



GENERATION
UNLIMITED

Generation Unlimited Operating Model

- Working Document -

Our time, our turn, our future

Chapter 1 – Introduction

1. Generation Unlimited is a global, multi-sector partnership that empowers young people to become productive and engaged members of society by connecting secondary-age education and training to employment and entrepreneurship. Generation Unlimited believes that if the largest generation of young people in history is prepared for the transition to work, the potential for global progress is unlimited.
2. During Generation Unlimited's April 2019 Global Board meeting, the Global Board endorsed an ambitious strategy which will drive the partnership's activities through 2022 (a short synthesis of this strategy is provided in Appendix 2). This document outlines a detailed operating model to realize GenU's two-pronged approach to pursue its strategic priorities, as articulated in its strategy:
 1. **Country Investment Agendas:** a portfolio of initiatives at country level designed to scale through multi-sector participation and/or investment
 2. **Global Breakthroughs:** topics with potential products and scalable models that tackle challenges common across multiple geographies
3. The operating model is set out in the following chapters:
 1. Introduction
 2. Country-level operationalization
 3. Global Breakthrough operationalization
 4. Financing model and Trust Fund
 5. Young people's engagement model
 6. Monitoring & evaluation guidelines
 7. Appendix:
 1. Synthesis of strategy
 2. Private commercial investment deep-dive (accompanies Chapter 4)
 3. Young Person's Action Team Terms of Reference (accompanies Chapter 5)
4. The operating model is informed by learnings ~240 stakeholder interviews on GenU's strategy and operating model, and highlights recommendations from global partnership experts, technical staff, trust fund hosts, and the private sector. It also draws from the experiences of relevant global funds, partnerships and initiatives that seek to engage and deploy partners from different sectors to achieve objectives, including: the Global Partnership for Education, GAVI, the Global Fund, Scaling Up Nutrition Movement, the Farm to Market Alliance, the End Violence Partnership and Education Cannot Wait. With regards to the Trust Fund, this document builds on ECW's Hosting Review Report and Operating Model Design Report, GPE's fund management model, preliminary proposals from potential hosts, and internal reports prepared by the Generation Unlimited Global Team on the Fund's design and hosting options.

5. **This paper focuses on the country based operational model.** The discussion on the global governance model for GenU (Board, Executive Committee, Global Team, Leaders and Champions Groups) is still ongoing and a comprehensive proposal for discussion will be part of the background information to be submitted ahead of the upcoming GenU Board meeting on 23 September 2019.

Chapter 2 – Country operationalization

I. Overview of country operationalization

6. GenU's strategy is built on activation at country-level. Countries operating within GenU's umbrella conduct a wide range of activities, from the implementation of full Country Investment Agendas to individual partners building a broader movement with and for young people by conducting activities in alignment with GenU's mission.
7. This chapter first provides a framework for GenU's approach to country operationalization, before focusing on operational considerations for Country Investment Agendas. It is structured as follows:
 - I. Overview
 - II. GenU's approach to country segmentation
 - III. Country Investment Agendas:
 - A. Selection criteria for implementing countries
 - B. Roll out plan
 - C. Key stakeholder groups
 - D. Process and output
 - E. Partnership composition and principles
 - F. Country Team functions and staffing model
 - G. Country Board
 - H. Financing
 - I. Risks and mitigation strategies
8. The framework laid out in this chapter should be refined with lessons learned from implementation in initial countries.

II. GenU's approach to country segmentation

Overview

9. GenU has a bold vision to support all young people in pursuing productive and civically engaged lives. To achieve this vision, it needs to galvanize a worldwide movement that elevates young people's agency, empowering and supporting them to fulfill their potential. At the same time, GenU's strategy is predicated on a specific collective impact model that requires discipline in execution. Collective impact models involve a community of partners creating a shared agenda,

measures and targets; driven by a backbone team and structured process, with each partner taking full ownership of a part of the agenda¹.

10. GenU must balance its movement-building aspirations with focused efforts to produce strong proof points demonstrating the impact of the GenU collective impact model. GenU should strategically deploy its limited resources – financial, technical, political and otherwise – to demonstrate the power of multiple sectors working together on a common agenda, and thereby create the ripple effect that enables mobilization of further political and financial capital.
11. To balance these concerns, GenU should categorize country-level activity into three tiers, with guidelines for corresponding resource allocation. The descriptions below describe countries at their end state. At time of GenU inception, all countries are either in Tier 2 or Tier 3.

GenU country segments

12. Tier 3—Supporting the GenU movement: GenU partners conduct activities fully aligned to GenU’s mission – some of which may be branded under GenU’s banner, such as the GenU Youth Challenge – to advance the movement. Partners in these countries participate in, contribute to and receive access to GenU’s advocacy efforts, knowledge base, network of partners, and have the opportunity to showcase their efforts and attract funding at global convenings as long as their efforts remain aligned to GenU’s mission, but do not receive dedicated financial or technical resources from GenU’s global team.
13. Tier 2—Moving towards an investment agenda: Foundational conditions and current activities (e.g., political momentum, private sector engagement, and / or young people’s leadership) suggest the potential to implement GenU investment agendas using collective impact methodology. Along with the support that Tier 3 countries receive, the GenU Global Team provides technical support and convening power for partners seeking to deepen engagement and coordination in an effort to move towards an investment agenda. Countries receiving support from GenU in applications for aligned World Bank IDA/ IBRD projects to support young people are included in this tier.
14. Tier 1—Investment agenda in place: A strong multi-sector partnership exists at country level to develop a Country Investment Agenda, fulfilling the selection criteria laid out below. While all local GenU partnerships in Tier 1 countries receive GenU technical and operational support, low-income through upper middle-income countries² with investment agendas also may receive financial support through catalytic capital for operations and programming.
15. In addition, Global Breakthroughs are implemented in all three country tiers, guided by the needs of innovators and implementers. Once developed, there are targeted efforts to scale Global Breakthroughs through Country Investment Agendas to ensure cohesion with the activities of the broader partnership.

¹ See https://ssir.org/articles/entry/second_generation_collective_impact for more information on collective impact models

² Per the World Bank’s classification of country income

III.A Country Investment Agendas: Selection criteria for implementing countries

16. GenU's Country Investment Agenda elevates young people's voices, deepens private sector engagement, supports scale, coordinates implementers, strengthens the ecosystem in support of young people, and mobilizes financing towards aligned deals³ and initiatives. One of the most crucial determinants of an investment agenda's success is the selection of a country that is adequately prepared to execute the model. Before granting approval to launch an investment agenda, the GenU Global Team ensures that the necessary pre-conditions are in place.
17. Necessary pre-conditions for launch of a Country Investment Agenda:
- Buy-in from a high-level government sponsor who has secured commitment from key ministries that share the mandate to help young people
 - Commitment of at least three anchor partners to delivering on the investment agenda's mission and methodology, especially the leadership of young people and deep private sector engagement. In addition to the government, at least one anchor partner from across each of the following sectors should commit to facilitating the country partnership's convening, and investing. In many cases, these partners are already involved with GenU globally or in another country:
 - Private sector: MNCs, local employers, chambers of commerce, etc.
 - Relevant and locally active UN and WB agencies: ILO, UNESCO, UNICEF, UNDESA, UNFPA, World Bank
 - Relevant and locally active CSOs
 - Existing networks of young people or pathway to creating them
 - Significant opportunity to transform outcomes for young people, including the most marginalized populations (e.g., large population of young people, high youth unemployment, high NEET rate)
 - Capacity of UNICEF Country Office, to enable near-term success (important until host determined)
 - Alignment with World Bank funding pipeline, including with IDA (*important consideration, not mandatory*)
18. On an ongoing basis, the GenU Global Team determines whether partners in a Tier 1 country are complying with the principles of partnership required to continue receiving support and resources from GenU. These principles of partnership represent the "non-negotiables" of GenU's Country Investment Agenda model:
- Multi-year Roadmap is in place, customized to the local context while aligned with GenU's vision and global strategic priorities
 - Aligned portfolio of initiatives and deals are executed by actors from multiple sectors
 - Young people are in leadership roles in governance, development of the investment agenda, and implementation of initiatives and deals
 - Shared Results Framework and ongoing monitoring and evaluation are in place
 - Country Board is reflective of GenU's multi-sector nature and complies with established TORs

³ Deals refer to a variety of partnerships entailing financial commitments and investments, with a particular focus on private sector shared value and commercial investment

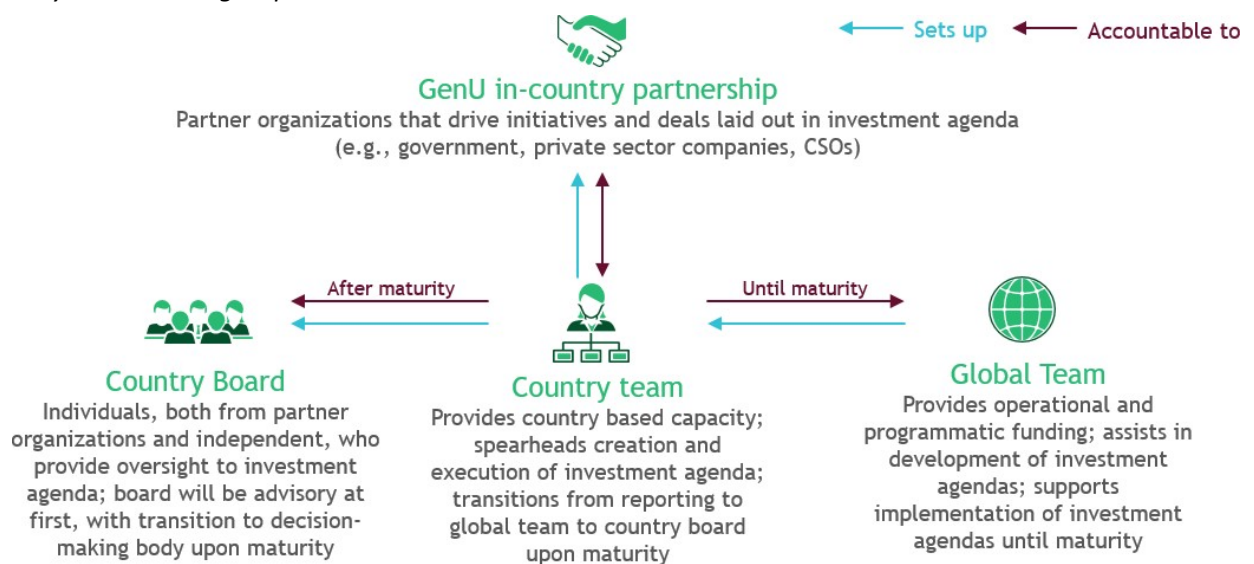
III.B Roll out plan

19. As GenU operationalizes Country Investment Agendas, GenU aims to build early momentum, accumulate learnings, and validate the model. As such, GenU aims to have 10 Country Investment Agendas underway by mid-2020 and 20 Country Investment Agendas underway by 2022.
20. The initial portfolio of target countries should be diverse and well-positioned to serve as starting and learning geographies. Subsequently, GenU can grow to adjacent countries to benefit from economies of scale with the Country Teams. All countries must align with the conditions set out in Section III above. In addition, GenU's initial portfolio will prioritize countries according to:
 - Global Executive Committee member interest
 - Funder interest, especially from the World Bank
 - Engagement and interest from regional bodies (e.g. Association of Southeast Asian Nations, African Union)
21. Across GenU's initial country portfolio, countries should be selected for diversity in:
 - Size of population aged 10-24
 - Regional representation
 - Private sector profile
 - Political economy

III.C Key stakeholder groups

22. As outlined in Figure 3 below, four key stakeholder groups support the operation of Country Investment Agendas:

Figure 3: Key stakeholder groups



23. GenU in-country partnership: Partner organizations that drive initiatives and deals laid out in investment agenda (e.g., government, private sector companies, CSOs)

- Consists of country-level partners – organizations that commit to implementing initiatives and deals set out within the investment agenda. Other organizations affiliated with GenU – such as members of the GenU Global Board – that are not implementing a deal in a country are not considered partners within that country
 - See 3.III.E for additional details
24. GenU Country Team: Sits in-country and spearheads creation and execution of the investment agenda. The Country Team initially reports to the Global Team, transitioning to the Country Board over time as the investment agenda reaches maturity.
- Led by the GenU Country Director
 - See 3.III.F for additional details
25. Country Board: Comprised of individuals who oversee the overall investment agenda once it reaches maturity
- Prior to the investment agenda reaching maturity, likely members of the Country Board support the Country Team in an informal advisory capacity. This helps to generate buy-in from prospective Board members without locking GenU into specific commitments. Country Board members are nominated by the GenU Country Team.
 - Country Board members may be from a GenU partner organization in that country, but may also be appointed due to personal expertise
 - See 3.III.G for additional details
26. Global Team: See Chapter 2 for a description of the Global Team's involvement
27. In addition to these four stakeholder groups, local branches of the Young People's Action Team advise, contribute to, and influence the development of the investment agenda. See Chapter 6 for further details.

