



United
Nations

Youth2030: First Interim Review

YOUTH
2030



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Foreword

The United Nations System-wide Youth Strategy, Youth2030, was launched in 2018 as a first-of-its-kind framework to drive the system's work with and for youth.

As we approach nearly six years since the inception of the strategy, our world confronts compounded global challenges – from the climate crisis to deepening inequalities and persistent conflicts – resulting in major setbacks in achieving the Sustainable Development Goals by 2030.

Yet, amidst these challenges lies an unprecedented opportunity to prioritize youth issues on global, regional and national agendas, working with young people as full-fledged partners at every step of the way. The establishment of the United Nations Youth Office by the General Assembly marks a significant step in this direction.

Youth2030: First Interim Review report arrives at a critical juncture in this dynamic global context. It assesses the progress made by the United Nations System in implementing the Youth Strategy, identifies lessons learned and outlines areas for further improvement.

I commend the leadership of the Youth Policy Labs for driving this review and appreciate the collaboration of United Nations entities and country teams, Governments and youth partners who supported this initiative.

The insights and actionable recommendations from this review will help set the stage for the next phase of Youth2030 implementation.

I look forward to our continued efforts in creating a world where every young person's human rights are realized, where every young person is empowered to reach their full potential, and where their agency, resilience and positive contributions as agents of change are recognized.

A handwritten signature in black ink, appearing to read 'Felipe Paullier', with a stylized flourish at the end.

Felipe Paullier

Assistant Secretary-General for Youth Affairs

Executive Summary

*This report presents insights from the first interim review of Youth2030, the United Nations system-wide Youth Strategy. Launched nearly six years into its implementation and in a global context impacted by ongoing crises and emerging opportunities, **Youth2030: First Interim Review** conducted by a team of external reflects on achievements, lessons learned, and recommendations for boosting progress towards 2030 in line with the acceleration efforts to achieve the Sustainable Development Goals.*

1. Context

The United Nations (UN) Secretary-General, António Guterres, launched [Youth2030, the UN system-wide Youth Strategy](#), on 24 September 2018, aiming to transform the Organization's work with and for youth at all levels. It emphasizes two main aims: (a) to address the needs, build the agency and advance the rights of young people in all their diversity, and (b) to ensure young people's engagement and participation in the implementation, review, and follow-up of the 2030 Agenda. The Youth Strategy outlines its programme priorities under **five priority areas** and the shifts within the UN system under **four foundational areas**.

Priority areas

**Engagement,
participation
and advocacy**

**Informed
and healthy
foundations**

**Economic
empowerment
through decent
work**

**Youth and
human rights**

**Peace and
resilience-
building**

Foundational areas

**Leadership
example – Youth
in the UN**

**The UN as a
knowledge and
innovation pioneer**

**The UN as an
investment and
solutions catalyst**

**The UN as an
accountability
leader**

Nearly six years since its inception, Youth2030 has gained significant traction within the system. According to the Youth2030 Progress Report 2024, currently the Youth Strategy is actively implemented by 58 UN entities (of which 50 are reporting) and all 132 UN country teams (UNCTs). The progress report also emphasizes that significant acceleration is needed at all levels to achieve the Youth Strategy's goals.

The world is off-track to achieving the Sustainable Development Goals (SDGs). Global progress has been significantly hindered by factors such as the climate crisis, conflicts, geopolitical tensions, persisting inequalities, rising living costs, demographic shifts, rapidly evolving job markets, migration, and broader societal developments such as a pushback on human rights and fundamental freedoms, shrinking civic space, and misinformation.

However, efforts are being intensified from the local to the global levels to regain lost ground and accelerate progress towards the global goals. To drive this process, in September 2021, the Secretary-General outlined a vision in [Our Common Agenda](#) report to turbocharge the path to 2030 and reshape global cooperation. The report represents an urgent call to strengthen solidarity with the world's young people and future generations. Since its launch, numerous recommendations, many pertinent to youth, have advanced and are at various stages of implementation. The Secretary-General also issued a series of policy briefs on key topics, including one on strengthening [Meaningful Youth Engagement in Policymaking and Decision-Making Processes](#).

Among the first recommendations from the Our Common Agenda report to come to fruition was the establishment of the United Nations Youth Office by General Assembly resolution [76/306](#), which marked a milestone in Member States' commitment to youth affairs across all pillars of the UN's work – peace and security, human rights and sustainable development. Led by the youngest Assistant Secretary-General in the history of the UN, the United Nations Youth Office integrated the former Office of the Secretary-General's Envoy on Youth.

Moreover, internal transformations within the UN are at the core of the vision to course correct and put the world back on track to achieve the SDGs by 2030. This vision - [UN 2.0](#) – represents a commitment from the Organization's leadership to rejuvenate the system to ensure it is better equipped to support Member States in the twenty-first century.

In this context, the Youth2030 High-level Steering Committee (HLSC) commissioned the first interim review of Youth2030. The HLSC is an intergenerational committee that strategically guides the implementation of the Youth Strategy by leveraging expertise from UN leadership alongside insights and solutions from youth-led organizations, networks and movements. This interim review seeks to assess the UN's progress in implementing the Youth Strategy, draw lessons learned thus far, and identify areas for further improvement on the planned course of action. It also examines the changing environment so as to formulate recommendations for the remainder of the implementation period.

2. Methodology overview

The review assesses the progress made in implementing Youth2030 and emphasizes the achievement of its two primary aims. Carried out in 2023, the review utilized a mixed-method approach, combining insights from a desk review of self-reported data from the UN system and published reports on relevant youth issues and global contexts, online surveys, focus group discussions, and interviews with key stakeholders such as UN entities, 33 UNCTs, Government representatives, and Youth2030 governance and coordination structures. Some 750 respondents completed the online surveys, complemented by 12 focus group discussions and 15 interviews conducted at the country level, along with five focus group discussions and two interviews conducted globally. The insights presented in the report are synthesized from data and information gathered from these diverse sources.

3. Findings

3.1. Overall findings

The implementation of Youth2030 has lived up to its intent. Significant progress has been made to advance it at all levels. Over the years, the number of UN entities reporting on Youth2030 has steadily increased, rising from 33 in 2020 to 50 in 2023 (with a higher number contributing to the Youth Strategy's goals but not involved in reporting). Notably, Youth2030 has successfully attracted participation from several UN entities that historically did not focus on youth issues. At the same time, all operational UNCTs (130 in 2020, 132 in 2023) are actively implementing the Youth Strategy.

While there is overall progress, much acceleration is needed to achieve the goals and the 2024 milestones. Also, variations in the rate and effectiveness of implementation are evident between UNCTs, within and between regions, and among UN entities.

The review also reveals that young people perceive greater progress towards the Youth Strategy's first aim compared with assessments by Governments and UNCTs. Governments generally view progress on the second aim positively, albeit less optimistically than UNCTs and young people.

Youth2030 Aim 1	Youth2030 Aim 2
To address the needs, build the agency, and advance the rights of young people in all their diversity.	To ensure young people's engagement and participation in the implementation, review and follow-up of the 2030 Agenda.

3.2. Priority areas

UN entities' contributions to Youth2030 priority areas have consistently aligned with their mandates. Across all respondents, there is a positive assessment of progress in the five priority areas outlined in the Youth Strategy, with **"Engagement, participation, and advocacy"** showing the most significant advancement. Overall, young people, actively engaged in the implementation of the Youth Strategy across various levels, assess progress more positively than Governments or UNCTs.

However, respondents highlight opportunities for improvement across all priority areas. Entities reporting across all three cycles of (2021, 2022, and 2023) generally view progress more favourably than those reporting in one or two cycles.

The work of UN entities and the collective actions of UNCTs at the national level have positively influenced government efforts concerning youth. These efforts include:

- ◆ Providing data and evidence to shape national legal frameworks and policies.
- ◆ Offering technical assistance to develop or update national youth policies, with a focus on Leaving No One Behind.
- ◆ Capacity-building for Governments and stakeholders.
- ◆ Implementing projects that contribute to national impact.
- ◆ Supporting innovative initiatives with and for youth to address challenges and gaps.
- ◆ Facilitating youth engagement in policymaking and Voluntary National Reviews.
- ◆ Bridging global agendas with local contexts.

The UN also plays a crucial role in nurturing and empowering youth-led organizations, networks and movements to catalyse positive social change. Support for youth networks, particularly those led by or supporting young women, includes financial backing, capacity-building for youth organizations and amplifying youth voices.

3.3. Foundational areas

The UN System is advancing in the Youth Strategy's foundational areas. However, progress has been uneven, with significant strides in some areas while others require greater momentum. UNCTs highlight **"the UN as an accountability leader"** on youth issues as the area showing the most progress, whereas **"the UN as a knowledge and innovation pioneer"** as the area that has seen the least advancement. Meanwhile, UN entities identify **"Leadership example – Youth in the UN"** as

the most improved area, with **“the UN as an investment and solutions catalyst”** and **“the UN as an accountability leader”** lagging. The review identifies a robust integration of youth empowerment and development as priorities in the UN System’s strategic plans across different levels but notes the absence of comprehensive mechanisms to track youth investments across the system.

While the review acknowledges the pioneering efforts of several UN entities in strengthening internships and attracting and retaining young talent in their organizations, it notes a clear need to ensure policy coherence, which currently serves as a critical barrier, to accelerate these areas of work across the UN System, particularly within the UNCTs.

