent of young social entrepreneurs, and the benefits of supporting / investing in them • Support the recognition of failure as part of learning on how to succeed • Support youth entrepreneurship competitions and awards • Promote knowledge exchange between established business people and aspiring young social entrepreneurs • Encourage the development of young social entrepreneurs' and peer networks • Leverage social media and other communication tools and platforms • Reaching out and deploying information on business opportunities to youth • Promote entrepreneurship opportunities at the national, regional and local level

Annex 4. UNDP’s approach to fostering youth-led entrepreneurship initiatives and review of best practices (October 2016)

This document “UNDP’s approach to fostering youth-led entrepreneurship initiatives and review of best practices” was prepared for RBAP senior management by the BRH Youth Team in October 2016.

UNDP’s approach to fostering youth-led entrepreneurship initiatives at the national level focuses on six main priorities, namely to:

A. Facilitate cross-country knowledge-sharing and networking

Over the last year, UNDP Country Offices and partners repeatedly identified the need for more effective cross-jurisdiction collaboration and learning on youth engagement issues.²⁶ Innovative and effective work is underway in Asia and the Pacific but it is often not known outside each jurisdiction and efforts are not aggregating towards a see-change approach in the region to how young people are engaged and empowered to participate as effective members of their societies. In direct response, the RYPLIE will focus on identifying good practice and lessons learned both within the region and globally which could be drawn upon by Country Offices as well as local partners. The RYPLIE will not only source information for the benefit of partners, but will create information where gaps are identified. In this respect, particular effort will be made to support youth-based knowledge creation and capture, by linking with young academics and researchers.

Significantly, UNDP’s extensive network of Country Offices across the world gives the RYPLIE a unique capacity to leverage the agency’s extensive knowledge of the similarities and differences between countries at different stages of development in order to translate them into evidence-based insights for effective, adaptable development solutions. UNDP’s has already been substantively involved in the development and dissemination of new knowledge products on important youth-related emerging issues, including programmatic ones, for example the Regional Human Development Report, published in January 2016, which includes a chapter on youth economic opportunities in the region.

B. Orientate business development services

Young people face considerable barriers within legal and regulatory environments, i.e. the key bottlenecks that impede young entrepreneurs from starting and growing their businesses, including complex regulatory processes and high business registration costs. Orienting business development services to provide services to young entrepreneurs is essential in ensuring that they obtain adequate support.

UNDP approach at the national level:

- In **Afghanistan**, under the Gender Equality Project, UNDP has prioritized business development services. During each project year, UNDP provided 10 Business Development Service packages to women entrepreneurs. In addition, throughout this project, UNDP developed approximately 300 new women entrepreneurs a year, with a total of 900 women entrepreneurs supported by 2015.
- In **Samoa**, during the implementation of the Youth Employment Project, UNDP supported youth-led micro- and small businesses, establishing a Youth Small Business Incubator scheme to provide young entrepreneurs with continuous access to a comprehensive range of tailored business development services. This included a range of policies and strategies that enhanced protection for youth through the legal empowerment of the informal economy.
- In **Bhutan**, UNDP has supported community-based Micro, Small and Medium Enterprises (MSMEs) and cooperatives, particularly those of women and youth, by improving access to business development services. This included the establishment of a Rural Enterprise Development and Income Generation Start-up Support Programme.

²⁶ In January 2016, an initial consultation meeting with 11 UNDP and UNV Country Offices and focal points was held in Bangkok, Thailand, to provide feedback and co-create on the initial RYPLIE proposal. Dialogues has also been held with regional organizations working on youth issues e.g. CSOs, UN agencies and regional IGOs such as SAARC, ASEAN and SPC.

- In **Timor-Leste**, UNDP supported MSMEs by linking them closely with business development services. After a mapping of the key stakeholders involved in the provision of basic business development services, UNDP partnered with the strongest service providers to link their services to the identified individuals, groups and cooperatives that were already producing products or services that could potentially meet identified local market needs.

C. Provide effective social entrepreneurship education

Effective social entrepreneurship education is key to ensuring that young people acquire the competencies and skills they need to pursue entrepreneurship and to lay the groundwork for developing a culture of entrepreneurship. Building the capacity of teachers to inculcate entrepreneurship skills among students is critical in ensuring that entrepreneurship is integrated within the education system. There is need for strengthening the capacity of vocational training and apprenticeship systems to equip young people with the skills to pursue entrepreneurship and self-employment.