III.D Process and output

28. To support an investment agenda, the GenU Country Team convenes stakeholders to identify local investment priorities. Priorities are converted into a set of investable deals that attract partner commitments and external capital.
29. To ensure that investment agendas strengthen and expand the local ecosystem in service of young people, investment agendas are designed in line with the following principles:
- Prioritize young people's lived experience and creative power
 - Create a transformative agenda through a balance of system change and quick wins that build momentum
 - Maintain consistency with global model and adapt specifics to local context
 - Avoid duplicating existing efforts; focus where there are gaps to be filled or promising models to be scaled
 - Ensure involvement from multiple sectors and continuously broaden the tent
 - Attract financing beyond GenU's catalytic capital
30. Investment agendas contain two components:

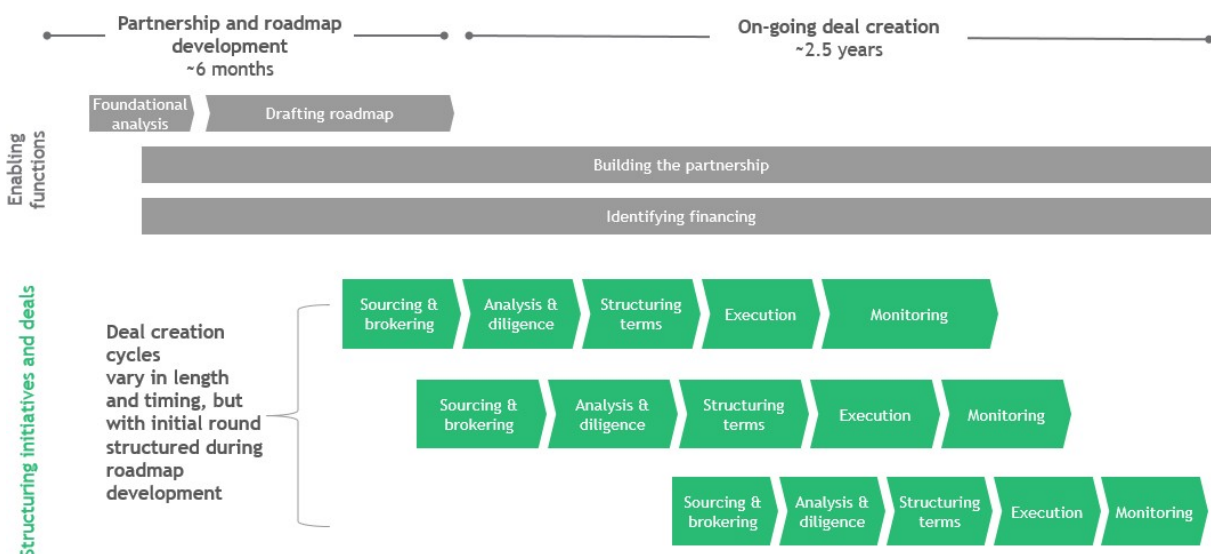
- Roadmap: A high-level framework for partnership action over three years⁴, based on an assessment of national challenges, government and development priorities, and private sector needs. It is shaped by GenU's global strategic priorities, with specific results targets for each locally relevant priority. The Roadmap is designed to provide cohesion across partner efforts, and includes:
 - Identification of key gaps and opportunities for investment in the landscape related to young people's needs, and white space in the programming and financing ecosystem
 - Identification of promising programs ready to scale
 - Theory of Change and Results Framework tying together the portfolio of initiatives and deals implemented in the country
 - Portfolio of initiatives and deals: Specific activities and investments by partners to achieve the Roadmap's targets in the areas of education, training, employment, civic engagement, and entrepreneurship. Initiatives and deals are structured on a rolling basis and should include quick wins to build momentum in the first 12 months as well as longer term investments. They leverage partner collaboration, mobilize financing, and achieve scale, by:
 - Producing new products, programs, or models in shared value partnerships
 - Expanding existing partner efforts through collaboration and investment, including WB programs
 - Increasing reach and effectiveness of existing efforts through coordination and policy
31. The design of initiatives and deals are guided by the following principles:
- Not replicating existing efforts
 - Clear articulation of path to impact (Theory of Change)
 - Evidence-based, or where innovating in area without evidence of what works, accompanied by a clear hypothesis that is tested and results made public
 - Repeatable model with pathway to scale
 - Leveraging power of the collective partnership through shared value partnerships and coordination
 - M&E process in place
 - Meaningful participation of young people
32. While investment agendas are highly localized to meet the needs, priorities, and conditions in each country, they all adopt a consistent collective impact methodology. In executing this methodology, the GenU Country Team will coordinate country-level activity, while structuring additional opportunities for engagement on an ongoing basis.
33. In general, investment agendas operate on a three year cycle, with six months of start-up activities and 2.5 years of ongoing deal creation in steady state. This process accounts for the fact that partners operate on different timelines, and that different deals will take different amounts of time to execute (e.g. availability of financing may vary depending on government budget cycles and IDA development process). The upfront six month timeline enables the Country Team to set out the framework for partner engagement, projections of capital required,

⁴Three years is the standard length, but timeframe may vary based on the geography (see paragraph 112)

and ensures that partners commit to specific deals. Over the next 2.5 years, the GenU team will then support partners in structuring and executing investments according to the timelines of the specific initiatives, and as financing becomes available. The process is also iterative, ensuring that the GenU team maintains the ability to broker partnerships, design deals, and mobilize financing on a rolling basis. At the end of every three years, the GenU Country Team and partnership conduct a new convening and create a new Roadmap, accounting for ongoing investments from the previous Roadmap, in order to adjust for new conditions and incorporate learnings from the previous cycle.

34. While three years is the default duration for a cycle, in some cases the country-level partnership may choose to have a longer cycle of up to five years to accommodate stakeholders' timelines.
35. Figure 4 below illustrates this cycle, wherein four enabling functions support the process of structuring initiatives and deals.

Figure 4: Investment agenda process occurs in approximately 3 year cycles



Enabling functions

36. **Foundational analysis:** A strong understanding of country-level context ensures that all partnerships and deals build upon rather than duplicate existing efforts. GenU's Country Team (with support from the Global Team) performs a diagnostic analysis of local needs, gaps in the ecosystem, and promising models to be scaled. In doing so, the Country Team leverages the resources of global partners and engages potential local partners to understand their priorities. The Country Team also captures the government's areas of focus in support of young people and identifies areas where GenU can support ongoing efforts. Based on this landscaping, the Country Team articulates the value proposition of GenU's Roadmap and key deals to be launched by partners. The analysis is renewed as needed to ensure continued relevance and responsiveness to changing local needs.

37. Drafting of Roadmap: The Roadmap fosters cohesion across partner efforts by laying out a framework for country-level activities. The GenU Country Team, through its landscape analysis and partner consultations, identifies emerging country-level focus areas, in line with global strategic priorities. The Country Team then outlines specific potential initiatives and deals that align to focus areas, ensuring that they map to the indicators that are set out in GenU's global Results Framework.
38. Building the partnership: The country-level partnership is built around GenU anchor partners who commit to the investment agenda before it is formally launched. These partners form an informal advisory group that engages throughout the launch process. Simultaneously, GenU's Country Team holds bilateral conversations with other prospective partners to generate buy-in. The entire partnership then contributes to the Roadmap creation and implements initiatives and deals. The GenU Country Team broadens the partnership to include other organizations that meet the partnership criteria (see Part 3.III.A) on an ongoing basis.
39. Identifying financing: Core to the investment agenda's success is GenU's ability to crowd-in financing and tactically deploy catalytic capital. From the moment of launch, the GenU Country Team – with support from the Global Team – identifies potential international and local investors. As the Roadmap is developed, the GenU Country Team and Global Team coordinate to link catalytic funding with specific deals and initiatives, with the intention of crowding-in additional international and local capital. Partners also commit to financing their deals. Once the initiative and deal creation phase is underway, GenU's country and Global Team continue to manage the disbursement of catalytic funding and crowd-in international and local financing to provide ongoing support.

Structuring portfolio of initiatives and deals

40. Initiatives and deals are the vehicle through which partners deliver impact. While the first round of initiatives and deals are structured in the first six months following launch, additional initiatives and deals are launched on an ongoing basis over the course of the investment agenda. These will often be sub-national. The timeline for creating initiatives and brokering deals varies, but each follows a common five-step process, as outlined below.
41. Sourcing and brokering: The GenU Country Team leverages the Roadmap and partner input to identify initiatives and deals to launch or scale, broker partnerships, and source capital for investments.
42. Analysis and due diligence: The GenU Country Team conducts due diligence on the proposed deals and initiatives to ensure strong impact potential, fit with GenU's global and local priorities and compliance with risk management procedures.
43. Structuring terms: For each proposed initiative and deal, the GenU Country Team structures the terms, including performance targets, catalytic investments, and accountability structures.
44. Execution: Partners execute on initiatives and deals, with technical support from the GenU Country Team and Global Team where requested, and benefit from the advice of the in-country Young People's Action Team.

45. Monitoring: The GenU Country Team supports partners in regular monitoring and evaluation protocols as agreed in the terms of a deal.

III.E Partnership composition and principles

46. The success of the investment agenda is built on active and engaged commitment from the coalition of GenU partner organizations who contribute to the creation and execution of deals set out in the Roadmap. The following characteristics of the country-level partnership should be targeted in each country with an investment agenda.
47. Sector composition: The composition of organizations that form the partnership should reflect GenU's multi-sector nature. The partnership must include government engagement from the Head of State's office and / or multiple ministries that align with GenU's strategic priorities – e.g., Finance, Education, Youth, and Labor.
48. Participation of young people: In addition to involving youth alliances as crucial partners, young people aged 10-24 must be involved in the governance and / or execution of every deal outlined in the Roadmap. The Young People's Action Team helps facilitate this involvement. See Chapter 6 for further details.
49. Engagement of relevant regional bodies: Although investment agendas operate at the country level, the partnership should seek the engagement of relevant regional bodies, such as the African Union, South Asian Association for Regional Cooperation or Association of Southeast Asian Nations in the construction of the Roadmap and associated initiatives and deals. This is crucial both in terms of learning from regional bodies, aligning GenU efforts with existing regional efforts, generating support from influential regional bodies, and ensuring that learnings are exchanged across the region.
50. Partnership size: While the size of the partnership may vary by country, it is important to attain a minimum size in order to drive the systems-level change envisioned as the outcome of investment agendas. At the very least, the partnership must be comprised of at least three organizations each from the private sector and civil society (at least one of these CSOs must include young people aged 10-24 on the leadership team), at least one government ministry (with the endorsement of the Head of State), and at least one international agency.
51. Selection: The process of selecting partners to participate in the investment agenda varies depending on their preexisting relationship with GenU:
 - Global partners with local operations: These partners are involved with GenU globally through the Global Board and / or the Executive Committee. Commitment from these partners is confirmed by the Global Team through the process of selecting a country for investment agenda implementation. As such, these partners are present from the beginning of the Country Investment Agenda, engaging as an informal advisory group, and commit to implementing deals and initiatives.

- Local partners: While some partners may be identified and engaged upfront, most of these partners are selected by the GenU Country Team once the Roadmap development is underway, following the diagnostic of gaps and existing efforts in the local ecosystem.
52. Roles: Once selected, partners fulfill the following roles in relation to the investment agenda:
- Provide prior work and insights that contribute to foundational analysis of local ecosystem
 - Convene to set country priorities through co-creating Roadmap
 - Commit to initiatives and deals in support of the Roadmap
 - Engage funders to mobilize catalytic capital towards Roadmap deals
 - Commit to partnering with other organizations to execute Roadmap deals
 - Support Country Team in monitoring and evaluation efforts by providing data and M&E capabilities
 - Exchange knowledge and learnings with other members of partnership
 - Surface conflicts of interest and take steps to manage them

III.F Country Team functions and staffing model

NB: This is a working proposal, still pending further discussion and full validation and based on further country adaptation.

Role of Country Team

53. A lean Country Team, led by a Country Director, supports country-level partnerships wherever GenU launches investment agendas. These teams are accountable for driving the Country Investment Agendas, represent GenU in-country, and serve as the focal point for liaising with the Global Team.
54. The Country Team is responsible for constructing an Investment Agenda that addresses the needs and bolsters efforts (and particularly private sector involvement) in local ecosystems, while adhering to GenU's global strategy, which has set out a common vision, principles, methodology, and Results Framework. To do so, it executes on the core functions laid out below.

Functions of Country Team

55. The Country Team is responsible for several functions that are crucial to the execution of the investment agenda. These functions require expertise around project execution and management.
- Identifying and building buy-in with local partners, with focus on the private sector and young people's organizations
 - Engaging young people in governance and execution
 - Convening country stakeholders to foster broad alignment
 - Supporting development of a ~3-year Roadmap (precise time period captured by Roadmap may vary based on local context, e.g., national planning cycle cadence)
 - Brokering implementation partnerships and investments on rolling basis
 - Linking financing streams to investable ideas

- Fundraising for Country Team's operating costs
 - Holding partners accountable to milestones
 - Transmitting learnings to the Global Team that can inform the continuous improvement of the investment agenda model
 - Conducting M&E of initiatives in-country
56. The Global Team works with the Country Teams to facilitate each investment agenda. Upon the launch of a new Country Investment Agenda, the Global Team performs two key functions:
- Recruiting Country Team in consultation with local stakeholders
 - Setting up board structure and identifying potential Country Board members, who initially serve in an informal advisory capacity
57. In the early months of a new investment agenda, the Global Team provides the Country Teams with targeted support, including:
- Identifying global partners with local presence
 - Supporting diagnostic of needs and existing efforts
 - Creating hypotheses on Roadmap priorities, results areas, investments, initiatives, and deals
 - Mobilizing global financing streams, primarily catalytic capital for investment agenda deals
58. The Global Team also supports the Country Teams throughout the 3-year investment agenda cycle on the following functions:
- Mobilizing global financing streams to support deals on an on-going basis
 - Developing platforms for the engagement of young people
 - Providing technical expertise on engagement of young people and design of programs
 - Sharing best practices through knowledge exchange and convening, informed by results from M&E
 - Advocating for broader support of young people's outcomes
 - Supporting M&E and reporting of results

Capabilities required by Country Team

59. To perform the functions outlined above effectively, the Country Team should possess the following capabilities:
60. Operational capacity: Given the scope of the Country Team's responsibilities, the team must possess the ability to operate quickly and effectively across sectors while managing multiple ongoing work streams.
61. Expertise: It is crucial to build a team with the specialized skillset of brokering shared value partnerships and mobilizing financing streams for investments. In particular, the team must speak the language of the private sector and have a deep understanding of its operations and

incentive structures, along with the ability to navigate government bureaucracy⁵. The team must also be experienced in engaging young people as co-creators.