A significant contribution of Youth2030 has been strengthening inter-agency coordination and collaboration on youth issues at both country and global levels. The concurrent rollout of the Youth Strategy and UN Development System reform processes has positively influenced coherence, collaboration, and advocacy for youth issues, and youth engagement in SDG actions. Leadership from Resident Coordinators and the Joint SDG Fund (where available) has played a crucial role in facilitating coherence and collaboration. Alignment with national and global priorities, availability of guidance, and opportunities for capacity development have facilitated strong performance by UNCTs and UN entities in implementing the Youth Strategy. However, challenges such as alignment issues, financial constraints and lack of human resources remain significant barriers.

3.4. Meaningful youth engagement

Meaningful youth engagement is at the heart of Youth2030. All respondent categories – UN entities, UNCTs, Governments and youth – report progress in integrating youth voices into the UN’s initiatives. Youth respondents, actively engaged in the implementation of the Youth Strategy across various levels, express more favourable views compared with other groups. They highlight the role of the Youth Strategy in advancing their agenda. Also, UN entities participating in all three reporting cycles of Youth2030 note a stronger impact on youth engagement in their contexts compared with those participating in fewer cycles.

Significant and encouraging progress has been made in how the UN engages youth in shaping country-level work. For instance, youth involvement in UN Sustainable Development Cooperation Framework processes has increased ten-fold between 2020 and 2023. Moreover, diverse groups of young people are engaged in strategic planning, policy advocacy with Governments, and project design and implementation. Networks of young women and grassroots-level youth are notably active participants.

However, policies and processes for youth engagement need to be strengthened across all levels of the UN System. A cultural shift is necessary to ensure that youth engagement becomes genuinely meaningful.

3.5. Governance and coordination structures

The review underscores the role played by the existing Youth2030 governance and coordination structures – specifically the High-level Steering Committee, the Joint Working Group and its Task Teams, and the Youth2030 Secretariat (formerly under the Office of the Secretary-General’s Envoy on Youth and now within the United Nations Youth Office) – in providing strategic direction and fostering collaboration within the UN System during the initial implementation years. However, the review also identifies a clear need for increased youth representation and more robust and inclusive youth engagement within these structures. Furthermore, it emphasizes the need for broader participation of UN entities and enhanced involvement of regional structures and UNCTs in Youth2030 governance structures.

4. Recommendations

While progress is evident in implementing Youth2030, there is a pressing need to accelerate the pace. To enhance this process, the review highlights the following concrete recommendations.

Recommendation 1: Boost Youth2030 alignment with global, regional and national actions and pathways for SDG acceleration anchored in the six key transitions, with meaningful youth engagement at the centre

Six transitions: investment pathways to deliver the SDGs

Rooted in the 17 Goals, six transformative entry points or key transitions can have catalytic and multiplier effects across the SDGs:

- (1) food systems
- (2) energy access and affordability
- (3) digital connectivity
- (4) education
- (5) jobs and social protection
- (6) climate change, biodiversity loss and pollution.

Learn more [here](#).

Our Common Agenda

Our Common Agenda is the Secretary-General's vision for the future of global cooperation. It calls for inclusive, networked and effective multilateralism to better respond and deliver for the people and planet and to get the world back on track by turbocharging action on the [Sustainable Development Goals](#). It outlines possible solutions to address the gaps and risks that have emerged since 2015, calling for a [Summit of the Future](#) in September 2024.

Read the report [here](#).

Recommendation 1 calls for:

- (a) Engaging youth in the operationalization of the Our Common Agenda policy brief on “Meaningful Youth Engagement in Policy and Decision-making Processes” and other relevant briefs at all levels;
- (b) Engaging youth in the implementation of global commitments such as the Transforming Education Summit, the Summit of the Future and A Pact for the Future, Beijing Declaration, Financing for Development, and more, anchored in the six key transitions, through support for designing policies and implementation at scale;
- (c) Equipping young people, UN youth focal points (and other relevant focal points) in UN entities, UNCTs and Governments with skills and expertise for integrated policy support, emphasizing tools like strategic foresight, design thinking and participatory approaches;
- (d) Building a portfolio of youth-relevant strategic initiatives in line with these SDG transitions and engaging young people as partners in developing a pipeline of actionable national projects and innovative initiatives at scale, involving both public and private sectors.

Recommendation 2: Accelerate implementation of Youth2030 with a focus on internal transformations within the UN linked to UN 2.0 priorities

UN 2.0 and the Quintet of Change

“UN 2.0” encapsulates the Secretary-General's vision of a modern UN family, rejuvenated by a forward-thinking culture and empowered by cutting-edge skills for the twenty-first century – to turbocharge the UN's support to people and planet. It is based on a fusion of innovation, data, digital, foresight and behavioural science skills, and culture, known as the “Quintet of Change”.

Learn more [here](#).

Did you know?

According to data from the UN System Chief Executives Board for Coordination for 2022:

- ◆ The average age of UN personnel is 46.1 years
- ◆ Less than 4 per cent of UN personnel are under 30 years of age.

Read the report [here](#).

Recommendation 2 calls for:

- Rejuvenating the UN workforce and enhancing its composition, skills and diversity through implementing targeted talent management strategies to attract and retain young people and investing in a dynamic and balanced multigenerational workforce capable of meeting current and evolving needs of the Organization;
- Transforming internship programmes in the UN and ensuring that such programmes are coherent, fair, inclusive and accessible for all young people everywhere;
- Fostering a UN-supported knowledge ecosystem on a range of youth issues, leveraging diverse data, evidence and knowledge from various processes, including SDG processes, youth-led research and Youth2030 reporting cycles;
- Brokering strategic partnerships, including with academia, think tanks, the private sector and other stakeholders to foster innovation, scale-up results and boost technical, technological and financial resources;
- Developing a UN Youth Academy or partnering with existing academies as platforms for scaling capacity-building, skill development, and knowledge dissemination globally;
- Unlocking funding from diverse sources and scaling funding mechanisms like the Joint SDG Funds to advance youth-led and youth-focused initiatives. Establishing a marker system to track investments for youth across the UN;
- Scaling up and strengthening youth advisory bodies and relevant mechanisms, exploring technology and online engagement to diversify models of inclusive and accessible engagement, ensuring active communication, outreach, accountability and transparency, and enhancing policies and processes for meaningful youth participation in the UN System at all levels.

Recommendation 3: Revamp Youth2030 global governance structures

Recommendation 3 calls for:

- (a) Expanding the Youth2030 High-level Steering Committee and Joint Working Group, anchored in the United Nations Youth Office, to secure broader representation from UN entities, regional commissions and UNCTs, as well as enhance buy-in, collaboration and coherence in the UN's work with and for youth;
- (b) Broadening participation of youth-led organizations, networks, and movements in Youth2030 global governance and coordination structures and investing in more robust, accessible, and inclusive youth engagement within by tapping into innovative tools and leveraging digital technologies.

Recommendation 4: Prioritize high-level political engagement and UN leadership engagement.

Recommendation 4 calls for:

- (a) Moving the UN System at the leadership level, including by engaging with the UN System's senior management groups, positioning youth-related issues and meaningful youth engagement in the forefront of global affairs, and integrating the youth agenda as a strategic priority;
- (b) Emphasizing high-level political engagement with Member States on Youth2030, aiming to advance the Youth Strategy's implementation within UN entities and UNCTs through Member States' involvement in entity boards and at the national level in Cooperation Framework agreements, to promote national youth agendas and meaningful youth engagement in policymaking and decision-making with Governments.

With less than six years left until 2030, the implementation of these recommendations during the Youth Strategy's second phase (2025–2030) will be crucial to leverage opportunities and advance the UN's work with and for youth at all levels, championing meaningful youth engagement at every step of the way. The leadership of the UN Youth Office is critical in shaping the future.

PART A

BACKGROUND, OBJECTIVES, METHODOLOGY

1. Introduction

1.1. Background and context

Recognizing that young people have a pivotal role to play in achieving sustainable, inclusive, and peaceful societies worldwide, ‘Youth2030: working with and for young people’, the first-ever UN System-wide Youth Strategy, was launched on 24 September 2018 by the Secretary-General, with a vision to ensure a world in which the human rights of every young person are realized, where every young person is empowered to achieve their full potential and a world that recognizes the agency, resilience and the positive contributions of young people as agents of change. Youth2030 acts as an overall framework to guide the UN System’s actions for and with young people across the pillars of the UN’s work – peace and security, human rights, and sustainable development – and in all contexts, including humanitarian settings, to reach the 2030 Sustainable Development Goals (SDGs).

The strategy aims to facilitate expanded global, regional and country-level action and impact, addressing the needs, building the agency, and advancing the rights of young people in all their diversity¹ and ensuring their engagement and participation in the implementation, review and follow-up of the 2030 Agenda and other related global agendas and frameworks.² The strategy was unveiled in the context of UN reforms and incorporates the key tenets of the reform process – coherence, efficiency, effectiveness, accountability, and transparency – in its principles. The strategy thus also seeks to ensure that the UN’s work on youth is pursued in a coordinated, coherent, and holistic manner.

The strategy is built on: (a) strengthening the foundations for a UN that delivers with and for young people, termed as “foundational areas” and (b) advancing critical programmatic areas to meet the needs and aspirations of young people, termed as “priority areas”:

Four foundational areas

- (a) Supporting youth leadership across the organization and building staff awareness and capacity on youth issues (a leadership example);
- (b) Strengthening knowledge production and management as well as becoming a credible source of expertise on youth development and engagement (a knowledge and innovation pioneer);
- (c) Accelerating resource mobilization efforts and facilitating partnerships and funding for youth-focused and youth-led actions (an investment and solution catalyst);
- (d) Ensuring that the UN successfully addresses youth issues through their programming, tracks budget allocations and expenditures and meaningfully engages young people in its work (an accountability leader).