UNDP approach at the national level:

- In **Afghanistan**, through the Gender Equality Project, UNDP conducted a Baseline Survey on Women and Entrepreneurship in the country. UNDP conducted advocacy and media campaigns for raising awareness about women's economic rights. Entrepreneurship training materials for women, and training events for different target groups which are need-specific, were also created. Post-event learning outcomes and quality improvements were assessed for future reference.
- In **Nepal**, under the Micro-Enterprise Development Programme (MEDEP), UNDP provided a six-phase education programme for aspiring young entrepreneurs. This course offered a mix of training and service provision. For example, participants underwent a 'Start and Improve Your Business' and 'Micro-Enterprise Creation & Development' (MECD) training process. Entrepreneurs that participated in this initiative are developed using an integrated approach through two stages: first, they develop start-up enterprises, and then they graduate into profitable businesses and resilient entrepreneurs.

D. Invest in technology and innovation

Technology and innovation are important drivers of economic development. Business incubators and accelerators such as India's Start-Up Village have emerged because they 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 commercial products and services.

UNDP approach at the national level:

- At UNDP in **Samoa**, one of the primary outputs from the Youth Employment Project was a technologically-enabled 'Youth Employment Network'. Through this network, youth are registered on an e-platform that provides essential labour market information and facilitates communication between youth entrepreneurs and the marketplace.
- UNDP in **Viet Nam**, has partnered with HATCH Ventures to provide support to young social entrepreneurs and start-ups with innovative and technology-based development solutions. More specifically, UNDP is creating a Social Innovation Camp and the Social Innovation Summit 2016 to identify and scale up entrepreneurship and social innovation through technology.
- UNDP in **China** and China Merchants New Energy (CMNE), designed a new initiative to promote public consciousness about environmental-friendly technologies and sustainable development, as well as to encourage participation of young people in innovative enterprises for social good. The campaign will provide a platform for youth to solicit ideas on helping to tackle some of the toughest development challenges.

E. Create access to finance

Access to finance is a binding constraint for young people that want to start or grow a business. Collateral requirements, high banking fees, inadequate youth-friendly products and lack of financial literacy are key bottlenecks for young people. The establishment of funds for the purpose of stimulating innovation and of

catalyzing the development of an entrepreneurial ecosystem that will support innovation designed to benefit disadvantaged groups. Enhancing the capacity of the financial sector to serve youth-led start-ups is critical in ensuring that young people have access to relevant financial services.

UNDP approach at the national level:

- In **Afghanistan**, UNDP identified and teamed up with existing sources of finance to provide access to credit for women entrepreneurs to implement their business plans.
- In **Timor-Leste**, women and young social entrepreneurs were supported through a Social Business Fund that provided financing to prospective social businesses. The project worked with established financial institutions with outreach to districts to design financing mechanisms that are commercially viable and accessible to MSMEs and cooperatives investing in social businesses. Selection of partners was conducted through a competitive bidding process.
- In **Myanmar**, UNDP worked with local governments to strengthen the policy and regulatory framework for rural financial service provision. This was done by providing policy and technical advisory support, resulting in expanded access to micro-finance, micro-insurance and other rural products and services.
- In **Nepal**, as part of MEDEP's six-phase entrepreneurship training, start-up enterprises were linked closely to financial institutions in order to improve access to finance.
- In **Pakistan**, UNDP is aiming to support 70 youth-led start-ups become functional by providing access to finance and markets.

F. Introduce measures to minimizing stigma around business failure, and facilitate restarts

Societal attitudes towards entrepreneurship, fear of failure, insufficient promotion of entrepreneurship opportunities, lack of platforms to foster young social entrepreneurs' engagement and lack of access to markets are barriers that undermine efforts to create a culture of entrepreneurship. It is essential to develop platforms that will facilitate opportunities to engage with young people as well as to promote the development of youth entrepreneurship networks and associations that advocate on behalf of young social entrepreneurs.