62. Relationships: Since the investment agenda must be grounded in the country context and generate buy-in from local leadership, members of the team would benefit from pre-existing relationships with government, private sector, and CSOs. It is necessary to establish upfront the credibility required to convene multi-sector stakeholders around an entirely new deal, whether that be through the reputation of team members or a partner organization host.
63. Fundraising: Although Country Investment Agendas receive some support from the Global Team, the Country Teams are responsible for fundraising for the majority of funds required to sustain its own operations and catalyze investment agenda initiatives and deals.
64. Ability and commitment to implement model with fidelity: While local customization is a crucial element of the investment agenda, it is also important for the overall model to be replicated in each geography. The investment agenda unites GenU's strengths as laid out in the strategy and Theory of Change, and each investment agenda must remain faithful to the vision, methodology, and global Results Framework.
65. Accountability: Given the scope of the task, the team must be able to devote adequate time to their responsibilities, and be held accountable for their involvement. In the early phases, a clear framework for accountability and relationship is required between the Global Team and the Country Team; at the maturity of the Country Investment Agenda the Country Team will be additionally accountable to the Country Board

Hosting and staffing models for in-country operationalization

66. To deliver on these capabilities, there are several potential staffing models for GenU's in-Country Team. The Global Team decides for each country which model best-positions GenU for success, and may evolve over time with Country Team input.
67. There are three hosting arrangements for consideration. In general, the default position should be government (specifically, Head of State's office) as host to generate buy-in and lower back office costs through economies of scale.
 - Government as host: The national government may offer to host the GenU Country Team within a Ministry or the Head of State's office. There are strong advantages associated with this arrangement, as it facilitates a deep relationship with the government and increases access to government resources. If this arrangement is taken, staff must have sufficient autonomy and expertise to succeed in the role.
 - Lead agency: GenU's Country Team is hosted by an agency that is well-positioned to provide both programmatic and operational support. This would enable the Country Team to leverage pre-existing partner operations and capitalize on the agency's credibility. If this option is taken, there are important considerations in both selecting the agency and staffing model.

⁵ While technical expertise will be needed to advise partners, the Country Team can draw on the Global Team and other GenU partners as needed. The priority expertise for full-time staff is primarily project management and deal creation

- Standalone entity: GenU Country Team operates as an independent entity with full responsibility for operating costs. This arrangement results in a lean, flexible entity with full autonomy, but likely requires additional proof of legitimacy and incurs higher costs.
68. Choice of host: Where GenU opts for a hosted model, the determination of which host should be selected in a given context is guided by the following criteria. If these conditions cannot be met by any host then GenU should be independent.
- Strong relationship with national government
 - Respected by key stakeholders, including private sector, CSOs, and organizations serving young people
 - Scale of operations sufficient to provide administrative support
 - Strong in-country technical capacity
 - Alignment with GenU's vision
 - Qualification to serve as a Grant Agent that disburses funds to in-country entities (further detailed in the Trust Fund memo)
69. Staffing model: There are five alternative models for staffing employees. In each model, it is important to ensure that the Country Team's mandate is full-time GenU support, rather than partial support in addition to other responsibilities. All global partnerships benchmarked for this work stressed the importance of dedicated staff, particularly as a partnership is in nascent stages. In addition, GenU should ensure the ability to recruit for specific skillsets and retain control of procurement processes.
- Seconded from single agency: This model assumes that GenU is hosted, and GenU's Country Team is staffed by its hosting agency's existing employees. In this model, it is important to ensure that the employee(s) who form the Country Team are primarily accountable to the GenU Global Team.
 - Seconded from multiple agencies: GenU's Country Team is staffed by secondees from multiple agencies that operate within the country. Within this model, it is important to ensure continuity and institutional knowledge through longer-term secondments.
 - Independent hires: GenU's Global Team recruits and employs the Country Team. While relatively more costly, this option benefits from increased accountability to GenU, ability to recruit for specific skillsets, and greater likelihood of retaining institutional knowledge.
 - Mix of secondees and independent hires: Similar to the Global Team, the Country Team is staffed with a mix of secondees from partner agencies and independent hires
 - Pre-existing organization receiving contract or grant from GenU: GenU's Global Team engages a pre-existing organization through contracts or grants to fulfill Country Team functions. This model is the most agile and builds on the existing ecosystem, while leveraging the expertise and specialization of a pre-existing options. In some cases, this option may be more costly and could limit the retention of institutional knowledge.

Role of Country Director

70. Each Country Team is led by a Country Director with broad discretion to facilitate the progress of the investment agenda and respond quickly to the country-level partnership's needs. When a new investment agenda is launched, the first Country Director is recruited through a competitive process by the Global Team's Chief Executive Officer. After the investment agenda

reaches maturity, the selection of new Country Directors is carried out and approved by the Country Board.

71. When the investment agenda is launched, the Country Director is accountable to the Global Team, and coordinates closely with the Global Team's CEO and Country Support Division. Once the country partnership reaches maturity and the Country Board is formed (as outlined in 3.III.G), the Country Director transitions to reporting to the Country Board.
72. The Country Director is responsible for hiring Country Team staff, in collaboration with the country-level host where applicable.
73. The Country Director serves for a three-year period (in line with the standard Country Investment Agenda cycle), with the option for renewal at the end of the cycle contingent on the approval of the Country Board.
74. The Country Director's decision rights are as follows:
 - Approve allocation of catalytic capital to specific partners
 - Approve addition of members to country-level partnership
 - Approve hiring of monitoring and evaluation service providers, firms supporting young people's engagement, contractors / grantees to support investment agenda activities where applicable, and others
 - Hire and manage Country Team staff undertaking such management activities as are necessary to ensure the Country Team's effectiveness in carrying out its assigned functions, subject to applicable policies of the host organization
 - Construct a performance review framework for staff in line with any host organization procedures, and conduct semi-annual performance reviews of Country Team staff
 - Approve the release of public communications on country-level efforts

Evolution of Country Team over time

75. While this document describes a designated Country Team supporting each GenU Tier 1 country, over time it could be decided to have a single team operating full-time in service of multiple countries once investment agendas mature.

III.G Country Board

NB: This is a working proposal, still pending further discussion and full validation and based on further country adaptation.

Role of Country Board

76. After a new investment agenda reaches maturity, the Country Team nominates members of the Country Board. The Country Board plays a crucial oversight role for the investment agenda, balancing global direction with local context and increasing the involvement, motivation, and empowerment of local partners.

Composition and selection of Country Board

77. Formation upon maturity: The Country Board is only formed once a Country Team reaches maturity and is able to operate independently. Prior to maturity, prospective Country Board members, as identified by the Country Team, support the Country Team in an informal advisory capacity while the Country Team reports to the Global Team. The Country Board is only formed officially once the following criteria for maturity are met. While circumstances vary by country, most Tier 1 countries are predicted to reach maturity by the half-way point of their first cycle. Conditions for maturity include:
- Country Team's fundraising efforts fully cover its operational costs
 - Country Team demonstrating ownership of investment agenda methodology by applying collective impact process with fidelity and adapting content to local context
 - Investment agenda's quick wins have built credibility within both partnership and broader national ecosystem in service of young people's needs
 - Country-level partners have demonstrated buy-in by delivering on initiatives and deals as planned
 - Prospective Country Board members that meet selection criteria and are aligned with GenU's mission have been identified
78. Sector composition: GenU's Country Board composition should be reflective of its multi-sector nature. In particular, it is crucial to include substantial representation from the private sector.
79. Participation of young people: Young people aged 10-24 should be meaningfully included on the Board, and advised by a broader network of young people through the Young People's Action Team.
80. Board size: While Country Board size may vary by country, a lean and agile group should be targeted. An active board of 15-20 should be selected with care taken to minimize ceremonial seats.
81. Selection: Country Board members are nominated by the Country Team in consultation with partners.
82. Board Chair: The Country Board Chair should be equipped to balance global and local perspectives and negotiate between country-level and global priorities. The Chair is selected in consultation with the Country Team and approved by the Global Board. As with other Country Board members, country partners should be consulted in this process.

Functions of Country Board

83. The Country Board supports the following functions:
84. Strategy setting: The Country Board approves the country-level adaptation of the global strategy. While the strategy should be indicative of GenU's overall strategic priorities and two-pronged approach, adjustments should be made to account for country-level context and differing priorities related to young people in-country.

85. Partnerships: The Country Board should be a primary broker of new partnerships, in particular relationships that result in major initiatives and deals. Board members generate momentum towards GenU's efforts using their local connections and knowledge. Once the Country Investment Agenda reaches maturity, the Country Board approves the Roadmap and oversees the initiative and deal structuring process. This vital responsibility helps align the global strategy with local context and needs.
86. Fundraising: The Country Board supports fundraising efforts to sustain the GenU Country Team's operations, while also attracting investment to initiatives and deals.
87. Trust Fund: The Country Board is also responsible for overseeing Trust Fund disbursements at country-level, deciding whether to pursue the option of a country-level Trust Fund, and selecting and overseeing the country-level Trust Fund Host as applicable.
88. Budgeting and human resources: The Country Board approves the Country Team's operating and programmatic budget. The Country Board is also responsible for hiring Country Directors and advising the Country Director on staffing decisions.
89. Communication, advocacy, and engagement: Country Board members are GenU's chief country proponents and advocates. GenU Board members must be committed to advancing the GenU agenda publically, and using their networks to further its priorities. Further, the Country Board advises the Country Team on country-level communications and messaging, ensuring that GenU's brand and mission are delivered in an accurate and impactful manner.
90. Monitoring and evaluation: Country Board members play a crucial role in ensuring that investment agenda activities achieve stated objectives and are in line with the global Results Framework. To do so, the Country Board conducts performance reviews of the overall investment agenda, while also overseeing the Country Team's M&E efforts of individual initiatives and deals.

Decision rights of the Country Board

91. The main decision rights of the Country Board are detailed below:
 - Approve country-level strategy every cycle
 - Approve Country Team's Roadmap, which serves as framework for coordinating partner efforts
 - Approve decision of Trust Fund Host, if relevant
 - Approve Country Team's operating budget
 - Approve Country Team's annual fundraising plan for GenU
 - Hire Country Directors
 - Approve Country Team's M&E efforts in line with global Results Framework
 - Approve audits of GenU catalytic capital recipients at any time, based on recommendations from the Country Director
 - Approve Country Director's annual review

III.H Financing

Overview

92. Country Teams require funding for two primary purposes:
- Operational costs: Personnel, general & administrative (G&A) expenses, and consulting fees (if applicable)
 - Programmatic costs: Funding distributed to support deals within country level investment agendas

Operational costs

93. Operational costs comprise funding needed for Country Teams, which includes the personnel and/or contractors needed to develop the investment agenda, execute on that agenda, and monitor its performance. Because hosting arrangements and team composition may vary, the level of funding needed may also vary.
94. While Country Teams are responsible for fundraising to cover their own expenses, the Global Team contributes funds in the early years as the Country Team gains exposure and experience. This support may come in the form of start-up grants or funding directed at specific staff positions.
95. Country Teams may operate more autonomously once they can cover their operating expenses.

Programmatic costs

96. Country Investment Agendas contain the portfolio of initiatives and deals for which programmatic funds are required. The Country Team works to mobilize financing from private capital, public funds, and development banks to support the investment agenda's deals in collaboration with deal implementers. Partners also commit to financing deals, with the Country Team providing support in structuring the investments.
97. The investment agenda also has the ability to leverage a pool of catalytic capital from the GenU Trust Fund, which is managed globally by the Global Team. At the start of each investment agenda cycle, the Global Team lays out the amount of catalytic capital it intends to contribute from the GenU Trust Fund's pool of un-earmarked funds to support the Country Investment Agenda, pending a certain level of deal flow. The Country Team, in consultation with relevant partners at country-level and the Global Team, determines how this catalytic capital is deployed across investment agenda initiatives. In the event that the deal flow does not meet the pre-specified amount, the funds provided by the Global Team are reduced.
98. At the end of each cycle, the allocation of catalytic capital to the Country Team is reviewed by the Global Team and modified in line with GenU's evolving strategy.

III.I Risks and mitigation strategies

99. Country Teams account for the following risks and are prepared to execute on the accompanying strategies for mitigation.

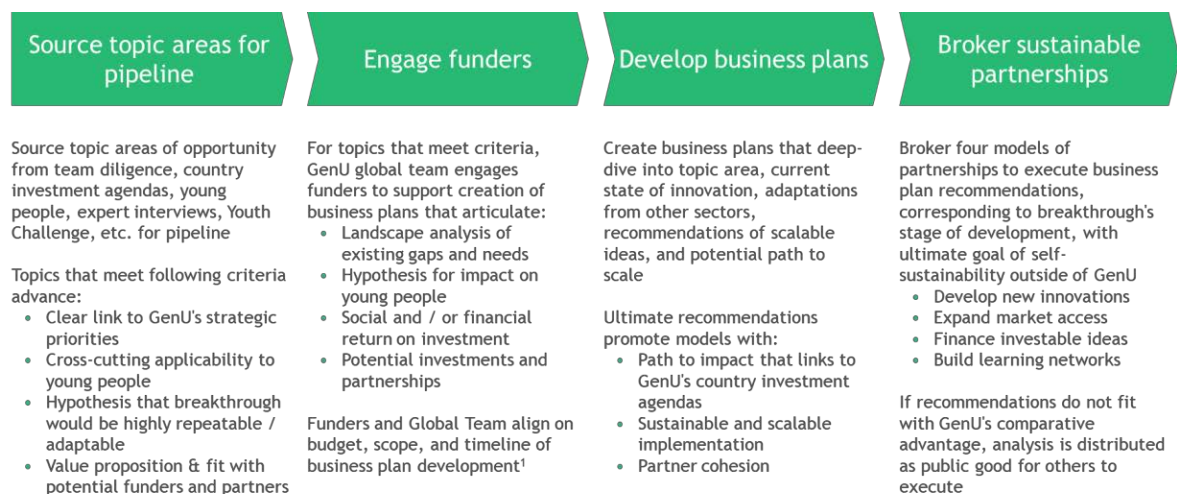
Risks	Strategies for mitigation
In looking to build upon existing partnerships in-country, GenU country-level partnership wastes resources duplicating existing structures without adding value through collective impact methodology or multi-sector lens	<p>During diagnostic phase, team should clarify areas for value-additive interventions, setting clear standards in order to shift existing operations to effective implementation of collective impact methodology</p> <p>GenU brings to the table leaders in youth development to stay abreast of local ecosystem developments that GenU should support and amplify</p>
Country Investment Agenda becomes subject to capture by one dominant sector, industry or actor	While having a strong sponsor and anchor partner is a key criterion for GenU Country Investment Agendas, initial diagnostics should identify multiple partners within country that Country Team should dedicate energy to recruiting. Additionally, diagnostic should include objective preliminary recommendations for areas of investment to be presented to the local partnership, instead of allowing the agenda to be dictated solely by leading local partners
Country Investment Agenda lacks political resilience and is overly reliant on political favor from one actor	Country Team should prioritize public perception of objectivity and public good. Country Investment Agenda should be seen to be owned by the government or ministry, instead of by individual politicians or parties
Bureaucratic and political red tape reduces pace of Country Team action, resulting in Country Investment Agendas being reduced to a theoretical plan	Hire team members with expertise in collective impact methodology and good working relationships with key stakeholders. Obtain sponsorship from sufficiently senior government figures (e.g. Prime Minister) to cut through lower-level bureaucratic red tape. Get deep private sector involvement and ensure that all stakeholders have an action-oriented mindset. Be willing to change the country level partnership.
Difficulties working with young people in fragile or humanitarian settings, particularly those on the move	Work with partners with expertise in humanitarian settings, e.g. Save the Children, UNICEF to mitigate the risks and put forward best practices

Chapter 3 – Global Breakthrough operationalization

I. Overview of Global Breakthrough operationalization

100. While GenU's Country Investment Agendas involve *local* innovation and collective impact, Global Breakthroughs – products and scalable models that tackle challenges common across multiple geographies – focus on solving *global* challenges.
101. This chapter focuses on Global Breakthroughs. Global Breakthroughs are topics towards which GenU structures investments and partnerships to develop, adapt and scale innovations that promise to transform young people's outcomes. These breakthroughs are informed by local needs while designed to scale globally. GenU identifies areas of need and opportunity that are ripe for such innovations, brokers shared value partnerships with the private sector, structures "plug and play" opportunities for cross-sector investment, and recruits local partners for implementation (preferably through a Country Investment Agenda platform).
102. This chapter provides an overview of the process and operationalization of Global Breakthroughs, detailing the criteria, accountability and decision-making structures at each stage:
 - I. Overview of Global Breakthrough operationalization
 - II. Source topic areas for pipeline
 - III. Engage funders
 - IV. Develop business plans
 - V. Brokering sustainable partnerships
 - VI. Risks and mitigation strategies
103. Figure 5 provides a one-page view of the process for curating the Global Breakthrough pipeline. The GenU Global Team applies a series of filters to move from an initial, broad list of Global Breakthrough ideas to support execution of the most promising innovations.