¹ Referred to as the work of the UN System for youth.

² Meaningful youth engagement is referred to as the work of the UN System with youth.

Five priority areas

- (a) Engagement, participation and advocacy – amplifying youth voices for the promotion of a peaceful, just and sustainable world;
- (b) Informed and healthy foundations – supporting young people’s greater access to quality education and health services;
- (c) Economic empowerment through decent work – supporting young people’s greater access to decent work and productive employment;
- (d) Youth and human rights – protecting and promoting the rights of young people and supporting their civic and political engagement;
- (e) Peace and resilience building – supporting young people as catalysts for peace and security, and humanitarian action.

Implementation of the strategy is guided by the High-level Steering Committee (HLSC), which comprises representatives of UN entities and youth networks. The Committee is supported by a technical leadership group, the Joint Working Group (JWG), with its time-bound Task Teams (TT) and the Youth2030 Secretariat hosted in the United Nations Youth Office.³

1.2. Rationale for the first interim review of Youth2030

The strategy completed the first five years of implementation across the UN System in 2023. This was an ideal moment for reflecting on how the UN System has taken implementation of the strategy forward, what lessons have been learned from thus far and identify potential areas for future improvement. It was also critical to consider the changing external⁴ and internal contexts to adapt the strategy and leverage opportunities⁵ optimally for the subsequent phases. The role of the UN is to support key stakeholders – national Governments (duty bearers) and young people (rights-holders) – to reach the 2030 goals. The first interim review sought their views on the effect of the strategy on their work and their perspectives on the way forward.

³ Previously the Office of the Secretary-General’s Envoy on Youth. Renamed as the UN Youth Office on 1 December 2023.

⁴ COVID-19 pandemic, conflict, climate issues etc.

⁵ Including Our Common Agenda, commitments made to transform education in UNGA77, UN General Assembly resolution A/RES/76/306 on the “Establishment of the United Nations Youth Office” etc.

1.3. Objectives of the interim review

The objectives of the interim review were:

- (a) To assess how the strategy was being implemented across the UN System and identify factors that facilitate and impede implementation;
- (b) To study how the implementation of the strategy has influenced the work with and for youth of key stakeholders;
- (c) To examine changes in the external and internal environments of relevance for the strategy and draw up recommendations for its future implementation.

1.4. Scope and areas of enquiry

The review covers the first five years of implementation of Youth2030. It draws a big picture of the application of the priority and foundational areas both by United Nations country teams (UNCTs) and by UN entities. It examines the strategy's contribution to strengthening meaningful youth engagement in the UN and alignment with the reform agenda. It focuses on the progress achieved and the gaps, documents commonalities and differences in how the strategy was applied across different contexts and examines the enablers and barriers for implementation to help in making any adjustments for the remaining phases of the strategy.

The role of the UN is to support key stakeholders, including Governments, to reach the 2030 goals. Considering the above, the review attempts to understand higher-level effects on how UN support to Governments has influenced national development/youth policies and legal frameworks, plans, programmes and financing on youth. The review also examines the strategy's contribution to the capacities of and opportunities for youth-led organizations, networks and initiatives to advocate for their rights and advance ideas and solutions. It also outlines the influence of the UN's work on youth and gender as well as youth and "Leaving No One Behind" in national contexts.

The review also examines the guidance and support of the global governance and coordination mechanisms for implementing the strategy, including the High-level Steering Committee, the technical leadership group (the Joint Working Group with its Task Teams) and the Youth2030 Secretariat, to understand the strengths and gaps with a view to reinforcing them.

It also includes an environmental scan to look at global trends and changes, the opportunities and threats that need to be factored into the next phase of implementation of the strategy.

The following are the four **'Areas of enquiry'**:

1. Strategic intent vs actual implementation: Understanding the extent to which the implementation of Youth2030 by UN entities and UN Country Teams has lived up to the strategic intentions set out in the Youth2030 strategy document.

- (a) What priority areas have seen the most progress? What are the areas of least progress?
- (b) What foundational areas have seen the most progress? What are the areas of least progress?
- (c) Which regions and contexts have seen the most progress? In which regions and contexts has the progress been the least?
- (d) How has meaningful youth engagement progressed within the UN?
- (e) What were the key enablers for implementation?
- (f) What were the critical barriers for implementation?

2. Engagement with key stakeholders on youth issues: Examining the extent to which applying the strategy has influenced the work of key stakeholders on youth issues, in particular national Governments, and youth networks.

- (a) What are the higher-level effects –positive or negative, intended, or unintended – on the work of national Governments on youth?
- (b) What are the higher-level effects –positive or negative, intended, or unintended – on the work of youth-led organizations, networks and initiatives?
- (c) How has the UN's work on youth and gender, youth and Leaving No One Behind influenced and supported work in these countries?

3. Global governance, technical leadership, and System-wide coordination mechanisms: Reviewing the extent to which the global governance, technical leadership and system-wide coordination structures supported implementation across the UN System and how they can continue to remain relevant and vital.

- (d) Is the implementation of the youth strategy aligned with the UN reform agenda?
- (e) How adequate were the global governance, technical leadership, and coordination mechanisms in supporting the implementation?
- (f) How adequate was youth engagement in these mechanisms?

4. Changes in the external and internal environments: Recognizing changes in the external and internal environments, to guide adaptation of the Strategy to the changing context.

- (a) What are the critical changes in the external and internal environment that need to be considered when adapting the Strategy for the coming years?
- (b) What components continue to be relevant and can be retained?
- (c) What components need adjustment?



2. Methodology

The review used a mixed-method approach across the four areas of enquiry, drawing insights from a combination of desk reviews, online surveys, focus group discussions with key stakeholders and leadership and expert interviews.

2.1. Desk reviews

Some of the documents reviewed in the desk review were (a) reports/documents on geopolitical and socioeconomic outlook, population, climate, conflicts and other megatrends, (b) reports on legal and policy trends on youth-related issues, (c) SDG progress reports, (d) annual progress reports of Youth2030, (e) strategic plans and results frameworks of UN entities and UNCTs, (f) annual reports of UN entities and UNCTs and (g) other relevant documents and reports available online.

2.2. Online surveys

During the review, four online surveys were carried out, targeting different key stakeholders relevant for the implementation of Youth2030. These included UNCTs, Governments, young people engaged with the UN and UN entities:

- ◆ **UNCT survey:** Heads of UN Resident Coordinator Offices, and for the co-chairs of Inter-Agency Task Force on Youth, Results Group on Youth, and similar working structures
- ◆ **Youth survey:** Young people actively engaged with UNCTs
- ◆ **Government survey:** Government officials from youth as well as line ministries with responsibility for public policies for young people
- ◆ **UN entities survey:** Staff members of UN entities with programmatic roles at the global and regional level.

From the 131 UNCTs (as of April 2023) participating in the strategy's implementation, the review team drew inferences from a sample of UNCTs and invited 35 UNCTs to participate in the interim review. In the end, 33 UNCTs contributed to the review. All the 51 UN entities (as of April 2023) participating in the implementation of Youth2030 were invited to participate in the online surveys, as well as governance structures such as the HLSC, JWG and the Youth2030 Secretariat. Total cases are shown in table 1.

Survey respondents	Completed responses
UNCTs	203
Youth	405
Governments	95
UN entities	47
Total	750

Table 1: Total respondents by online survey type

2.3. Focus groups and expert interviews (country level)

As part of the interim review, country case studies were conducted. A sampling of seven UNCTs was conducted, of which six UNCTs participated. The sample included UNCTs of varied sizes and operating contexts. Several review instruments were developed to best collect relevant perspectives on the implementation of Youth2030:

- ◆ Focus group discussions (FGDs) with the UNCTs' Inter-Agency Task Force / Results Group on Youth (further referred to as FGD UNCT Team)
- ◆ Focus group discussions with young people engaged with the UNCT (further referred to as Youth FGD)
- ◆ Interviews at the leadership level in the UNCT (further referred to as UNCT Leadership interviews)
- ◆ Interviews with representatives of Governments (further referred to as Government interviews)

Total cases per review instrument are shown in Table 2.

Review instrument	Completed reviews
FGD UNCT Team	6
Youth FGD	6
UNCT leadership interviews	6
Government interviews	9
Total	27

Table 2: Total numbers by review instrument (country case studies)

2.4. Focus groups and expert interviews (global level)

Several focus group discussions and expert interviews were conducted as part of the interim review, with key stakeholders relevant at global level and a focus on the governance structures of Youth2030:

- ◆ One focus group discussion with the High-level Steering Committee
- ◆ Two focus group discussions with the Joint Working Group
- ◆ One focus group discussion with the Youth2030 Secretariat
- ◆ One focus group discussion with youth engaged in Youth2030 governance structures
- ◆ One interview with the Secretary-General's Envoy on Youth
- ◆ One interview with the Department of Operational Support – Chief of Non-Staff Capacities Unit.

2.5. Analysis

The data from surveys, focus group discussions, expert interviews and leadership interviews, and routine reporting were analysed to arrive at the key findings for the various areas of enquiry. These are presented in the next section of the report.



PART B

KEY FINDINGS

3. Strategic intent vs actual implementation

The UN's first System-wide youth strategy, "**Youth2030 – Working with and for young people**", launched in 2018, set out the following main aims:

1. To address the needs, build the agency, and advance the rights of young people in all their diversity
2. To ensure young people's engagement and participation in the implementation, review and follow-up of the 2030 Agenda.