UNDP approach at the national level:

- In **Bhutan**, UNDP engaged in an advocacy and awareness programme conducted on vocational education, job opportunities, entrepreneurship and other youth-related attitude concerns. Under this initiative, UNDP developed an audio-video on '*Educating for Positive attitudes to Jobs*'. UNDP also organized multi-sectoral advocacy and awareness programmes in schools and colleges to encourage entrepreneurship and to instil positive attitudes towards jobs among youth. In addition, a National Entrepreneurship Strategy will be implemented with the national government to foster and encourage entrepreneurship among youth. This includes supporting entrepreneurship promotion/training activities in tourism destinations.
- In **Myanmar**, UNDP works with the national government to promote positive attitudes to cooperative entrepreneurship. UNDP helped develop an entrepreneurship information package and organized sensitization and awareness raising meetings with community groups, assess interest and receive commitment of interested groups.

Annex 5. Main lessons learned from the Asian Youth Innovation Forum on “Leaving No One Behind – Youth Innovation at the Heart of the 2030 Agenda for Sustainable Development” (October 2016)

This forum was organized by UNDP in partnership with INTEL, Citi Foundation, SAP, 2030 Youth Force, ESCAP, and UNV and held in Bangkok, Thailand, 21-23 October 2016. Based on the discussions between social innovators and partners who were present, the following six lessons learned were highlighted:

A. Access to finance and financial sustainability

<p><i>Raising funds at ideation stage</i></p> <ul style="list-style-type: none"> ● Crowdfunding ● Submit requests for grants with the government, private sector and CSOs ● Fundraising activities ● Partnerships with other stakeholders ● Loans from banks and other start-up support systems 	<p><i>Managing cash-flow</i></p> <ul style="list-style-type: none"> ● Basic financial literacy ● Using online systems to manage budgets (planning and tracking) – FinTech ● Community contribution ● Transparency – Reports and showcasing impact to other stakeholders ● Research and development budget to improve the outcomes
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B. Inclusivity

- Role of the social enterprise should be well defined at the community level
- Adhere with the existing legal frameworks
- Engaging with existing frameworks for inclusive impact measurement
- Measuring long term and short term impact, both quantity and quality
- Managing budget (financial sources for income and impact) through communities
- Managing a realistic framework (phase by phase approach)

C. Managing teams

<p><i>Attributes of a good team</i></p> <ul style="list-style-type: none"> ● Shared vision ● Diversity ● Commitment ● Good leader (drive the team through difficult situations) 	<p><i>How to achieve the attributes</i></p> <ul style="list-style-type: none"> ● Have a thorough understanding of the teammates strengths and weaknesses ● Constant communication of the values of the enterprise ● Having a mentor
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D. Partnerships and community engagement

<p><i>Community – customers</i></p> <ul style="list-style-type: none"> ● Important to “tell your story” ● Market segmentation ● Identify target audience ● Social media ● Highlight success stories online 	<p><i>Government policy-makers</i></p> <ul style="list-style-type: none"> ● Benefit for society ● Acceptable to the public ● Awareness campaign to engage government officials ● Emphasis on job creation
<p><i>Community – beneficiaries</i></p> <ul style="list-style-type: none"> ● Show them benefits and commitments ● Information – story – background experience ● Mental understanding ● Identify first ● Influential early adopters 	<p><i>Funders/ shareholders – private sector</i></p> <ul style="list-style-type: none"> ● Good financial plan ● Win-win situations ● Corporate Social Responsibility (good image) ● Promote their brand ● Special commitment
<p><i>Media</i></p> <ul style="list-style-type: none"> ● Tell the story (why) 	

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|---|--|
| <ul style="list-style-type: none">● Identify target audience● Disseminate success stories● Provide networking spaces and events | |
|---|--|

E. New technologies (ICT, Big Data, “Internet of Things”)

- Promote continuous learning on new and emerging trends
- Use grassroots-focused approaches to reach the most marginalized
- Get expert opinion
- Organize workshops to teach people who are marginalized
- Get constant feedback and keep updating with the latest information
- Promote customer centricity
- Build partnerships with existing platforms

F. Engaging governments

- Design and implement social enterprise programme to achieve SDGs
- Establish small grants scheme for social enterprises
- Set up a one-stop-shop for information, registration and other support
- Create knowledge management platforms
- Improve the existing systems for convenience (registration and auditing)
- Create more visibility among the public
- Create sub-regional and regional ecosystems for incubation and support (ASEAN or Asia-Pacific level)
- Create public-private partnerships for sustaining social enterprises
- Engage in school curricula
- Carry out regular impact assessments