Figure 5: Process of developing Global Breakthroughs



1. Executive Committee reviews funding decisions periodically

104. This process involves several actors, including:

- GenU Global Team⁶, which facilitates all stages of process described above.
- Business plan funders, who financially enabling the research, diligence and analysis required to identify and develop detailed, investor- and partner-ready investment opportunities
- Global Breakthrough implementation partners, who are responsible for collaborating with the Global Team and business plan funders in the refinement of the business plan, and subsequently executing on the opportunities developed in the business plans utilizing their specialized assets. These implementation partners may include but are not limited to the current members of the GenU partnership.

II. Source topic areas for pipeline

105. Global Breakthroughs are topics hypothesized to offer a game-changing breakthrough for young people. In order to be included in the pipeline, topic areas must meet several key criteria:

- Significant potential for impact in relation to one or more of GenU's Strategic Priorities
- Cross-cutting applicability across many populations of young people
- Hypothesis that a breakthrough in that topic would be highly repeatable or adaptable to different contexts
- Clear value proposition and fit with assets of potential business plan funders and implementation partners

106. The GenU Global Team begins by sourcing topics for the business plan pipeline from team research, conversations with experts across sectors, analysis at country level as part of the Country Investment Agenda process, and the structured engagement of young people. Current topic areas include:

- Digital connectivity, as an enabler for education, training, employment, entrepreneurship and civic engagement in resource and information-poor environments
- Portable certification, as an enabler for education, training, employment and civic engagement for young migrants and refugees
- A strengthened on-ramp for green economy jobs, as an enabler of employment and entrepreneurship in fast-changing economies
- Remote learning and work, as an enabler for education, training, employment and entrepreneurship in resource-poor environments
- Job matching platforms connecting jobseekers and work opportunities, as an enabler of labor market clearing
- Broad-based entrepreneurship programs as an enabler of financial security and job creation in economies with insufficient decent-wage job opportunities
- Micro-certification around key skills for young people to enable labor market clearing
- Models for imparting 21st century skills like critical thinking, teamwork, and verbal communication, providing young people with skills that are broadly and durably in demand across fast-changing labor markets
- Mental health interventions in schools and training programs to support young people's engagement and persistence, particularly for those impacted by trauma

⁶ As outlined in Chapter 2, the Global Breakthroughs division of the Global Team takes the lead.

- Instant translation tools to enable learning and work across linguistic contexts
 - Expanding remedial learning opportunities for young people outside the formal school system
107. Of the current list, business plan development is underway for digital connectivity and portable certification. The list is continuously revised and refined by the GenU Global Team according to criteria laid out above.
108. To perform this function well, the Global Team leverages its technical expertise to identify the innovations that are likely to be most impactful for young people and remains flexible in sourcing and conducting diligence on topics. For further details on Global Breakthrough team functions and structure, see the organizational design contained in Chapter 2.

III. Engage funders

109. If the Global Team concludes that a topic fits the above criteria, they engage with funders to source funding for a business plan, articulating at a high level:
- Hypothesis for how a product or model in that topic area would have large-scale impact on young people's outcomes and the populations most likely to benefit from investment
 - Potential social and/or financial return on investment in that topic area
 - Link with one or more GenU strategic priorities
 - Hypotheses for potential approaches GenU could take to develop or scale innovations which would be additive to current efforts at national and global levels (including identification of potential partners)
110. Once a funder is secured, the Global Team works with business plan funders to establish the budget, scope and timeline of the business plan.

IV. Develop business plans

111. Business plans are developed by the Global Team to define a path to scaling investable opportunities. Business plans include the following analysis:
- Deep dive into current state of innovation and activity in the topic area, drawing upon existing research and knowledge sourced through Country Investment Agendas; the GenU Youth Challenge; partner organizations and other partnerships, including Solutions for Youth Employment and Decent Jobs for Youth; expert interviews; desktop research
 - Broad exploration of potential technologies, models and approaches emerging across a range of disciplines that show promise if successfully adapted. This exploration is informed by expert interviews and engagement across sectors, including with GenU's network of innovative private sector actors and young entrepreneurs
 - Recommendations outlining the most promising existing innovations in need of scale; potential adaptations of existing technologies, models and approaches; areas of opportunity or need that warrant further research and development; and enabling actions needed to create an environment conducive to innovation and successful implementation at country level (e.g., policy change)

- Articulation of the path to scale, detailing role of shared value partnerships, and identifying current and new partners to implement
 - Results framework with customized indicators to measure impact of recommended path to scale
112. All recommended paths to scale embody the following characteristics:
- Path to sustainability: Ability to eventually operate independently of GenU, generate its own momentum, and be financially self-sufficient where relevant
 - Path to impact and scale: Clear Theory of Change linking to GenU's strategic priorities, and ability to connect with national-level efforts, including Country Investment Agendas to achieve scale
 - Partner cohesion: Clear fit with GenU partners, including a differentiated role for GenU, appetite for on-going partner engagement, and potential for private sector ROI (if applicable)
 - Plan for localization: Assessment of what is required to deliver impact in specific geographies (may require case studies or deep dives on countries with different characteristics). In addition, partnerships around Global Breakthroughs should be integrated in Country Investment Agendas for in-country pilots, implementation, and expansion wherever possible
113. Given the range of Global Breakthroughs, business plans may vary greatly in the recommendation they present. For some breakthroughs (e.g., job-matching platforms, instant translation software), a single or a small number of partnerships may allow scaling across borders and be sufficient to drive progress globally. In other breakthrough areas, interventions may require localization (e.g., tackling the issue of digital connectivity requires customization to regulatory environments and geographies of countries). In these situations, GenU's business plans articulate the technological innovations, repeatable models, policy changes, and investment cases that are replicable across geographies.
114. As a complement to components of the business plan, GenU should articulate its own value-adding role. It is anticipated that GenU's role in enabling progress against Global Breakthroughs may vary depending on the existing landscape of actors. The proposed GenU role described in the business plan may include, but is not limited to, one or more of four archetypical models outlined in the following section, all of which draw on shared value partnerships.
115. Completed business plans are reviewed by the business plan funders, who approve any allocation of catalytic capital to pursue business plan recommendations.

V. Broker sustainable partnerships

116. GenU brokers partnerships with the ultimate objective of achieving the sustainable implementation of a Global Breakthrough. While the Global Team is involved up-front in convening the appropriate partners and laying the groundwork for collaboration, each partnership should ultimately reach sustainability and operate without GenU involvement. This entails creating its own momentum, operating independently, and being financially self-

sustaining. The criteria which must be met to achieve sustainability are outlined for each partnership model below.

117. The four archetypical models of partnerships are as follows. Depending on the conclusions of the business plan analysis, the partnerships are brokered at either the global level by the Global Team, or at the country level by Country Leads with support from the Global Team.

A. Innovate on product or model

118. In the case of products or models that are in the research and development phase, or where the business plan identifies a need for adaptation of existing products, the Global Team brokers partnerships between actors with complementary technical capabilities. To do so, GenU can connect actors, structure projects, provide project management support, and even invest catalytic capital to de-risk investment.
119. Illustrative examples of products and models produced by these partnerships include:
- Education certification software that is recognized across borders, built through a partnership between a leading technology company and a world-class university
 - Job matching platform developed by social enterprise that directs users to remote remedial education providers who can support them to develop the skills needed for their desired careers

B. Direct financing towards investable ideas

120. GenU can broker partnerships to direct financing to investable ideas, either from commercial investors or donors. To do so, GenU can connect supply and demand, provide technical support in preparing grant applications and investment pitches, and direct catalytic funding towards investable ideas to de-risk external investments. In order to play this role effectively, GenU cultivates deep relationships with financing entities and has dedicated staff to execute this function (see Chapter 5 for sources of financing).
121. Illustrative examples of support GenU could provide to broker investment partnerships include:
- Engaging social impact bond providers to issues bonds for Indian vocational academy training students for green-economy jobs, facilitating program expansion
 - Helping a start-up with an instant translation product build a business case to attract venture capital funding

C. Facilitate market access

122. For products and models that have been developed and show evidence of success in one country or context, the Global Team can broker partnerships to enable rapid expansion of the breakthrough to new user bases. To do so, GenU can identify the best fit between an existing product or model and new user groups, and help to identify adaptations required for new markets (often through the support of other partners).
123. Illustrative examples of such partnerships include:
- Relationships with local government to incorporate successful project based learning program from South Asia into Rwanda's educational system

- Franchising agreement with an organization in a different country to replicate successful approach to mental health interventions in secondary schools
- Joint venture with a tech company in Bangladesh to expand market access to job-matching platforms originating in India
- Connecting a solar company with a government to provide demand guarantees in return to creating large-scale employment opportunities for young people

D. Establish learning networks

124. Where there are multiple implementers with the ability to accelerate progress through better knowledge sharing, GenU can establish learning networks between similar actors across geographies. GenU identifies actors advancing efforts on similar breakthroughs and facilitates opportunities to convene. At these conventions, participants are encouraged to share best practices, troubleshoot on common roadblocks, and pool data to inform adjacent efforts.
125. Illustrative examples of topics that could be the focus of learning networks include:
- Entrepreneurship incubators aimed at unlocking the potential of young women as business owners
 - Mental health interventions in schools to reduce drop-out rates, particularly for students impacted by trauma

E. Other paths to scale

126. In some instances, preparation of a business case may reveal that GenU is not comparatively advantaged to drive a topic to scale, for example, where the path to scale requires highly localized activity in geographies where GenU and its partners do not have a meaningful presence. In these instances, the Global Team can socialize the analysis and recommendations as a common public good for others to action. Learnings are made available to relevant implementers, funders, and GenU partners globally, where conditions may be conducive for GenU partners to act on elements of the recommendation. In particular, Country Teams in Tier 1 countries with investment agendas may draw from this pool of ideas as inspiration while constructing the Roadmap (see Chapter 3). Learnings are also contributed to broader platforms for knowledge exchange.

VI. Risks and mitigation strategies

127. The GenU Global Team and Country Teams account for the following risks and are prepared to execute on the accompanying strategies for mitigation.

Chapter 4 – Financing model and Trust Fund

I. Overview of financing model and Trust Fund

128. To pursue its strategy, the GenU partnership must broaden and greatly increase the resources

Risks	Strategies for mitigation
GenU distorts market by backing one ‘solution’ or type of solutions in a topic area over its competitors	Where possible, GenU should stimulate demand and assume supply follows vs. intervening directly in the supply side of the market. In addition, where intervening in the supply side of the market, GenU should support a suite of innovations in selected topic area, across the spectrum of R&D maturity
GenU backs the wrong strategy	GenU conducts due diligence to avoid coming up with ineffective or harmful strategies. GenU makes clear to investors that they must also conduct their own due diligence on proposed investments. GenU also evaluates impact over time and adjust course as needed
Global Breakthrough is developed in isolation of local needs and fails to connect to local systems and local demand	Promote constant feedback and dialogue with Country Investment Agenda teams where the Global Breakthrough is relevant, e.g. through local focus groups, design consultations with local partners, and local pilots
Team is unable to broker connections to sufficient resources and expertise to successfully develop and take Global Breakthrough to scale	Keep up regular dialogue with potential partners and tailor Global Breakthroughs to areas with strong partner and investor interest
Team is not innovative in their approach and thinking, as a result missing out on revolutionary approaches	Maintain and constantly refresh a network of innovative thought leaders to consult on topic areas and trends in innovation, including young entrepreneurs

invested in young people’s outcomes beyond the traditional sources of Official Development Assistance and philanthropic funds. In particular, GenU focuses on mobilizing and crowding-in resources from the private sector and domestic public sector in recipient countries, by creating and supporting investment opportunities in Country Investment Agendas and Global Breakthroughs.