The strategy outlined the programme priorities under **five priority areas**⁶ and the foundational shifts within the UN System under **four foundational areas**.⁷

3.1. Progress on the strategic aims

The review highlights that the implementation of Youth2030 has lived up to its intent and its two aims. Significant progress has been made to advance it at all levels. Over the years, the number of UN entities reporting on Youth2030 has steadily increased, rising from 33 in 2020 to 50 in 2023 (with a higher number contributing to the Youth Strategy's goals but not involved in reporting). Notably, Youth2030 has successfully attracted participation from several UN entities that historically did not focus on youth issues, indicating its added value. At the same time, all operational UNCTs (130 in 2020, 132 in 2023) are actively implementing the Youth Strategy.

While there is overall progress, much acceleration is needed to achieve the goals and the 2024 milestones. Further, variations in the rate and effectiveness of implementation are evident between UNCTs, within and between regions, and among UN entities. The interim review also reveals that young people perceive greater progress towards the strategy's first aim compared with assessments by Governments and UNCTs. Governments generally view progress on the second aim positively, albeit less optimistically than young people.

⁶ PA-1: Youth engagement, participation and advocacy, PA-2: Informed and healthy foundations, PA-3: Economic empowerment through decent work, PA-4: Youth and human rights, PA-5: Peace and resilience building.

⁷ FA-1: The UN as a leadership example, FA-2: The UN as a knowledge and innovation pioneer, FA-3: The UN as an investment and solution catalyst, FA-4: The UN as an accountability leader.

Perceptions of progress on the strategy					
Strategic aims		Perceptions of progress Scale: 0–5 (0- No progress; 5-Most progress)			
		Mean/Median	UNCTs	Governments	Youth
1	Address the needs, build the agency, and advance the rights of young people in all their diversity.	Mean	3.3	3.3	3.4
		Median	3	3	4
2	Ensure young people’s engagement and participation in the implementation, review, and follow-up of the 2030 Agenda.	Mean	3.3	3.2	3.5
		Median	3	3	4

These findings are consistent with the Youth2030 annual progress report for 2023, based on self-reporting. The report states that “UN entities and UNCTs are progressing in the implementation of the UN Youth Strategy. However, the pace of progress is slow, and much acceleration is needed to reach the 2024 milestone.”⁸

3.2. Progress on the priority areas

Available data and stakeholder perceptions indicate steady progress across the UN System in implementing the five priority areas.

All respondents positively assessed progress in priority areas in their contexts, with “**Youth engagement, participation and advocacy**” as the area with the most progress. UN entities that reported across all three cycles⁹ assessed the progress in this area more positively (Mean: 3.9, Median: 4) compared with entities reporting in one and two cycles (Mean: 2.6, Median: 3).

⁸ UN entities and UNCTs achieve a green rating in ≥ 80% scores by 2024 for the relevant KPIs set out in the Youth2030 Scorecards.

⁹ Taken as an indication of consistently participating in the strategy implementation.

Perceptions of progress on the priority areas					
PA#	Priority areas of the youth strategy	Perceptions of progress ¹⁰ Scale: 0–5 (0- No progress; 5-Most progress)			
		Mean/Median	UNCTs	Governments	UN entities
1	Youth engagement, participation, and advocacy	Mean	3.5	3.5	3.5
		Median	4	4	4
2	Informed and healthy foundations	Mean	3.4	3.2	2.7
		Median	3	3	3
3	Economic empowerment through decent work	Mean	3.1	3.5	3.2
		Median	3	4	3
4	Youth and human rights	Mean	3.3	3.2	3
		Median	3	3	3
5	Peace and resilience building	Mean	3.4	3.5	3
		Median	3	4	3

An examination of a sample of UN Sustainable Development Cooperation Frameworks (UNSDCFs) from UNCTs shows that the youth work in the UNCTs is aligned with the particular country’s contexts, national priorities and the priority areas of the youth strategy. Some of the key areas of support include strengthening the capacity of Governments on policymaking on youth, mainstreaming youth engagement in designing, monitoring and reviewing sectoral programmes and improving in-country coordination on youth.

A review of the list of UN entities participating in the strategy, their mandates and their reports shows evidence of entities working across the pillars of the UN’s work – sustainable development, human rights, peace and security (in all contexts, including humanitarian action) – contributing from their areas of strength to the priority areas of the strategy.

¹⁰ The score differences between priority areas might reflect the survey respondents’ profiles.

The COVID-19 pandemic has had a disproportionate impact on young people, especially in the areas of mental health, education and employment, and migration. Implementation of the strategy continued during the pandemic period, incorporating several priorities relevant to youth and tailored to their contexts. Conflict, humanitarian crises, climate change and displacement of young people have been significant challenges that the UN System has dealt with during the implementation period.

3.3. Progress on the foundational areas

Data, evidence and perceptions indicate that the UN System is implementing the foundational areas in line with the strategy’s intent and has shown overall progress. The improvements, however, have been uneven, with robust progress in some areas and others needing to pick up momentum.

The UNCTs assessed “accountability” as the area with the most progress and “knowledge and innovation” with the least progress. In contrast, the UN entities assessed “leadership” as the area with the most progress, and “investments” and “accountability” with the least progress.

Perceptions of progress on the foundational areas				
PA#	Priority areas of the youth strategy	Perceptions of progress Scale: 0–5 (0- No progress; 5-Most progress)		
		Mean/Median	UNCTs	UN entities
1	The UN as a leadership example	Mean	3.3	3.4
		Median	3	3.5
2	The UN as a knowledge and innovation pioneer	Mean	3.1	3.1
		Median	3	3
3	The UN as an investment and solution catalyst	Mean	3.2	2.9
		Median	3	3
4	The UN as an accountability leader	Mean	3.3	2.9
		Median	4	3

A review of documents shows that in the early years of strategy implementation, accountability systems were established, including Scorecards with key performance indicators (KPIs), baselines for implementation, and institutionalized annual reporting mechanisms. These efforts have been critical in setting the tone for the System-wide accountability. Launching the progress reports in high-level global events¹¹ and making them available publicly has been standard practice every year. Performance reports are also integrated into the yearly Quadrennial Comprehensive Policy Review (QCPR)¹² and the Secretary-General's report to the Member States on the newly established UN Youth Office.

Evidence is available of the UN System advancing joint and multistakeholder projects, programmes and initiatives across priority areas and leveraging technical, technological and financial resources for innovations for and with youth.

An extensive body of data, evidence and knowledge on youth has been made available. The knowledge products are housed in entity portals; the collective **Youth2030 online portal** with the tools and resources is a valuable initial step.

Progress, though not uniform, is seen in integrating youth empowerment and development as priorities in the UN System's strategic plans at various levels and ensuring funding. Progress is also seen in establishing focal points for coordinating youth work in UNCTs and UN entities and improving policy coherence through inter-agency working groups.

While the review recognizes the pioneering efforts of several UN entities on strengthening internships and managing young talent, much scope exists for accelerating these two areas of work, especially in UNCTs. Ensuring policy coherence across the UN System on these two areas would be critical to move the agenda in UNCTs.

3.4. Progress on meaningful youth engagement

Meaningful youth engagement is an essential component of the strategy's priority (Priority Area-1) and foundational areas (The UN as a leadership example). This section explores the status of youth engagement in the UN, the actions taken by the UN to integrate youth participation in UN processes and the enablers and barriers.

Perceptions of progress

All categories of respondents – UN entities, UNCTs, Governments and youth – indicate progress on integrating youth in the often complex and demanding internal processes and structures of the UN.

Young people are more positive about progress compared with UNCTs and Governments. Also, UN entities who participated in all three Youth2030 reporting cycles point to a strong impact of the UN youth strategy on youth engagement in the UN, compared with those who participated in only one or two reporting cycles. The qualitative research reveals there is still room for improvement.

¹¹ In the ECOSOC Youth Forum or on the sidelines of the High-level Political Forum.

¹² The mechanism through which the General Assembly assesses the effectiveness, efficiency, coherence and impact of the UN development system.

Perceptions of progress on the meaningful youth engagement					
Meaningful youth engagement	Perceptions of progress ¹⁰ Scale: 0–5 (0- No progress; 5-Most progress)				
	Mean/Median	UNCTs	Governments	Youth	UN entities
How much has meaningful youth engagement progressed in your context?	Mean	3.4	3.3		3.6
	Median	3	3		4
Do you feel like you can engage meaningfully in your UN country team/ context?	Mean			3.8	
	Median			4	

Actions taken by the UN System to advance meaningful youth engagement

Some of the actions taken by the UN System to advance meaningful youth engagement include:

1. Advocating for and building awareness on the importance of youth engagement
2. Ensuring mechanisms and platforms are available for youth engagement in UN processes



“One notable advancement in fostering meaningful youth engagement has been the establishment of Youth Advisory Groups.¹³ These groups serve as platforms where young people actively participate in various planning and co-creation processes alongside the UNCTs and the wider United Nations System”.



3. Facilitating opportunities for engaging youth in international and national forums



“The UN System has embarked on a journey to amplify the visibility of youth on both the international and national fronts. This commitment is reflected in their organization of intergenerational/ youth dialogues in significant gatherings like the Summit of Democracy, Transforming Education Summit, SDG Summit and others”.



4. Empowering young people and their networks
5. Making available funding
6. Building metrics and tracking progress on meaningful youth engagement.

¹³ Or equivalent- Youth Advisory Board, Youth Sounding Board, etc.



“Drawing from the principles of meaningful youth engagement, the Youth2030 Scorecards for UN entities and UNCTs included Key Performance Indicators¹⁴ for the first time to measure if the UN’s engagement with youth is meaningful and to track progress.”