129. This document outlines the priority elements of Generation Unlimited’s financing model and Trust Fund design.

- I. Overview
- II. Financing model
- III. Trust Fund
 - A. Trust Fund objectives
 - B. Decision-making process for fund disbursements

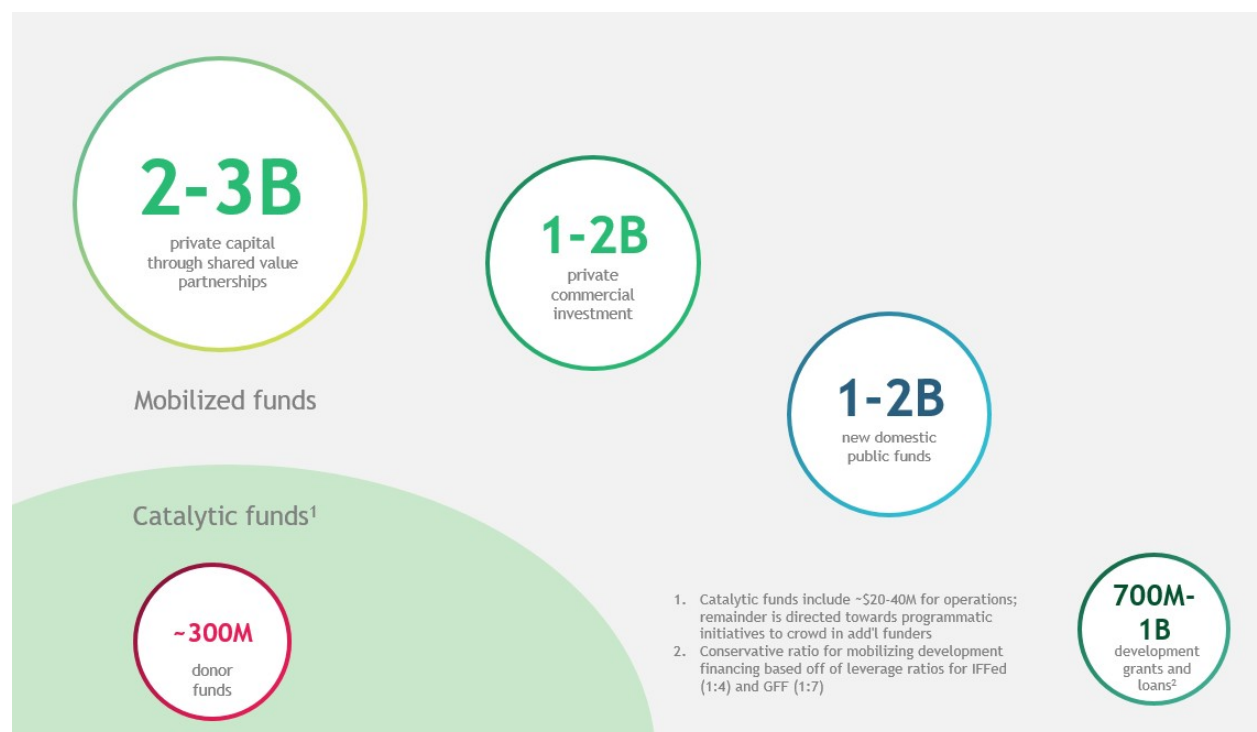
- C. Approach to capitalization
- D. Monitoring & Evaluation
- IV. Preliminary Trust Fund hosting considerations and next steps

II. Financing model

- 130. GenU's Global Team leverages a pool of catalytic funds⁷ (predominantly sourced from donors) to mobilize and crowd-in additional financing. These funds are used to convene stakeholders towards in-country collective impact agenda, prepare and broker initiatives and investments, and conduct targeted de-risking of investments.
- 131. Examples of activities that could be supported by these catalytic funds include facilitating multi-stakeholder convening towards creating Country Investment Agendas, supporting the design and preparation of World Bank IDA concessionary loans, creating business plans to outline potential investments and return on investment of a Global Breakthrough, funding diagnostic activities conducted by the Young People's Action Team, and co-investment to de-risk investments, among other things.
- 132. To support the effective mobilization and disbursement of these catalytic funds, GenU needs to establish a Trust Fund (further outlined in 5.III). While the partnership maintains a flexible model able to match donor funds directly to initiatives as opportunities arise, there are some circumstances where it is necessary for the Global Team to hold donor funds.
- 133. Figure 6 sets out the partnership's financing model, including the sum that GenU will strive to mobilize in year 3 of its strategy (2022). While there is an anticipation that these numbers may be lower in early years of GenU's operations, the below figures are a target for GenU's annual mobilization as GenU reaches steady state. In 2022, GenU's strategy (and growth expectations) will need to be refreshed and these targets adjusted.
- 134. Of the \$300 million in catalytic funds, it is predicted that between \$20 million in the base case and \$40 million in the high case will be utilized to support the Global Team and Country Teams' operations in 2022.

⁷ Leverage ratio of 1:4 assumed for GenU catalytic funds to development bank funding; IFFed's ratio is 1:4; GFF's ratio is 1:7

Figure 6: Generation Unlimited's financing model



135. Mobilizing this level of financing requires GenU to offer a specific value proposition to different types of funders (e.g., donors, commercial investors) with different forms of capital (e.g., grants, loans), as well as to be at the forefront of innovative financing efforts.

	Challenge	GenU Value-Add	Similar investments in current ecosystem (illustrative only)
Private commercial investment	<i>"It's difficult to both find good ideas and work with different governments – sometimes even different actors within the same government. You have to really understand how things work there to be confident that your investment will pay off"</i>	Source investable ideas, provide access to governments and to other country-level actors that company finds difficult to navigate, de-risk investments, provide last-mile connections and market access	Walmart, Caterpillar, Microsoft, CEMEX, and McDonalds invested \$39M in New Employment Opportunities Initiative in Latin America
Private capital through shared value partnerships	<i>"Although we are interested in co-investing in products and models with social benefits, we have no experience finding partners and no sense of what already exists"</i>	Broker partnerships with governments and NGOs to expand market access, share best practices around successful partnerships, provide insight into white spaces ripe for innovation	SoftBank invested \$1B in OneWeb, company aiming to provide low-cost digital connectivity to rural and remote communities

Domestic public funds	<i>"The Youth Ministry is the weakest portfolio in government and as a result youth-focused planning and budgeting falls short of what young people deserve"</i>	Help build the cross-sector coalition needed to advance opportunity for young people, attract resources from private sector companies and other sources of otherwise hard-to-reach financing, provide expertise in developing an effective agenda for young people	The Amazonas government in Brazil and Inter-American Development Bank invest \$14M annually in running Amazonas Media Center remote learning initiative
Development grants and loans	<i>"There is so much IDA/IBRD allocated capital that doesn't end up utilized for young people because countries don't put forward strong plans"</i>	Catalyze commitment to young people's agenda from the public and private sectors at the highest levels, create country-level demand for concessional and non-concessional financing, provide expertise to governments to strengthen investment agendas for bank loans and grants	World Bank invested \$230M in the East Africa Skills for Transformation and Regional Integration (EASTRIP) program
Donors	<i>"We need to show our taxpayers (or shareholders) that their money isn't just replacing someone else's money, but that it's working with someone else's money"</i>	Bring unique value in advancing the agenda for young people, in light of others doing related work (e.g., GPE, S4YE, Decent Jobs For Youth), use donor funds to crowd in additional financing, execute on country-level and topic-based strategies	Rockefeller Foundation committed \$100M to Digital Jobs Africa initiative

III.A Trust Fund objectives

136. Generation Unlimited's Trust Fund supports the disbursement of up to \$300 million in catalytic capital. The primary purpose of the Trust Fund is to support the structuring of investment opportunities and mobilization of financing in support of young people across the world. It offers donors the opportunity to pool funds and/ or earmark funds to be channeled through a trusted vehicle for disbursement towards GenU's activities
137. The Trust Fund supports GenU's Country Investment Agendas and Global Breakthroughs, which it co-finances alongside partners. The Trust Fund also supports the majority of the Global Team's operations, alongside in-kind contributions⁸. Specific uses of Trust Fund capital:
 - Country Investment Agendas use catalytic capital for:
 - Building investment cases for opportunities at country level to attract broader pools of capital
 - Convening partners at country level to act on identified opportunities

⁸ Upon the implementation of Country Investment Agendas and Global Breakthroughs it will be possible to estimate the allocation of catalytic capital between the three categories.

- Funding specific programs and public-private partnerships
 - De-risking investments by lowering cost of borrowing non-concessional loans for governments, guaranteeing minimum ROI for impact investors, etc.
 - Global Breakthroughs use catalytic capital for:
 - Creating business cases for ideas with global promise
 - Designing and creating products, programs, and approaches
 - Implementing Global Breakthroughs in local contexts
 - Global Team, which forms the backbone of GenU's two streams of programmatic activities, in addition to Country Teams before maturity (see Chapter 2)
138. Through these activities, the Trust Fund enhances the value proposition to different funders and help catalyze financing towards GenU's strategic priorities:
- Private commercial investment: Investors benefit from GenU sourcing and structuring investable ideas, and ability to share risk across multiple partners
 - Private capital through shared value partnerships: Investors benefit from prepared business cases for investment and co-investment with government and civil society
 - Domestic public funds: Governments benefit from expertise in crafting investment agendas, availability of private capital, and support in accessing development banks financing
 - Development grants and loans: Development banks benefit from increased country-level demand for concessional and non-concessional financing
139. Following the example of select other global entities, GenU could also consider creating a separate Bank Executed Trust Fund (BETF) of \$10-25M that is held at the World Bank⁹. Funds in the BETF would be used to support IDA and IBRD loan applications to increase the quantity and quality of World Bank supported projects focused on GenU's strategic priorities. The BETF would enable GenU to:
- Chair steering committee shaping strategic direction of relevant IDA/IBRD projects and gaining visibility into and leverage on pipeline projects
 - At the country level, coordinate more deeply to increase quality of project design with GenU's key stakeholders, including private sector
 - Shift incentives for World Bank Country Directors by subsidizing cost to World Bank staff of designing and preparing human capital projects targeted at young people, which are typically more expensive to create than other types of projects (i.e., infrastructure)

III.B Decision-making process for fund disbursements

Overview

140. The Trust Fund supports the execution of GenU's strategy, which was affirmed by the Global Board at the April 2019 Board meeting. The Executive Committee, which meets three times a year, oversees the operation of the Trust Fund.
141. It is anticipated that capital held by the Trust Fund falls into four categories¹⁰:

⁹ GenU may wish to explore whether similar models are possible for other multilateral development banks, but conversations to date have focused on the World Bank due to their \$1 billion commitment to GenU

¹⁰ Bank Executed Trust Funds could draw from all four categories

- Funds earmarked to a specific activity within a Country Investment Agenda or Global Breakthrough, which designate the end recipient with a specific activity in mind
- Funds earmarked to a country and / or Global Breakthrough, not specifying the end recipient or how the funds are used to support the identified investment agenda or breakthrough
- Funds earmarked to operations, for GenU to use to support global and country-level operating expenses
- Un-earmarked funds for GenU to allocate to specific activities

142. GenU recovers costs for the disbursement of donor funds, which may imply an additional fee in addition to the Host's fees, depending on the Host's role.

Detail on categories of capital

143. Funds earmarked to a specific activity within a Country Investment Agenda or Global Breakthrough are passed through the Trust Fund and delivered to the final recipient based on donors' terms. The GenU Global Team coordinates to ensure that all disbursements are in line with the Trust Fund Host's protocols.

144. Funds earmarked to a country and / or Global Breakthrough are reviewed by the appropriate GenU country lead or Global Breakthrough lead on the Global Team in consultation with relevant partners to determine how they can be deployed most effectively. The Global Team acts on the country lead or Global Breakthrough lead's recommendation to disburse the funds to the appropriate recipient, while ensuring that the process is in line with the Host's protocols.

145. Funds earmarked to operations are allocated to Global Team operating needs, including Country Teams, in line with an annual budget.

146. Un-earmarked funds are allocated by the Global Team to support specific activities within Country Investment Agendas and Global Breakthroughs. All disbursements must comply with the Host's protocols.

III.C Approach to capitalization and fundraising

147. There has been significant discussion on the question of whether GenU should fundraise through regular replenishment cycles or on a rolling basis. While replenishment cycles have the advantage of generating excitement and galvanizing support around a particular event, at this early stage it is recommended for GenU to fundraise from a targeted set of donors on a rolling basis, rather than operating through replenishment cycles. This gives the team the ability to cultivate deep relationships while also maintaining the flexibility required to capitalize on opportunities and interest as they arise. It also avoids the risk of an unsuccessful cycle.

148. GenU should assess whether to transition to replenishment cycles as the partnership matures. The decision should be driven by GenU's degree of confidence that a replenishment cycle would embody other replenishment cycles' drivers of success:¹¹

¹¹ Success factors surfaced by financing experts over course of interviews

149. Confidence in ability to set and reach an ambitious but achievable target
 - Well-identified group of committed donors with aligned mission
 - Ability to demonstrate high ROI to donors

III.D Monitoring & Evaluation for Trust Fund

Overview

150. GenU's Global Team monitors and evaluates the Trust Fund's performance, and is responsible for providing updates to the Executive Committee three times per year.
151. The process for monitoring and evaluating the Trust Fund's performance is encompassed within GenU's broader process for monitoring progress against its Results Framework.
152. Of the full set of indicators measuring GenU's operational performance, three are central to the monitoring and evaluation of Trust Fund activities.
 - Tracking leverage ratio between capital deployed by Trust Fund and additional financing that has been crowded-in
 - Monitoring young people's outcomes to ensure that funds deployed meet a set of target indicators, in line with GenU's overall Results Framework
 - Meeting compliance requirements and managing risk (e.g., fiduciary, financial, legal, programmatic) by ensuring that the process of implementing funds follows necessary rules and requirements

Detail on activities central to Trust Fund's monitoring and evaluation process

153. Tracking leverage ratio: The GenU Global Team tracks mobilized investment to ensure that leverage ratio between Trust Fund disbursements and total mobilized financing meets targets contained in the Results Framework.
154. Monitoring young people's outcomes: The GenU Global Team monitors disbursements to ensure that they achieve outcomes in line with GenU's overall Results Framework and to flag instances where a timely intervention is needed. The GenU Global Team regularly monitors recipients, primarily through regular self-reporting of data by grantees, augmented as needed with additional input (e.g., site observations, stakeholder interviews) and direct Global Team involvement. External evaluations are leveraged as needed.
155. Meeting compliance requirements and managing risk: The GenU Global Team, leveraging the frameworks of the Trust Fund Host, aligns on a clear set of expectations for recipients with regards to obligations related to relevant rules and regulations (e.g., ethics and conflict of interest, fiduciary oversight, legal compliance). The Global Team and Host coordinate to ensure regular reporting from recipients on these terms. The specific division of compliance and risk management tasks between the Global Team and the Host depends on the choice of Host, with external support leveraged as needed.