Enablers and barriers to meaningful youth engagement

Overall, the review shows a wide range of enablers that have emerged as crucial factors in promoting meaningful youth engagement within the United Nations System. These enablers provide a way forward for harnessing the potential of young people as active contributors to the UN’s mission, fostering a more inclusive and effective approach to addressing global challenges.

Enablers	Barriers
<ol style="list-style-type: none"> 1. Long-term alliances with national youth ministries 2. Networking opportunities with fellow young leaders, UN officials, youth-led organizations, and networks 3. Access to wisdom and expertise, mentorship, and guidance 4. The presence of structured platforms, such as youth advisory boards 5. Capacity-building initiatives to empower youth 6. Access to decision-makers and decision-making 	<ol style="list-style-type: none"> 1. Outreach and engagement with hard-to-reach groups 2. Difficulty in accessing UN focal/ contact points 3. Lack of comprehensive information that is needed to navigate the intricate UN System 4. Lack of accountability and transparency on how the recommendations of youth were used 5. Engagement is tokenistic in instances 6. Lack of resources, including financial and logistical challenges

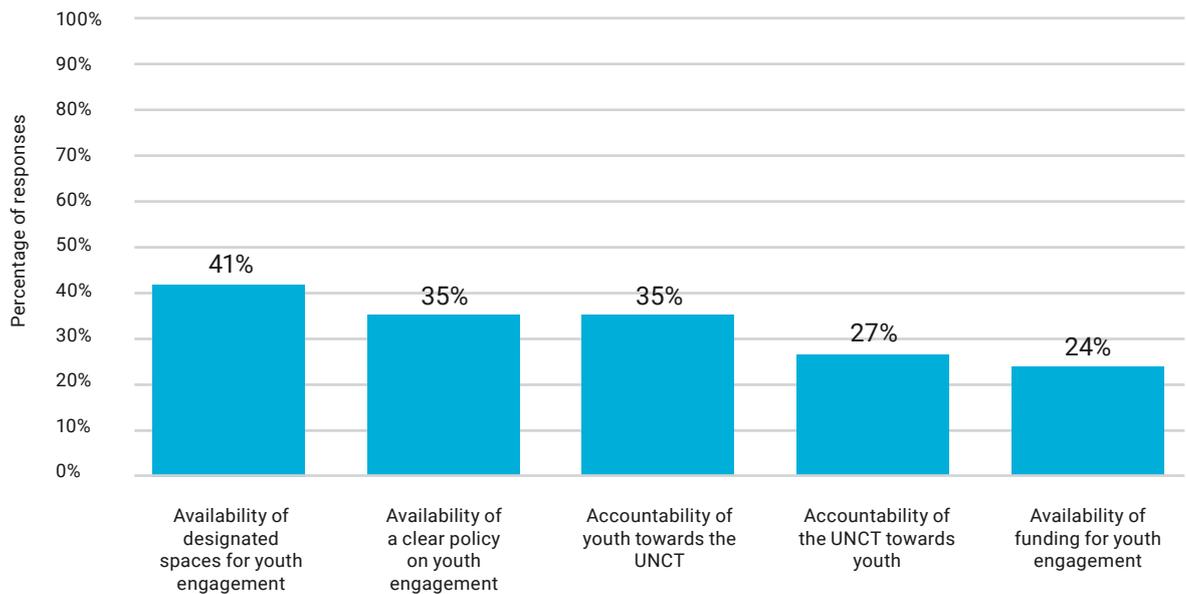
Specifically, young people outlined some of the factors that enabled their engagement with UNCTs. These include:

- (a) Availability of a designated spaces for youth representation
- (b) A clear policy on youth engagement
- (c) Reciprocal accountability
- (d) Availability of funding.

¹⁴ i) Policies and processes for meaningful youth engagement in the UN, ii) Diversity of youth engaged by the UN, iii) Engagement of youth in UN’s strategic planning processes, iv) Engagement of youth in the UN’s support to Governments/ intergovernmental processes and v) Engagement of youth in UN-led projects and campaigns.

What has empowered youth in their engagement with UNCTs

Youth survey results



Insights from data and documents

The Youth2030 Progress Report 2023 states, “UN entities performed well in several areas of meaningful youth engagement. They engaged diverse youth, engaged youth in UN projects and campaigns, and in the UN support to Governments/ intergovernmental work. There remains scope for improving youth engagement in entity-level strategic planning processes. Good all-round momentum in UNCTs on meaningful youth engagement is evident, with significant improvement seen in youth engagement in country-level strategic planning processes. However, policies and processes in the UN need to be strengthened at all levels for youth engagement to be meaningful.”

4. Enablers and barriers for youth strategy implementation

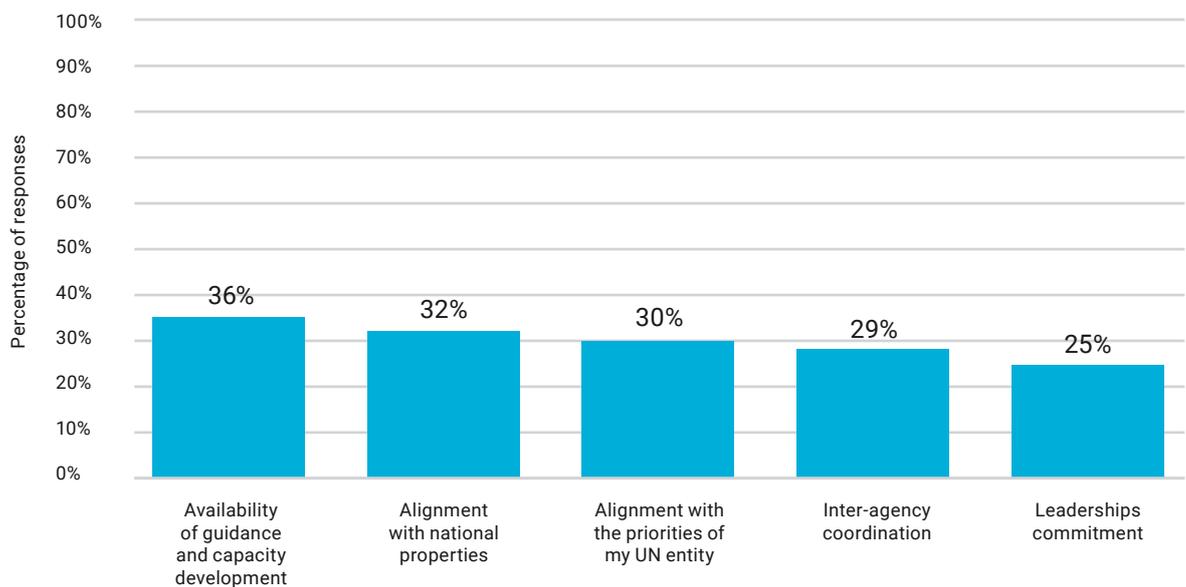
The interim review also explored the key enablers and critical barriers for overall implementation of the youth strategy in UN country teams and UN entities:

UN Country Teams

Five key enablers	Five critical barriers
<ol style="list-style-type: none"> 1. Availability of guidance, and training and capacity development opportunities 2. Alignment to national priorities 3. Alignment to UN entity priorities 4. Inter-agency coordination 5. Leadership's commitment 	<ol style="list-style-type: none"> 1. Lack of alignment to UN entity's priorities 2. Financial capacity 3. Alignment with the reform agenda 4. Lack of alignment to national priorities 5. Country context

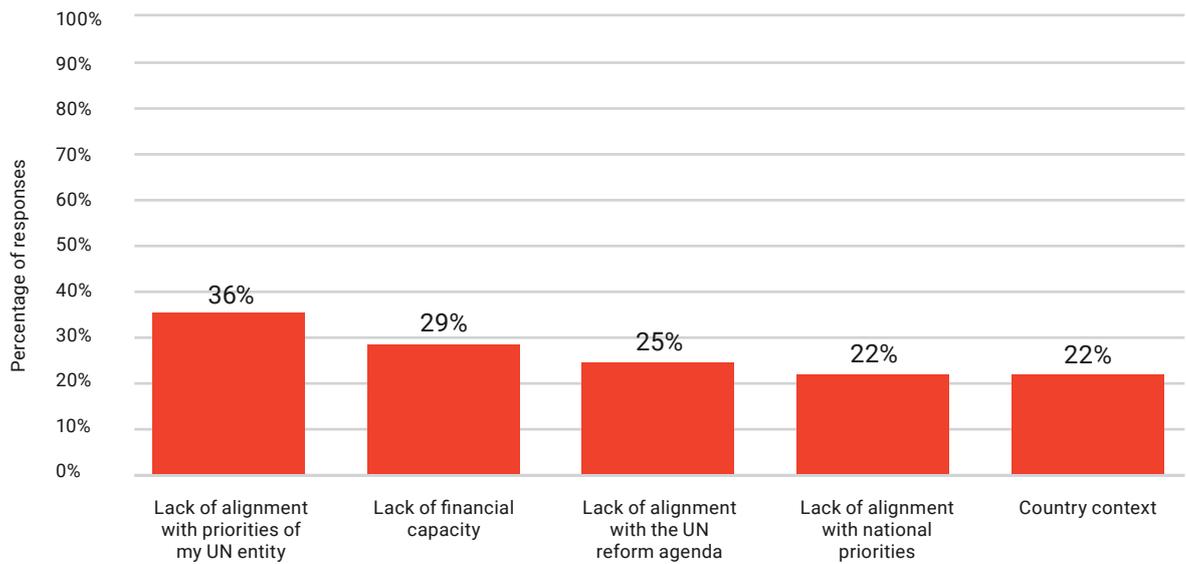
What are the enablers in your work with and for youth

UNCT survey results



What are the **barriers** in your work with and for youth

UNCT survey results

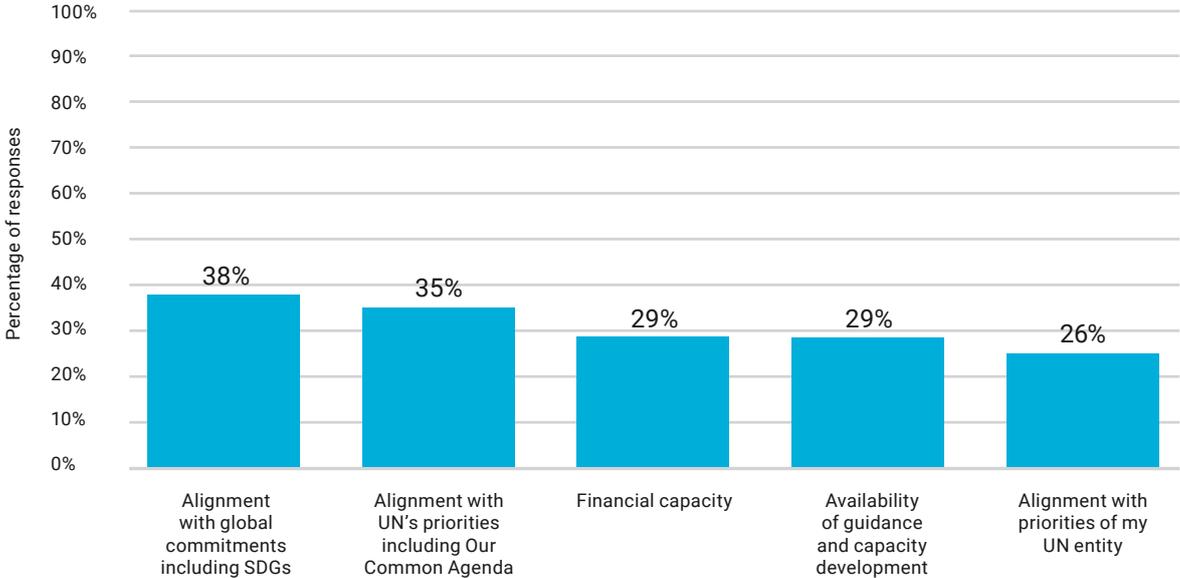


UN entities

Five key enablers	Five critical barriers
<ol style="list-style-type: none"> 1. Alignment to global commitments and SDGs 2. Alignment with UN's System-wide processes/ priorities (including our common agenda) 3. Financial capacity 4. Availability of guidance; support for training and capacity development 5. Alignment to UN entity's priorities 	<ol style="list-style-type: none"> 1. Lack of financial capacity 2. Lack of staff capacity 3. Non-alignment of the overall policy context 4. Lack of internal coordination mechanisms 5. Nonavailability of guidance or support for training and capacity development

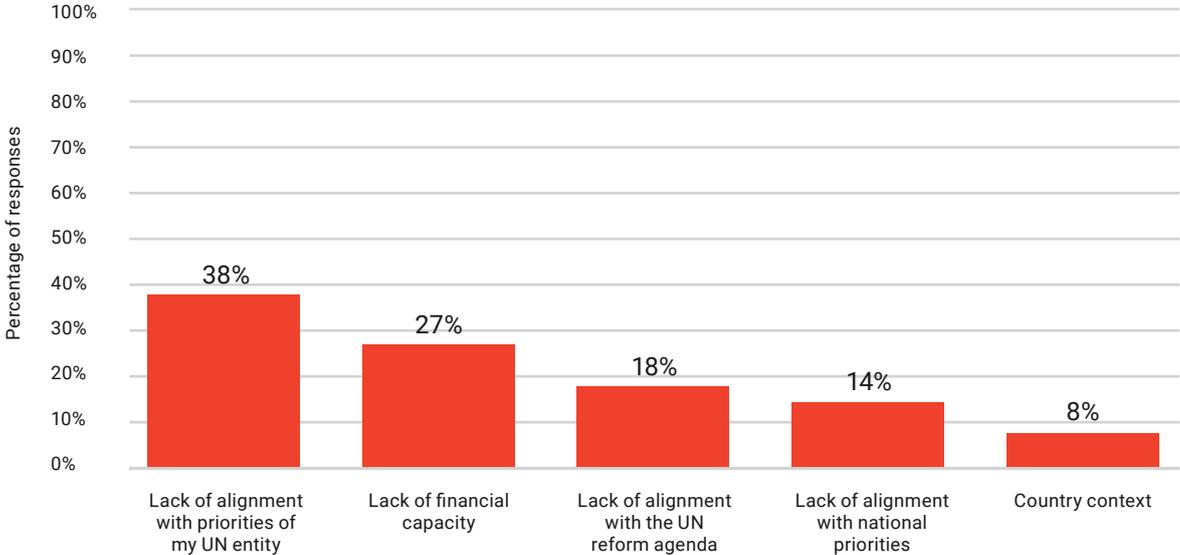
What are the enablers in your work with and for youth

UN entities survey results



What are the barriers in your work with and for youth

UN entities survey results



5. Engagement with key stakeholders on youth issues

5.1. Higher-level effects on Governments

This section explores the UN Youth Strategy's impact on Governments and identifies areas of influence and collaboration in addressing youth-related issues.

1. **National youth policies, aligned to the SDGs:** The UN's strategy has greatly influenced the development and revision of national youth policies to align with the SDGs. UNCTs have been pivotal in raising awareness, providing policy guidance, and supporting evidence-based policymaking across diverse areas such as youth engagement, employability, education and healthcare.
2. **Technical support and capacity-building:** The UN has played a crucial role in providing technical assistance and capacity-building to government institutions. These efforts aim to enhance Governments' capabilities in formulating and implementing effective youth-related policies and programmes, strengthening youth development efforts in countries.
3. **Joint/multistakeholder programmes and innovations:** The UN promotes joint and multistakeholder projects and innovative initiatives on youth, contributing to positive outcomes in countries. Several UN-led projects and youth-led initiatives supported by the UN, are integrated into national plans for scaling up using domestic funds, reflecting Governments' confidence in the UN's expertise in addressing youth-related challenges and opportunities.
4. **Youth participation in decision-making:** National decision-makers are increasingly aware of the importance of involving young people in decision-making. UNCTs have facilitated youth engagement in policymaking at national and sub-national levels and in Voluntary National Reviews. While progress is being made, there is still room for improvement to ensure that youth have a place at the policymaking table at all levels.
5. **Setting agenda globally and connecting locally:** UN entities are custodians of youth-related data. They invest in evidence generation and set standards and drive global agendas on youth issues. They advocate for buy-in with the Member States.

At the same time, UNCTs are pivotal in supporting national Governments and stakeholders in localizing these global agendas, acknowledging each country's unique context. Recent examples include the Transforming Education Summit and the SDG Summit at the global level, which influenced national action, including youth engagement. Through such efforts, the UN continues to shape governmental actions and priorities in youth development, fostering collaboration and driving positive change at both national and global levels.

5.2. Higher-level effects on Governments' work on youth and gender

The UN plays a pivotal role both nationally and internationally in advancing gender equality with a youth lens. The review has identified several areas of support, spanning legislative changes, policy development, programme implementation on gender equality and empowerment of women, and capacity-building of adolescent girls and young women and their networks.

1. **Support to a wide array of gender-related topics:** The UN's influence extends across a broad spectrum of gender-related issues, engaging with Governments on topics such as young women's participation in decision-making, addressing gender disparities, protecting women from discrimination and violence, supporting young women in rural areas, advocating for reproductive health and combatting child marriage.
2. **Aligning national policies to the SDGs:** The UN's work has played a pivotal role in supporting Governments in aligning their public policies with the SDGs and prioritize gender considerations, ensuring commitment to achieving gender equality as part of their development agenda. UNCTs actively advocate for gender mainstreaming into all aspects of government policies and programmes.
3. **Effects on legislation:** UNCTs have notably influenced the introduction and amendment of legislation promoting gender equality in several countries, including provisions for women's representation in parliament and the protection of girls' rights.
4. **Programme development and implementation:** While policy alignment and development are significant, UN efforts have focused on developing and implementing programmes that directly impact social norms, emphasizing concrete interventions to address gender-related issues.
5. **Capacity-building:** Governments acknowledge the UN's contribution to capacity-building and training programmes related to gender issues, including building institutional frameworks and equipping government officials with the skills and knowledge to address gender-related challenges effectively.

Beyond Governments: The UN's influence extends beyond government collaborations, with examples including campaigns against child marriage, social protection for girls and young mothers, vocational schools involving women in rural areas, and programmes targeting women in STEM (science, technology, engineering and mathematics) and entrepreneurship. These initiatives empower girls and young women to pursue careers in traditionally underrepresented fields.

5.3 Higher-level effects on Governments' work on youth and Leaving No One Behind

This chapter delves into the UN's significant impact on government initiatives aimed at leaving no one behind (LNOB) at the national and global levels:

1. **Policy influence:** The global commitment to the SDGs underscores the importance of leaving no one behind, prompting Governments to align their national policies accordingly. The UN serves as a critical partner in shaping global policies and guiding Governments in contextualizing national strategies to address LNOB issues, focusing on protecting marginalized populations' rights.