III.E Preliminary hosting considerations

156. The determination of GenU's Trust Fund Host is ongoing. This section provides preliminary recommendations to be built on as the final host is selected.
157. GenU's Trust Fund benefits from a hosting arrangement¹² that streamlines the Global Team's disbursement of catalytic capital. Hosts provide:
- Trustee functions, where the host acts as custodian (and in some cases investor) of funds received, fulfils contractual and fiduciary arrangements with donors, reports on consolidated funds and executes disbursements
 - Grant Management functions, where the host provides oversight of how grants are spent, including managing eligibility of grant recipients and auditing recipients
158. Preliminary analysis by the GenU Global Team identified the Multi-Partner Trust Fund Office (MPTFO) and the World Bank as the two frontrunners for GenU's financial host.
- The United Nations Office of Project Services (UNOPS) was also considered, but comparatively high hosting fees made it a less likely candidate
 - Global foundations on GenU's board declined the opportunity to be considered as hosts, citing legal parameters of foundation status
 - Commercial banks are also unlikely to be selected, given legal restrictions around disbursement of funds
159. To finalize the path forward, the Global Team should call for updated proposals from the MPTFO and World Bank that are tailored to GenU's strategy as approved during the April 2019 Board meeting. Key considerations include (but are not limited to) the cost of administration, types of eligible contributors and recipients, the ability to handle earmarked funds, compatibility with country-level trust funds, risk management procedures (including due diligence and financial reporting), and potential fit with current portfolio of hosted funds (e.g., World Bank & GPE notion of "family of funds" for education).

IV. Risks and mitigation

160. The GenU Global Team accounts for the following risks and is prepared to execute on the accompanying strategies for mitigation.

Risks	Strategies for mitigation
Funds raised by GenU are simply diverted or rebranded from other activities, and are not additive or catalytic	Set guidelines for use of catalytic funds to promote mobilization of additional resources, particularly from the private sector and domestic public sector. Work with partner international agencies and CSOs to increase ROI and efficiency of donor funds.
Certain actors, particularly smaller CSOs and NGOs, and private sector entities, are unable to access funds depending on the trust fund structure and host	Tailor country-level hosting and governance structures to ensure that funds are able to be disbursed to relevant entities

¹² The financial hosting arrangement is distinct from the Global Team's administrative hosting arrangement.

GenU is unable to mobilize domestic public and private funds, diminishing value proposition to global donors	Dedicate team to fundraising, and cultivate deep relationships with network of funders
GenU is unable to demonstrate return on investment on investing in young people's outcomes	Work with partners in knowledge management to find innovative methods of demonstrating impact and return on investment

Chapter 5 – Young people’s engagement model

I. Overview of young people’s engagement model

161. Young people form the foundation of the GenU partnership, and therefore must drive its evolution. GenU treats young people as co-creators, rather than simply beneficiaries of the efforts. In particular, the partnership needs to provide marginalized young people, who may not have other opportunities to express their views through traditional means, the platform through which to exercise their rights and share their valuable lived experience, viewpoints, and ideas. To ensure that the partnership succeeds in meaningfully involving and elevating young people, young people are engaged as true partners in all activities.
162. GenU engages young people in both governance and programming through six ways, as outlined in Figure 7 below.

Figure 7: GenU engages young people in governance and programming in six ways



163. This chapter is organized as follows:
- I. Overview of young people’s engagement model
 - II. GenU governance
 - III. GenU activities
 - IV. Principles of engagement
 - V. Risks and mitigation strategies

II. GenU governance

164. Governance is important for two reasons: accountability and guidance. A partnership meant to support young people should entrust young people with the authority and responsibility to steer the partnership’s efforts. Additionally, young people’s voices should guide the actions of the partnership in order to increase the likelihood that its efforts are relevant, effectively executed, widely adopted. Young people are involved in governance in three ways: as members of the Board, through the Young People’s Action Team, and as GenU Global and Country Team staff.

Global and Country Board

165. At both the global and country level, Generation Unlimited reserves 30 percent of seats on the Board for individuals under the age of 30. These young people fully contribute to all decisions undertaken by the Board and Executive Committee.
166. In order to ensure that young people are able to meaningfully participate in decisions, it is important to actively facilitate engagement through capacity building and providing the necessary support and tools. Young members of the Global Board should be provided with 'hard' skills and knowledge, e.g. organizational and financial literacy, legal structures and bylaws of the organization; as well as 'soft' skills such as public speaking in the formal settings of Board meetings, writing memorandums, amongst other things.

Young People's Action Teams

167. In addition, GenU establishes Young People's Action Teams (see Appendix 10 for further detail) at the global and country levels, comprised of the young members of the Global Board and representatives from grassroots communities in countries where the GenU partnership is active. The YPATs are responsible for advising the Global Executive Committee and Country Boards and acting as a conduit for the opinions and feedback of local young people, particularly the most marginalized. One of the main roles of the YPAT is to conduct focus groups and interviews as part of the Country Investment Agenda diagnostics (see Part III), as well as to conduct monthly polls of young people's subjective wellbeing and optimism, expressed ambitions and needs, and ideas for the direction of the Partnership's activities. To capture the full breadth of young people's views, the YPAT, the Global Team, and Country Teams leverage U-Report wherever possible¹³.
168. The Young People's Action Team should be provided with resources to support effective execution of their duties, (e.g., training in creating, conducting and analyzing surveys) in addition to other tools and skills they deem necessary to act as an effective conduit for the viewpoints of young people to GenU's governing bodies.

Staff members of Global Team and country executing teams

169. Lastly, young people comprise 30% of the employees of the Global Team and Country Teams, across a variety of roles and expertise.

Diversity and Inclusion

170. The benefits of engaging young people in GenU's governance most meaningfully accrue if GenU is equitable and emphasizes diversity in the young people it involves. Therefore, along with

¹³ Refer to U-Report website at: <https://www.unicef.org/innovation/U-Report>. U-Report will be leveraged at the country and global levels as an additional tool for engaging young people in the strategic direction of GenU's focus, informing the specific initiatives and deals supported, and providing user feedback on GenU-supported initiatives and products.

providing skills and capacity building, it is also important to remove material and normative barriers to meaningful and inclusive participation. To this end, GenU enshrines a commitment to diversity and inclusion of voices of young people within the governance structure, including along the lines of gender, race and ethnicity, nationality, income, and ability. GenU also reserves resources for supporting the ability of young people to participate, particularly the most marginalized, in order to accommodate barriers of travel, Internet access, language and others, through a stipend-granting Fellowship for those in need of support to participate. Finally, GenU ensures that its meetings and activities abide by best practices for engaging young people in an inclusive manner (refer to 6.IV).

III. GenU activities

Country Investment Agendas

171. In terms of governance, GenU's engagement structure for young people is replicated at the country level. Young people form part of the Country Board (where present), country Young People's Action Team and the Country Team. Young members of the Country Board serve as members of the global Young People's Action Team to connect the voices of the young at the country level to the global decision-making structures.
172. To ensure equity and inclusion of participation at the country level, special care should be taken by the Country Teams and Global Team to work with local experts and CSOs to identify and involve priority young populations and sub-populations, particularly marginalized groups, dedicating additional resources to promote their participation.
173. In addition, the creation process of Country Investment Agendas engages young people when convening the local partnership, creating Roadmap, and designing and implementing initiatives and deals. Young people should comprise at least 30% of the individuals and representatives of individuals in the local partnership and convening. Potential candidates for involvement (non-exhaustive) include youth-led CSOs, NGOs, social enterprises, young entrepreneurs and members of local youth government. Similar principles and practices for meaningful engagement referenced in 6.II and 6.IV should be implemented here to ensure quality and substance of participation.
174. To guide the focus of the Country Investment Agenda, U-Report surveys may be used as a diagnostic tool and as a forum for frequent feedback. In addition, during the diagnostic phase of the Country Investment Agendas, the GenU Country Team and Young People's Action Team conduct focus groups and interviews with young people in order to obtain a picture of their aspirations, needs and challenges, as well as their desires for how GenU can support them.
175. Young people should also form part of the local partnership, as co-leaders and co-investors as well as beneficiaries of investment. For example, youth-led CSOs, NGOs, social enterprises and innovative enterprises should align and coordinate their activities with those of the other GenU private and public sector partners, contribute their perspectives, deep local knowledge, and grassroots connections to new partnerships, and receive investment to support activities that align with the Country Investment Agenda.

176. Where relevant, GenU's country-level efforts in Tier 2 and Tier 3 countries (see Chapter 2) should be implemented and led by young people within the organizations of local partners.

Global Breakthroughs

177. GenU's strategy around Global Breakthroughs is premised upon leveraging targeted, creative, and innovative efforts into large-scale, transformative outcomes for young people. To achieve this goal, GenU's Global Breakthrough teams must include young and innovative thinkers and doers, as well as actively seek out input from other young people wherever possible.
178. In addition to having young people on the Global Team dedicated to supporting Global Breakthroughs, GenU should recruit a cadre of successful young entrepreneurs and innovators to consult on promising topic areas, products and models, and approaches for development and scale – in addition to the traditional expert network of academics and private sector leaders.
179. To that end, GenU's Global Team should also prioritize innovations spearheaded by young people when searching for evidence-backed products or models that can be scaled to new markets, particularly those sourced through the Youth Challenge (see below).
180. At the last stage of the Global Breakthrough value chain, the GenU Global Team engages organizations led by young people when brokering sustainable partnerships. This may include engaging young people through focus groups and other market testing.

Enabling activities

181. As outlined in the Generation Unlimited Theory of Change, in addition to the two main strategic approaches of Country Investment Agendas and Global Breakthroughs, GenU conducts several enabling activities including advocacy and movement building, fundraising, and youth-elevating activities such as the Youth Challenge.
182. In terms of advocacy and movement building, Generation Unlimited sets country and global targets for engaging young people through social media, and in particular, supporting young advocates in reaching the levers of power within their societies and communities.
183. The Youth Challenge represents an additional opportunity for young people to have their ingenuity and abilities to execute initiatives supported and taken to new scale. It provides a unique opportunity for marginalized young people who are typically excluded from other entrepreneurial or innovation opportunities to access resources and build agency and self-confidence, in pursuit of GenU's equity-focused Strategic Priority 6¹⁴. Additionally, the Youth Challenge creates a pipeline for local leadership roles and provides GenU with opportunities to work with affiliate Challenges that target young entrepreneurs in order to find ideas that can be integrated into the Global Breakthrough pipeline.
184. In addition, GenU seeks to identify opportunities to embed young people into internal innovation efforts (e.g., developing new instruments to measure young people's wellbeing).

¹⁴ Refer to the Generation Unlimited Theory of Change for further detail

IV. Principles of engagement

185. In addition to setting out the avenues for engaging young people, it is also crucial to articulate clear standards and guidelines for engaging with young people, to be read and followed by all members of the Partnership, Board, Executive Committee, and executing teams. This promotes productive and positive interactions for the young people involved in all capacities.
186. Safeguarding: GenU must ensure that all interactions with young people are safe and do no harm
- Each adult and / or person of authority has a responsibility to minimize the risk of violence, exploitation, or any other negative consequence of young people's participation
187. Informed participation: The partnership must provide young people with the proper information needed in order contribute to discussions and overall work
- Young people must receive all necessary evidence-based, accessible, age-appropriate information to engage with members of the partnership
 - Within the partnership, young people have clear and transparent visibility into current efforts and future initiative development
 - Adults present information and teach young people in an unbiased manner in order to increase the young people's knowledge while retaining their unique and valuable viewpoints. Adult members of the Global Board and Executive Committee are provided with training on how to engage effectively with young people
188. Collaboration: GenU defines itself as a collaborative partnership, meaning it must empower young people to influence the direction of its efforts
- Within the Board and executing teams, GenU must provide a structured forum in which young people can express their views, e.g. dedicated meeting time for young board members to speak / present, have more than one young person at meetings to enable confidence and comfort
 - Adults and young people alike must keep an open mind when discussing new ideas in order to create an environment that encourages creativity. Adults must treat young people as equal partners and always strive to understand and act upon the young people's desires and aspirations for the direction of the organization
 - GenU must establish consistent and recurring checkpoints for feedback, and emphasize active listening for adults to fully digest the comments and opinions young people provide and ensure takeaways reflect what the young person intended to convey. Following feedback, there must always be a clear set of action items set to demonstrate the value of feedback and the sincerity of the partnership
189. Inclusion: GenU must include young adults of different backgrounds in order to gather a large variety of perspectives
- GenU teams should dedicate resources to the removal of all logistical barriers to attendance and participation, e.g. schedule around school schedules, pay for bus fare etc.

- GenU adults must practice language and communication methods that are understandable, respectful, and accessible, and always interact with young people in a way that demonstrates the appreciation the partnership has for diverse viewpoints

V. Risks and mitigation strategies

190. The GenU Global Team and Country Teams account for the following risks and are prepared to execute on the accompanying strategies for mitigation.

Risks	Strategies for mitigation
Young people involved in GenU are not representative of the diverse community of young people globally	Provide stipends and reimbursements to overcome financial hurdles to participation, work with local CSOs to identify and recruit different social groups
Young people who are involved in GenU governance are not connected to grassroots communities	Select members of Young People's Action Teams with strong grassroots connections, and have explicit duties to conduct surveys and outreach to grassroots communities
Young people's engagement is not meaningful	Provide members of GenU Global Team, Country Team, Global Board and country board with training on the principles of engagement, facilitating mentorship and active participation Seek feedback from young people on the quality of their participation
Young people do not feel confident providing perspectives	Provide young people involved in GenU's governance structures with any training and capacity building they deem necessary to enable them to participate fully, e.g. financial or legal literacy training

Chapter 6 – Monitoring and evaluation

I. Overview

191. As a broad partnership, GenU’s monitoring and evaluation function must balance the interests of multiple parties, including:
 - Investors who want assurance that funds are producing the best possible outcomes for young people
 - Partners of GenU who are contributing to investment agenda and Global Breakthrough execution, who likely have their own M&E processes and frameworks
 - Private sector contributors who may not use the same M&E frameworks as public and social sector actors
 - Broader stakeholder community that is invested in ensuring that the GenU partnership achieves meaningful outcomes for young people, including young people themselves
192. As such, while GenU is committed to consistent and high-quality monitoring and evaluation, it also seeks to develop an M&E process that balances rigor with the adoption of a practical approach. GenU’s M&E process is designed to be agile: to be responsive to the needs of various stakeholders, to be adapted to local contexts, and to evolve over time with developments in partner programming and progress in global data collection and availability.
193. There are three components to GenU’s Results Framework:
 - Global Results Framework, comprising:
 - i. A detailed dashboard for the Global Team’s management purposes containing high-level operational metrics as well as metrics on young people’s outcomes achieved across the partnership. These metrics are predominantly aggregated from country-level and Global Breakthrough-oriented partner activities
 - ii. A higher-level dashboard on GenU’s progress used for accountability to investors and partners; as well as headline-level advocacy
 - iii. A global “state of young people” Results Framework measuring progress against the core SDG indicators relevant to GenU’s focus areas, displayed by country (indicators are not attributable to GenU, but intended to make a case for change)
 - Country Investment Agenda and Global Breakthrough Results Frameworks, constructed by Country Investment Agenda and Global Breakthrough teams. For Country Investment Agendas, these Results Frameworks are an aggregation of partner activity in country. Partners may have their own M&E frameworks so country level reporting is a rolled together view of the impact of various partners
 - Indicator Bank that can be used by Country Investment Agenda and Global Breakthrough implementing teams to construct their Results Frameworks. This Indicator Bank draws on indicators developed by international agency partners, e.g. ILO, UNICEF, World Bank, and is expanded upon and modified over time by the M&E staff as necessary.
194. GenU has dedicated M&E staff within the Global Team to manage global results reporting. Each GenU Country Investment Agenda and Global Breakthrough also needs to allocate capacity

towards results measurement. In many instances this capacity already exists within partners. In some instances it may need to be bolstered by GenU Global or Country Team resources.

195. This memo is organized as follows:

- I. Overview of monitoring and evaluation
- II. Objectives of GenU Monitoring and Evaluation
- III. Global Results Reporting
- IV. Country Investment Agenda and Global Breakthrough Results Reporting
- V. Roles and functions of M&E team

II. Objectives of GenU Monitoring and Evaluation

196. GenU's Global Team monitors and evaluates Country Investment Agendas and Global Breakthroughs to achieve the following objectives:

- Provide accountability to and facilitate decisions by the Global Board, Executive Committee, Global Team and other stakeholders including investors, implementing partners and donors
- Promote effective external communications of GenU's vision, mission, strategy and progress to enable further growth
- Ensure that implementing teams and partners abide by GenU standards and best practices in implementation of the GenU strategy
- Guide and inform the initiatives undertaken within Country Investment Agendas and Global Breakthroughs
- Enable learning within the GenU partnership and as contributions to the global knowledge base in GenU's areas of focus

III. Global Results Reporting

197. The Global Results Framework consists of three parts¹⁵. The version used for management by the Global Team is the most comprehensive and detailed, with indicators selected and aggregated for executive and public audiences.

- A detailed dashboard for the Global Team's management purposes containing high-level operational (e.g., number of countries, number of partners) metrics as well as metrics on young people's outcomes (e.g., number of young people with access to quality education through GenU partner programs, number of entrepreneurs with improved earnings, number of young people with improved skills). These metrics are predominantly aggregated from country-level and Global Breakthrough-oriented partner activities
- A higher-level dashboard on GenU's progress used for accountability to investors and partners; as well as headline-level advocacy
- A global "state of young people" heatmap measuring progress against the core SDG indicators relevant to GenU's focus areas, displayed by country (indicators are not attributable to GenU, but to make a case for change)

¹⁵ Refer to Generation Unlimited Results Framework for more detail

198. The Global Team is responsible for selecting, harmonizing and aggregating the most appropriate results for executive and public audiences, dependent on the focus of the GenU partnership's activities in a given time period and the availability and suitability of data. In addition, the Global Team has discretion to include reporting on unique case studies of initiatives conducted that may not be aggregated across multiple countries or contexts.
199. The Global Team seeks to reduce the measurement burden on partners as much as possible. Accordingly, the Global Team needs to be flexible, especially in early years, in the metrics it collects. For example, one partner measuring change in 10 year old reading levels and another partner measuring ICT skill development in 22 year olds may both report data that is captured in a high-level global metric such as "number of young people with improved skills due to the partnership's programming."

IV. Country Investment Agenda and Global Breakthrough Results Reporting

200. The results reported in the Global Results Framework are aggregated from Results Frameworks specific to each Country Investment Agenda and Global Breakthrough. The Global Team and Country Teams should work together to determine realistic and appropriate operational targets for their initiatives, recognizing that in early years targets should bias towards available data and practical indicators to avoid significant resource requirements.
201. Country Investment Agenda Results Frameworks capture the aggregated impact of various partners. In aggregating different data points, Country Teams aspire to reduce additional reporting burdens on partners who already have measurement frameworks in place. Where partners are not measuring impact or where a new deal or initiative is being launched, Country Team capacity is dedicated to supporting the construction of a Results Framework in line with the broader Results Framework for the Country Investment Agenda.
202. To support the development of Country Investment Agenda and Global Breakthrough Results Frameworks, the GenU Global Team maintains an Indicator Bank with relevant indicators from which country and Global Breakthrough teams can both contribute and draw indicators. Results Frameworks always draw from GenU's Indicator Bank to ensure that there are common measurement frameworks across the partnership's activities. In addition, Country Teams should encourage partners to draw on the Indicator Bank in constructing initiative- and deal-specific Results Frameworks to make aggregation of results easier.
203. The GenU Indicator Bank currently draws from several sources:
 - Sustainable Development Goals Indicator Framework
 - OECD World Indicators of Skills for Employment
 - World Development Index
 - ILO Employment Indicators Relevant to Young People
 - UNESCO Proposed Indicators for Assessing TVET
 - Education Cannot Wait Indicator Bank
 - Positive Youth Development Indicators
 - Eurostat Labor Market Database OECD Economic Outlook
 - Eurostat Entrepreneurship Indicator Program

- OECD Better Life Index
- Index of Civic and Political Engagement
- PIAAC Survey of Adult Skills
- UNICEF MICS module on Young People's Subjective Wellbeing

204. This is not exhaustive, and the Indicator Bank should be constantly updated to reflect efforts by relevant organizations and partners to develop more effective tools and methodologies. For example, at time of writing, UNICEF is developing an additional module on adolescent civic engagement that is relevant to Strategic Priority 7 and should be incorporated when complete. The Global Team is responsible for maintaining communication with partner organizations with data, impact evaluation and knowledge management focuses to update the Indicator Bank with relevant innovations.
205. If the Indicator Bank does not contain suitable indicators for initiatives within a Country Investment Agenda or Global Breakthrough, the Global Team should first look for existing validated third-party indicators and tools, adding these to the Indicator Bank for future use; failing which, the teams should work with M&E expert partner organizations to develop suitable indicators as part of the early investment agenda or Global Breakthrough implementation process.

V. Roles and Functions of GenU Monitoring and Evaluation Team

206. The Global Team M&E staff are responsible for the following:
- Tracking and collating data on the Global Trend indicators for GenU active countries from partner organizations. This data is used to give a snapshot of the state of the world's young people in GenU Strategic Priority areas, primarily for purposes of external communication and advocacy.
 - Working with the Country Investment Agenda and Global Breakthrough implementing teams to create the Results Framework for each Country Investment Agenda and Global Breakthrough, set targets and determine the data sources and methodologies for collecting the appropriate data
 - Working with the Country Teams to prepare reports on in-country activity supplementing the data collected, according to the needs of global stakeholders. This should be concise, brief and conducted in a way that minimizes overhead for the Country Teams
 - Monitoring results according to the Results Frameworks for each Country Investment Agenda and Global Breakthrough. Providing support, flagging to the Global Team where staging interventions where needed
 - Aggregating relevant and cross-cutting results from Country Investment Agendas and Global Breakthroughs to be included in the Annual Report to the GenU Global Board and for use in external communications. Apart from the cross-cutting aggregated results, the M&E team should also showcase case studies of promising individual initiatives
 - Working with third-party organizations with M&E expertise and infrastructure to:
 - i. Conduct independent impact evaluations where suitable and feasible. Results of these evaluations are shared with the relevant internal decision making bodies (Global Board, Executive Committee), as well as disseminated as part of the global knowledge base in GenU areas of focus

- ii. Keep abreast of and contribute to developments in M&E, e.g. new indicators for the Indicator Bank, new tools and data sources

207. The bulk of day-to-day M&E work is done by the implementing teams for Country Investment Agendas and Global Breakthroughs, respectively. Implementing teams should designate capacity dedicated to M&E, and work closely with implementing partner organizations to:

- Align upfront on targets, timelines and methodologies for data collection
- Continuously collect data towards the Results Framework and assess or revise targets in consultation with the Global Team as necessary
- Support third-party organizations in conducting independent impact evaluations of suitable initiatives

VI. Risks and mitigation strategies

208. The GenU Global Team and country teams account for the following risks and are prepared to execute on the accompanying strategies for mitigation.

Risks	Strategies for mitigation
There is insufficient local capacity at country level to conduct M&E effectively	<p>Global Team M&E staff will supervise, manage and support Country Teams to varying degrees depending on capacity</p> <p>Work with third-party partners who have expertise in M&E functions on the ground where possible</p>
Young people are not involved in M&E	Involve the Young People's Action Team at global and country levels to participate in M&E

Appendix 1 – Synthesis of strategy

Vision for Generation Unlimited

Generation Unlimited is a global, multi-sector partnership that enables young people to become productive and engaged members of society by connecting secondary-age education and training to employment and entrepreneurship. If the largest generation of young people in history is prepared for the transition to work, the potential for global progress is unlimited.

Strategic Priorities

GenU's focus will be on **seven strategic priorities** that reflect the expertise of the partnership and address the greatest challenges facing young people as they navigate the important transition from education and training to employment and entrepreneurship. GenU will additionally seek to empower young people by ensuring equitable access to education, training, and work, and to emphasize young people's potential as global problem-solvers.

1. Promote formal school experiences that build skills young people need for productive lives and the future of work
2. Provide young people outside formal schooling with opportunities for training, skill development, and additional education
3. Improve connections between young people and existing work opportunities
4. Increase the number of quality work opportunities available to young people
5. Foster entrepreneurship as a mindset and a livelihood
6. Promote equitable access to quality education, training, employment, entrepreneurship, and civic participation
7. Equip young people as problem-solvers and engaged members of civil society, helping to create a better world

Strategic Approach

GenU will adopt a two-pronged approach to pursuing its strategic priorities.

Country Investment Agendas: Country-level action is critical to address the barriers young people face at a meaningful scale. Countries are where policies and funding decisions are made that directly influence young people's learning, work, and civic participation. At present, well-intentioned efforts at country-level are fragmented across multiple government ministries, rarely involve the private sector, and have insufficient resources to succeed. GenU will transform the current system by crafting focused Country Investment Agendas – a national set of programs and initiatives designed for multi-sector investment. Illustrative initiatives that could be captured in these agendas include: investing in technologies that enable remote learning and work; aligning secondary school curricula with labor market needs (e.g., engaging private sector in curriculum reform, apprenticeships); guaranteeing job placement in nascent industries so young people are encouraged to train and work in growing areas; and launching upskilling programs for those in the informal economy. To facilitate Country Investment Agendas, GenU will convene a multi-sector coalition – including representatives from the highest levels of government as well as private and social sector leaders – to develop an agile, targeted agenda for cross-sector investment and policy change. GenU and its partners will then mobilize financial and political capital to execute on the agenda.

Global Breakthroughs: While most change happens locally, young people across geographies often face similar challenges rooted in similar market failures. In these instances, there are opportunities to accelerate the pace and efficiency of innovation by acting globally. As such, GenU will support Global Breakthroughs – new products and models that tackle challenges common to multiple geographies. Potential innovation areas are highlighted in the appendix, including digital connectivity (underway), educational certifications that are recognized across borders (underway), broad-based entrepreneurship programs, job matching platforms connecting job-seekers to work opportunities, and programs to create remote learning and work opportunities. To facilitate Global Breakthroughs, GenU will identify investment opportunities and broker partnerships to bring models to scale. Depending on the breakthrough, this may take several forms, for example: connecting partners to build new products or business models; networking local actors to accelerate joint learning; scaling proven innovations by facilitating access to new user groups; or connecting investors to investable ideas. Where possible, GenU will foster an ecosystem to support not one but all actors working to advance a given area.

Country Investment Agendas and Global Breakthroughs will work in tandem. The creation of Country Investment Agendas will help identify challenges young people face across geographies. In turn, Global Breakthroughs, once proven, can be scaled via country-level action.

This Strategic Approach is **designed to address a number of existing barriers to global progress**. First, given the proliferation of sub-scale innovations in the youth development space, GenU will leverage partner expertise to develop and identify evidence-based innovations and mobilize financing towards implementations at scale. Second, GenU will deepen private sector engagement within Country Investment Agendas and Global Breakthroughs, which has been identified as a gap in efforts to date. Third, GenU will engage young people as co-creators, recognizing that young people possess many of the best approaches to solving the challenges they face. Fourth, GenU will work directly with governments to build political and financial commitment to the youth agenda. Finally, GenU will coordinate and utilize fragmented resources and financing.

Enabling activities

A set of enabling activities will be required for GenU's two-pronged strategy to succeed. GenU's core team will support global and local action by embedding leadership of young people in all activities; facilitating shared-value partnerships; mobilizing and crowding-in financing; advocating for a global movement for young people; facilitating knowledge exchange; and spotlighting aligned efforts by partners.

Partnering with young people as co-leaders and co-creators will result in better programs, provide opportunities for growth, and further empower young people to make an impact in their communities. To that end, GenU is committed to having young people as full and equal members of the Global Board, as more than 30% of the core team staff globally and in-country, and as co-creators in both Global Breakthrough partnerships and Country Investment Agendas.

Finally, to support this ambitious agenda, GenU aims to **mobilize funds** from donors, private and commercial actors, domestic public funds, and development institutions.