At the national level, UNCTs assist Governments in conducting LNOB assessments, identifying vulnerable groups in different contexts, and shaping national policies to ensure fairness in resource allocation and access to services, particularly in areas such as education, employment, and healthcare for youth.

2. **Promoting government ownership:** Governments have embraced the "Leave No One Behind" slogan, integrating it into their political discourse, signalling their ownership and commitment to addressing the related issues.
3. **Implementation support:** Governments collaborate with the UN to launch initiatives addressing the needs of vulnerable populations, including refugees, migrants, and marginalized communities. These initiatives aim to implement policies and programmes promoting social justice and inclusivity.
4. **Implementation challenges:** While progress aligning with global goals like the SDGs is evident, challenges persist in bridging the gap between government policies and grassroots efforts. There's a notable disconnect between government initiatives and local efforts to address social injustice, with difficulties in involving the most excluded and vulnerable groups, such as young people with disabilities.

Beyond Governments: UN entities actively engage in initiatives empowering youth by providing them with skills and opportunities, including soft skills, entrepreneurship and digital engagement. Moreover, the UN supports the establishment of small grants for innovative solutions and preserving indigenous knowledge systems to ensure no one is left behind. Collaboration with civil society organizations and youth networks remains integral to these endeavours.

5.4 Higher-level effects on youth-led organizations

This section underscores the crucial role played by the UN in **nurturing and empowering youth-led organizations**. From financial support to capacity-building and the amplification of youth voices, the UN has been instrumental in fostering a vibrant ecosystem of young leaders and organizations dedicated to driving positive social change:

1. **Providing financial support:** The UN plays a crucial role by providing financial support to projects initiated and led by young people, fostering youth entrepreneurship and engagement. This funding enables young leaders to transform their ideas into actionable projects addressing societal challenges.

2. **Extending technical guidance:** Besides financial aid, the UN offers technical assistance to youth-led initiatives. This support aids in project development and implementation, helping young people implement their ideas effectively with the UN's expertise.
3. **Building capacities for advocacy and action:** Building capacities of youth-led organizations enables effective advocacy and action. These capacity-building efforts by the UN equip youth with skills to advocate for their rights and to drive positive change in their communities.
4. **Amplifying youth voices, facilitating engagement:** UNCTs collaborate with youth structures like Youth Councils and Youth Parliaments, providing platforms for young people to influence decision-makers and policymakers on critical issues, and ensuring their concerns are promptly addressed.
5. **Engaging youth as partners:** The UN recognizes youth-led organizations as equal partners rather than beneficiaries. Examples of such partnerships were highlighted during the review, including youth-led initiatives. UN efforts in promoting shared responsibility in addressing youth-related challenges is evident.
6. **Support and recognition challenges:** Despite progress, challenges persist. Young leaders highlight the need for greater support and recognition, facing difficulties due to limited resources and support from Governments and the UN. They call for increased visibility of youth-led organizations' contributions to effecting positive change.



6. Global governance and leadership

6.1 Alignment with the UN reform agenda

This section examines the alignment of Youth2030 with the UN reform agenda, emphasizing its crucial role in integrating youth concerns into the UN System and SDGs. Here are the key findings:

1. **Enhanced coherence:** The parallel rollout of the UN reform strategy and Youth2030 has significantly enhanced coordination and coherence within the UN System, leading to a more unified approach to youth-related issues.
2. **Synergies due to alignment of objectives:** At the country level, the simultaneous roll out has ensured that youth-related objectives align with Agenda 2030, promoting youth participation in sustainable growth initiatives and positioning them as agents of change.
3. **Increased collaboration:** The parallel rollout has fostered better collaboration among UN entities at the country level, thus strengthening collective efforts on advocacy, and programming for youth-related initiatives.
4. **Championing youth issues:** Integration of Youth2030 into the UN reform process has spurred greater engagement of multiple UN agencies in youth-focused work, with Resident Coordinators emerging as critical advocates for youth issues within the UN System.
5. **Integration into reporting mechanisms:** Integrating Youth2030 reporting into UNCTs' annual reporting processes has streamlined youth-related activity tracking, enhancing transparency and accountability.
6. **Resource challenges:** Limited resources pose a challenge to effective coordination, as UNCTs face constraints in managing workloads and deadlines, highlighting the need to address resource limitations for optimal impact.
7. **Siloed thinking challenges:** Despite alignment, siloed thinking among different UN entities occasionally hinders synergy, as some focus on specific programmes rather than viewing Youth2030 as a comprehensive implementation umbrella.

In summary, aligning Youth2030 with the broader UN reform agenda has positively impacted coherence, collaboration and advocacy on youth issues while highlighting the need to address challenges for optimal effectiveness.

6.2 Adequacy of governance mechanisms

Building on the discussion in the previous chapter, we further explore the adequacy of governance mechanisms of Youth2030 and draw central conclusions, which are elaborated on later in the report. The general findings are:

1. **Governance structures are adequate:** First and foremost, the review reaffirms that the current governance structures, comprised of the High-level Steering Committee (HLSC), the Joint Working Group (JWG) and the Youth2030 Secretariat, are functioning effectively for the successful implementation of Youth2030. These structures have played an instrumental role in providing guidance and oversight during the first years of implementation.
2. **Need for broader youth representation in governance structures:** One persistent issue highlighted in the review is the inadequate youth representation within these governance structures. This observation serves as a resounding call for more robust and inclusive youth engagement at this level. A diversity of youth voices should actively shape the strategic direction and decision-making processes related to Youth2030.
3. **Lack of regional and country-level engagement with governance structures:** The review highlights the need for greater engagement of regional structures and UNCTs within the governance structures. Expanding engagement at the regional and country levels serves a dual purpose. First, it broadens the reach, ensuring the involvement of more colleagues at these crucial levels. Secondly, it provides essential on-the-ground support for effectively implementing youth-related initiatives, thereby decentralizing the governance structures to some extent.

The review also notes that the Youth2030 structures and functions – HLSC, JWG and the Youth2030 Secretariat would transition to the newly established UN Youth Office. The newly appointed Assistant Secretary-General for Youth Affairs will chair the HLSC, and the overall coordination of the UN Youth Strategy will be managed by the section on UN System Coordination and Accountability. Strong and continued leadership, availability of a dedicated and full-fledged team with diverse capacities and expertise, and sufficient financial resources are fundamentals that underpin the successful coordination and advancement of youth policies within the UN System. This new structure assures these fundamentals.

6.3 Adequacy of youth engagement

Youth engagement is a cornerstone of Youth2030. While young people have played a key role in shaping the first phase of implementation as a part of the governance structures, the review reveals a clear need to enhance and diversify the current youth representation to ensure that a broad spectrum of perspectives and voices are heard. The review has also identified challenges that hinder effective youth participation in these structures:

1. **Lack of representation of marginalized groups:** The review underscores the absence of representation of marginalized groups of youth, such as those with disabilities, in the HLSC, though a specific task team on youth with disabilities meets under the strategy. Addressing this gap is imperative to ensure inclusivity within the governance mechanisms associated with Youth2030. Achieving meaningful youth engagement requires the active inclusion of all youth, irrespective of their backgrounds or abilities.
2. **Inadequate representation in decision-making processes and leadership positions:** The review indicates that young people have not been sufficiently entrusted with decision-making responsibilities and leadership positions within the governance mechanisms. This observation emphasizes the need for a more supportive approach that empowers young individuals to actively participate in shaping the direction and outcomes of Youth2030.
3. **Need for knowledge and orientation:** One prominent challenge is the insufficient knowledge and orientation of young people regarding the UN System and Youth2030, especially when there is a turnover of youth representatives in the governance structures. Young individuals often lack the necessary understanding of UN processes, which can make it challenging for them to effectively engage in governance systems. This hurdle underscores the need for orientation and educational initiatives aimed at equipping youth with the knowledge and skills required for meaningful participation within the UN framework.
4. **Unclear definition of roles for young people:** The review highlights the importance of defining clear roles and responsibilities for young people within governance systems. However, it is acknowledged that determining the specific roles and responsibilities of young people within UN governance structures can be challenging, particularly in the context of an internal UN strategy like Youth2030. This issue emphasizes the need for a more defined and structured approach to incorporating youth voices and contributions within the governance mechanisms.

PART C

CHANGING CONTEXTS, FUTURE PERSPECTIVES, RECOMMENDATIONS

7. Changes in contexts and environments

This chapter examines the critical changes occurring in both internal and external environments, which significantly influence the context in which the UN youth strategy is implemented. Understanding these multifaceted changes is pivotal for devising effective ways of working and fulfilling the commitments outlined in the strategy:

1. **Climate change and environmental sustainability:** Stakeholders highlighted the pressing need to address environmental challenges, particularly the existential threat of climate change. Initiatives aimed at involving young people in climate change and environmental sustainability-related efforts and empowering them to adapt to vulnerabilities were underscored.
2. **Youth mental health and well-being:** Growing concerns were expressed regarding the mental health of young individuals, exacerbated by ongoing stressors, pressures, and uncertainties. Discussions emphasized the imperative for proactive strategies and robust support systems to address the mental well-being of youth as a priority.
3. **Rapidly evolving job markets and new technologies:** The evolving landscape of job markets and technological advancements emerged as important factors impacting youth. With the rise of the digital economy, including artificial intelligence (AI), and other frontier technologies, stakeholders stressed the importance of equipping young people with quality education, skills, and career development support to navigate these transformative changes successfully. The protection of young people going online was also stressed.
4. **Economic trends:** The stakeholders referred to various economic trends, including the emergence of the gig economy and the green economy. They noted the significance of initiatives like the African Continental Free Trade Agreement in unlocking Africa's industrial potential, a continent with a large youth population. These and other similar developments across the world are to be factored in.
5. **The constant threat of crisis emergence:** Stakeholders underscored the critical importance of proactive measures and robust emergency planning in response to unforeseen crises such as the COVID-19 pandemic. They advocated for a sense of urgency in UN actions to anticipate, effectively mitigate and address crises impacting youth.
6. **Migration and brain drain:** Concerns were raised about youth migration and brain drain, wherein educated young individuals seek opportunities abroad. Stakeholders emphasized the necessity for policy interventions to retain human capital and address brain drain challenges.
7. **Demographic shifts and aging population:** Demographic changes, including an aging population, were acknowledged as factors affecting youth opportunities and social protection mechanisms. It was emphasized that policies must adapt to these demographic shifts to ensure equitable opportunities for young people.
8. **Challenges in intergenerational dialogue and communication:** Communication barriers between different generations, exacerbated by rapid technological advancements, were discussed. Stakeholders stressed the importance of fostering better understanding and dialogue between generations to bridge the gap and facilitate meaningful collaboration.