Target annual funds in 2022:

- ~\$300M donor funds used to mobilize and crowd-in additional financing
- \$2-3B private capital in shared value partnerships
- \$1-2B private commercial investments (debt and equity)

- \$1-2B new domestic public funds invested by country governments
- \$700M-1B in grants and loans from development banks and institutions

Appendix 2 – Private commercial investment deep-dive

1. Appendix 2 responds to stakeholder interest in how GenU will leverage private commercial investment, primarily focusing on impact investing as that is the most likely source of private commercial investment in early stages.
2. Catalytic capital from the GenU Trust Fund will be deployed to crowd in financing from private commercial investors. It is anticipated that the majority of private commercial investment in GenU's activities will be sourced from specialized impact investment funds (e.g., Omidyar Network, Lok Capital, Accion Frontier Investments Group), and traditional investors with impact investment groups (e.g., Blackrock, Bain Capital, Goldman Sachs).
3. Impact investments are investments designed to generate positive, measurable social outcomes alongside financial returns¹⁶. Impact investments vary in their financial targets from capital preservation to market-rate, and tend to be of a scale above \$1 million. Most investments occur where the potential for scale has been demonstrated, but there remains significant room for growth.
4. The pool of impact investment funds dedicated towards sectors that align with GenU's strategic priorities is upwards of \$40 billion in assets under management¹⁷. In order to successfully mobilize these funds, GenU's initiatives must have:
 - Sustainable business model with ability to maintain capital and generate some financial return
 - Clear articulation of path to impact and ability to strengthen local ecosystem
 - Design informed by data, evidence, and proof points
 - Significant growth potential and clear path to scale
 - Capable leadership team that ensures transparent operations and disciplined financial planning
 - Alignment with the goals of the impact investors, along the guidelines of the Sustainable Development Goals
5. Impact investors will use both debt and equity vehicles in their investments:
 - Examples of equity investments include:
 - Country Investment Agenda: Impact investment fund buys equity in a startup that is partnering with an NGO to develop curriculum grounded in 21st century skills
 - Global Breakthrough: Asset manager invests in launch of new product to support remote learning
 - Examples of debt investments that GenU could catalyze:
 - Country Investment Agenda: Actiam, an impact investment fund, gives concessional loan to a local Mongolian bank that funds SME's run by young people

¹⁶ This approach has also been adopted by foundations, government investors, and development finance institutions.

¹⁷ Triangulated from \$502B AUM in impact investment in 2017, ~15% of AUM corresponds with GenU's strategic priorities, roughly 50% of AUM is held by private commercial investors.

- Global Breakthrough: Bank funds social impact bonds to support scaling up of digital connectivity program in Bangladesh
- 6. GenU's appeal to impact investors will be strengthened by its alignment with the SDGs, which investors have demonstrated a desire to target. Impact investors have developed many vehicles with the SDGs in mind, including those that are in line with GenU's strategic priorities.
 - One example is the Blue like an Orange Sustainable Capital Fund, a private debt fund aiming to raise USD 1 billion, launched in April 2017. The fund targets progress toward SDGs 1, 2, 3, 4, 6, 7, 8, 9, and 11 through investments into small and medium-sized enterprises in sectors such as renewable energy, sustainable infrastructure, healthcare, education, financial services, and agribusiness. The fund leverages investment capital from public institutions, like the Inter-American Investment Corporation (IIC), to mobilize private investment at a 10:1 ratio.

Appendix 3 – Young Person’s Action Team Terms of Reference

<p><i>NOTE: This is a working document. The TORs will be finalized in collaboration with the Young People’s Action Team (YPAT) once all members are selected.</i></p>	
Name of entity	Young People’s Action Team
<p>Objectives of Generation Unlimited (GenU)</p>	<p>Generation Unlimited is a global, multi-sector partnership that connects secondary-age education and training to employment and entrepreneurship, enabling young people to become productive and engaged members of society. Generation Unlimited brings together public and private partners and young people to identify and scale solutions, and unlock investments related to seven priority areas:</p> <ol style="list-style-type: none"> 1. Promote formal school experiences that builds skills that young people need for the future of work 2. Provide young people outside the school system with opportunities for training and skills development 3. Improve connections between job seekers and available work opportunities 4. Increase the number of quality work opportunities available to young people 5. Foster entrepreneurship as a mindset and a livelihood 6. Promote equitable access to education, training, entrepreneurship, employment, and civic participation 7. Equip young people as problem-solvers and active members of civil society, helping to create a better world <p>GenU identifies young people’s engagement as a key strategy to steer and guide the GenU partnership with young people playing a central role in Generation Unlimited governance structures and beyond.</p> <p>Adolescents and youth will actively contribute their perspectives on the partnership through online and offline platforms. Mechanisms are prioritized to include and support young people in identifying and implementing solutions, building the evidence base, monitoring and evaluation, as well as creating platforms to support young people’s engagement.</p>
<p>Purpose of the entity</p>	<p>The Young People’s Action Team (YPAT) will be established to ensure the systematic and meaningful engagement of young people in the decision-making process of Gen-U at a local, regional and global level.</p> <ol style="list-style-type: none"> 1. On the local level, the YPAT will help implement GenU in all GenU active countries and steer its direction. 2. On the global level, the YPAT will contribute to steering and influencing the direction of this ambitious partnership and will be

	<p>part of the governance entities of GenU, together with other entities, such the Global Board¹⁸, the Leaders Group¹⁹ and the Secretariat²⁰.</p> <p>The YPAT ensures that the voices of young people, especially the most vulnerable and marginalized, are listened to and taken into consideration in the planning and execution of GenU at a local and global level.</p>
YPAT Guiding Principles	<p>Several guiding principles underpin the work of the YPAT:</p> <p>Do No Harm: The YPAT will abide by the principle of “Do No Harm”, or the prevention of advertent or inadvertent causes of harm to young people participating in the YPAT or being consulted by the YPAT. The YPAT governance structure will uphold this principle by identifying risks to young people’s participation and designing protocols to minimize the probability and impact of harm to young people to the greatest extent feasible.</p> <p>Inclusivity: The YPAT will be an inclusive council, welcoming engaged young people from all countries in the world and from all backgrounds, including and especially young people from marginalized and vulnerable communities.</p> <p>Diversity: The YPAT will promote diversity, reflecting a balance of age, gender, religion, ethnicity, ideology, rural and urban place of residence, and socioeconomic status.</p> <p>Tolerance: The YPAT will ensure that difference is a strength and seeking to find common ground that bridges divergent viewpoints.</p> <p>Respect: The YPAT will promote mutual respect among its members and counterparts at all times and will be committed to upholding the highest demonstrations of respectful and ethical behavior.</p> <p>Partnership: The YPAT will foster a spirit of partnership and cooperation between young people and adults that seeks to leverage the unique strengths and expertise of both parties.</p>
Roles and Responsibilities	<p>There will be a global and local YPAT to engage young people in GenU decision-making processes at all levels.</p>

¹⁸ The Global Board oversees the partnership, provides strategic direction and mobilises knowledge, resources and leadership

¹⁹ The Leaders Group is composed of visible drivers of Gen-U, who use their influence to open opportunities, advocate and mobilise resources

²⁰ The Secretariat is responsible for planning, young people’s participation, investment and programme support, communication and advocacy, and operations

	<p><u>GLOBAL YPAT</u></p> <p>The exact role and responsibilities of the global YPAT will be defined in collaboration with the local YPAT members.</p> <p>Our vision for the global YPAT is that it becomes part of the governance structure of GenU, and will act as the sounding board to the GenU Secretariat, ensuring that the voices of young people, especially the most vulnerable and marginalized, are heard by other GenU governing structures (Global Board and Executive Committee, Leaders Group and Secretariat) and taken into consideration in the planning and operationalization of GenU.</p> <p>In terms of responsibility areas, we suggest that the global YPAT focuses on:</p> <p>1. <u>Governance</u></p> <ul style="list-style-type: none"> ○ Inform and influence the overall strategic direction of GenU by providing inputs to the elaboration of all key GenU documents and strategies, including GenU Advocacy Strategy, GenU partnership strategy, Young People Participation Plan, etc. ○ Communicate regularly by mail with the GenU Secretariat to provide input/feedback on progress updates provided by GenU Secretariat and raise issues that are of interest/concern for the YPAT. ○ Participate in virtual quarterly meetings to discuss and inform strategic matters/decisions relating to the operation of GenU partnership and steer it with young people's voices/opinions. <p>2. <u>Advocacy</u></p> <ul style="list-style-type: none"> ○ Identify opportunities and engage in advocacy events at the global and regional levels. ○ Support the development of advocacy material that support GenU's interventions. <p><u>LOCAL YPAT</u></p> <p>The local YPAT is part of the local governance structure of GenU and will act as the sounding board to the GenU Country Team, ensuring that the voices of young people, especially the most vulnerable and marginalized, are heard by local GenU partners and taken into consideration in the implementation of GenU. Specific tasks of the YPAT include:</p> <p>1. <u>Governance</u></p>
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	<ul style="list-style-type: none"> ○ Inform and influence the strategic direction of the local GenU office by providing inputs to the elaboration of all key GenU documents and strategies. ○ Leverage their youth networks to get input and feedback on GenU strategy from a broader range of young people. ○ Participate in Country Board meetings to discuss and inform strategic decisions related to the operation of the local Gen-U office and raise issues that are of interest/concern to the local YPAT. <p>2. <u>Youth Engagement</u></p> <ul style="list-style-type: none"> ○ Design, inform and steer the young people's engagement plan of the local GenU office ensuring that effective approaches are put in place and being regularly assessed for efficiency. ○ Contribute to the implementation of the Youth Challenge 2.0. ○ Ensure that the voices of young adolescents are heard to steer the GenU strategy. <p>3. <u>Advocacy</u></p> <ul style="list-style-type: none"> ○ Identify opportunities and engage in advocacy events at the local and/or regional levels. ○ Support the development of advocacy material that support the local GenU office's interventions. ○ Support the engagement of young people through social media and digital platforms to collect the views of young people on the local GenU office's priority areas and support the analysis of the results of online and offline consultations held with young people to feed into the local GenU's decision-making processes and strategies. ○ Proactively identify dynamic like-minded youth organizations and networks who could join the local GenU partnership.
Criteria for Membership	<p><u>GLOBAL YPAT</u></p> <ul style="list-style-type: none"> • The global YPAT will be composed of the local YPAT Leads (in Tier 1 countries)²¹ and young leaders in other countries nominated by organisations such as: <ul style="list-style-type: none"> ○ Global Adolescent and Youth Groups (eg., Global Shapers, UN SDG/UNSGEY, etc) ○ Regional Adolescent and Youth Groups (eg., RAYAM, Regional NGO mechs, etc) ○ NGOs working with adolescents and youth (Scouts, etc)

²¹ Tier 1 country means there is a strong multi-sector partnership that exists at country level to develop a Country Investment Agenda, and the local GenU partnership in this country receives GenU technical and operational support, as well as catalytic capital for operations and programming.

	<ul style="list-style-type: none"> ○ Members of agency specific (UN and NGOs) working with adolescents and youth (vulnerable adolescents and youth) (eg., UNHCR – group of refugees, International Alliance, Search for Common Ground...) • The following membership criteria also apply: <ul style="list-style-type: none"> ○ A broad understanding of the rights of young people ○ Proven interest and direct engagement in at least one of the seven priority areas of GenU ○ A willingness to influence the GenU partnership, advocate for the partnership and to disseminate the success and achievements of GenU ○ Good knowledge and understanding of the local/national/ regional/global issues that are relevant to young people in the 21st century ○ Ability to participate in an advisory capacity ○ Ability to source inputs from the grassroots level and formulate them into actionable proposals, as applicable ○ Ability to represent a broad range of views that reflect the diversity of the communities, including of the most marginalized young people ○ Ability to encourage participation from and provide feedback to young people, particularly of the most vulnerable and marginalized young people ○ Capacity to commit to the YPAT for two years <p><u>LOCAL YPAT</u></p> <ul style="list-style-type: none"> • The local YPAT will be composed of maximum 20 members aged 10-24, and membership is voluntary. • These members will be nominated by the local GenU team in consultation with Country Board and other partners who are not part of the board. • The local YPAT must have fair representation by region, gender, age, disability, socio-economic background and issue-based areas of focus. For example, it is desirable that: <ul style="list-style-type: none"> ○ At least 6 members are between 10 and 14, and ○ At least 6 members are between 15 and 19, and ○ At least 6 members are aged between 20 and 24. • Criteria mentioned above (for the global YPAT) also apply.
<p>Internal Structure of the local & global YPAT: Lead and Co-lead</p>	<p>Once the selection of members has been completed, the members of the local YPAT nominate an “Action Team Lead” and “Action Team Co-Lead” through a straightforward process which will involve:</p> <ul style="list-style-type: none"> • Self-nomination of any of the YPAT members with a brief presentation (professional background, motivation for the self-nomination, vision for the tenure), • Public voting during the 1st meeting of the YPAT, where a simple majority of the present members will be required to reach a decision.

	<p>The Co-Lead will assume these duties in the event of the Lead's absence.</p> <p>The local Action Team Lead and Action Team Co-Lead will represent their team in the global YPAT.</p> <p>The global YPAT will follow the same process to nominate the global Action Team Lead and Action Team Co-Lead.</p>
Executive Support	<p>For the local YPAT, the local GenU team will be the main point of contact.</p> <p>For the global YPAT, the GenU Secretariat is expected to be the primary channel of interaction with the global YPAT through regular e-mail.</p> <p>At both levels, GenU commits to actively facilitating and enabling the engagement of YPAT members through capacity building and providing the necessary support and tools tailored to their needs.</p>
Meetings and Communication Channels	<p><u>LOCAL YPAT</u></p> <p>The local YPAT will use different online and offline platforms (i.e. community events, social media, surveys, digital polls, U-Report, Voices of Youth, YouthPower, etc.) to regularly dialogue with young people across their countries, and to source feedback from diverse communities and groups of young people, with the aim of formulating and discussing ideas and actionable proposals with their GenU country offices.</p> <p>These platforms and overall communications channels will be decided locally.</p> <p><u>GLOBAL YPAT</u></p> <p>The global YPAT and the GenU Secretariat will engage in regular communication via e-mail.</p> <p>Meetings of the global YPAT will take place both virtually and in person (provided available funding).</p> <ul style="list-style-type: none"> ○ Quarterly virtual meetings will take place to provide substantive updates to GenU Secretariat ○ Should funding allow for it, one meeting per year will be organized in person. ○ The global YPAT Lead will represent the group at the Board Meeting
Reporting	<p>A report of the YPAT activities will be presented to the Global Board once per year. Bi-monthly reports should be sent to the Secretariat by global YPAT members at least one week prior to the bi-monthly calls.</p>
Related Documents	<p>Generation Unlimited website Generation Unlimited brochure</p>