9. **Negative narratives on youth:** There was a call to counter negative narratives surrounding youth prevalent in media and politics, advocating for a more positive portrayal of youth as agents of positive change and innovation.
10. **Geopolitical dynamics:** Global geopolitical developments, including conflicts and political unrest, were also identified as critical considerations. Stakeholders highlighted the complexities arising from political agendas promoting youth participation while perpetuating “youth washing” agendas.
11. **Societal developments:** Various societal factors, such as anti-rights movements, shrinking civic space, and increased intolerance (racism, gender-based violence, discrimination against LGBTI+ populations, rise in white supremacy), were identified as shaping the external environment. Stakeholders emphasized the need to address these challenges while navigating changing sociocultural dynamics and social media influences. The overall lack of trust in institutions – including the UN – was noted.

These developments have had a big impact on the global progress towards the SDGs; and at midpoint, the world is off-track. Efforts are under way to gain the lost ground at all levels and to accelerate to the 2030 Goals:

1. In 2023, during the SDG Summit, world leaders reaffirmed their shared commitment to the SDGs, combat inequalities within and among countries and build peaceful societies that leave no one behind.
2. The Secretary-General has set out his vision to super-charge the path to 2030 and the future of global cooperation in Our Common Agenda.¹⁵ A series of recommendations and policy briefs have been issued, many of which are relevant to youth.
3. Of critical relevance to the youth strategy is the **UN 2.0**, the blueprint for a forward-thinking UN, rejuvenated by a forward-thinking culture¹⁶ and empowered by cutting-edge skills¹⁷ for the twenty-first century that can better support Member States in the years to come. Youth empowerment finds a prominent place in the forward-thinking culture.

The review also notes that the first “Our Common Agenda” recommendation on the establishment of the UN Youth Office has come into effect, with strong political support from the Member States. The UN Youth Office headed by the youngest ever Assistant Secretary-General has been established from 1 December 2023, integrating the Office of the Secretary-General’s Envoy on Youth. The work on the UN Youth Strategy has transitioned to a full-fledged section on UN System Coordination and Accountability. These changes have placed the work on the youth strategy on a sound political, policy and financial footing.

¹⁵ UN Youth Office, Policy brief on Meaningful youth engagement, Summit of the Future (The pact, Global digital compact, declaration on future generations), the new agenda for peace etc.

¹⁶ A dynamic UN ecosystem that champions diversity, inclusion, and youth empowerment, rooted in unwavering commitments to sustainability, integrity, humility, and humanity.

¹⁷ Data, Digital, Innovation, Foresight and Behavioral science.

8. Future perspectives

The future perspectives for acceleration of the UN Youth Strategy outlined below takes the developments outlined in the previous chapter into consideration:

8.1 Aligning Youth2030 efforts with SDG acceleration

1. **Youth engagement in key transitions:** Global discussions on the acceleration of SDGs have converged on “transformative entry points” – or key transitions¹⁸ – that can have catalytic and multiplier effects across the SDGs and an “outsized determinant impact”.

The UN Sustainable Development Group at the leadership level of the UN entities have committed to these transitions. The UN Regional Commissions and other UN regional offices are providing the much-needed data, evidence and technical leadership to take forward the work. Support and commitment by the regional groups of Member States are also coming together to ensure region-wide progress.

UNCTs, led by the Resident Coordinators are shaping these conversations in the field to define the entry points and the transitions relevant to their contexts. A concerted set of actions are envisaged at the UNCT level:

- ◆ Supporting national Governments in integrated policymaking, shifting from sectoral approaches
- ◆ Developing a pipeline of market-ready national projects with public and private sectors
- ◆ Attracting the needed financing from all sources for the transitions
- ◆ Capacity-building at scale to support public institutions and civil society.

Youth2030 acceleration efforts should be in tandem with these global, regional and national actions and pathways for SDG acceleration. This would ignite the key transitions with the power of youth and fast-track the operationalization of Our Common Agenda. The way forward could include:

- ◆ Engaging youth in the operationalizing of specific Our Common Agenda recommendations and policy briefs – for example, the policy brief on “Meaningful Youth Engagement in Policy and Decision-making Processes”

¹⁸ i) Food systems, ii) Energy access and affordability, iii) Digital connectivity, iv) Education, v) Jobs and social protection, vi) Climate change, biodiversity loss and pollution.

- ◆ Youth engagement in shaping and implementing the key transitions. For example, several UNCTs are looking at “Jobs and social protection” as a key transition in their contexts and bringing together actions on “Education- skills- employment and entrepreneurship- environmental sustainability- digital transformation”. Engaging youth in integrated policy support and developing youth solutions into market-ready projects with adequate financing will be critical for the acceleration.
 - ◆ Building a portfolio of youth relevant strategic initiatives linked to the transitions.
 - ◆ Ensuring youth inputs at various levels into the Our Common Agenda processes like Summit of the Future and its pact, Global Digital Compact and Declaration, for future generations
2. **Equipping young people and the UN with cutting edge skills:** As countries navigate the SDG transitions, a range of new skills and cutting-edge tools are needed. The skills to identify, incubate and scale innovations should be part of the UN’s DNA. Young people and the UN focal points must have access to new training and capacity-building opportunities. Hands-on experiential learning on newer tools like strategic foresight, design thinking and participatory approaches in policy labs, futures and foresight labs could be options. Developing a UN Youth Academy and partnerships with existing academies as platforms for capacity-building, skill development and knowledge dissemination are to be considered. Facilitating the sharing of best practices and expertise across countries, on youth and sustainable development should be the norm rather than the exception.

8.2 Internal transformations in Youth2030

The review underscores the importance of the pioneering efforts of the strategy in rejuvenating the UN’s workforce and strengthening internships. Of critical relevance to these two areas of the youth strategy is the **UN 2.0**, the Secretary-General’s blueprint for a UN of the twenty-first century. The focus of UN 2.0 is rejuvenation through a forward-thinking culture¹⁹ and empowered by cutting-edge skills – the **quintet of change**²⁰ – that can better support Member States in the years to come. Youth empowerment finds a prominent place in the forward-thinking culture.

While several policy and operational challenges exist, the political commitment to the SDGs and the leadership’s commitment to the organizational rejuvenation are unprecedented opportunities for the UN. The time is right for getting more young people into the UN and offering internship experiences.

1. **Rejuvenating the UN’s workforce:** Available data and evidence show that the population in the UN is aging (average age: 46.1 years) and not reflective of world demographics. There is a need for rejuvenation of the UN’s workforce and enhancing the composition, skills and diversity of the workforce. Implementing targeted talent management strategies to bring in young people with fresh perspectives and skills into the organization is critical. A dynamic and balanced multigenerational workforce capable of meeting current and evolving needs of the Organization will be able to best support to Member States in the SDG journey and beyond.

¹⁹ A dynamic UN ecosystem that champions diversity, inclusion, and youth empowerment, rooted in unwavering commitments to sustainability, integrity, humility, and humanity.

²⁰ Data, Digital, Innovation, Foresight and Behavioral science.

2. **Transforming internships in the UN:** Several policy and implementation bottlenecks have been outlined in the Youth2030 Task Team’s report on internships in the UN. The diagnostics are clear, and it is time to take action that can transform internships. Consideration should be given to building a new generation of internship programmes in the UN that will be:
 - ♦ accessible to young people all over the world, in all their diversity
 - ♦ well-supported through the internship period to learn, network and engage with the UN System and its priorities
 - ♦ able to offer data-driven tailored solutions to the needs of the young interns
 - ♦ an example of operational excellence, deploying the latest technology and tools for implementation
 - ♦ based on coherent policies and in line with international standards.
3. **Investing in data, evidence and knowledge:** Leveraging data, evidence and knowledge from various sources, including through the reporting processes, is a valuable opportunity to enhance capacities within the Youth2030 framework. Opportunities to establish a joint research agenda, including building on initiatives on youth-led research and citizen science should be explored. These can yield valuable insights and solutions to urgent youth-related challenges. Active steps to establish a knowledge ecosystem supported by the UN System on a range of youth issues are critical to ensure that the UN and young people remain at the forefront of youth-related advancements. Digital technologies, including AI, can be critical in curating and making up-to-date knowledge widely available.
4. **Brokering strategic partnerships for results and resources:** As outlined earlier, a range of new knowledge, skills, capacities and resources are needed at all levels for implementing the youth strategy up to 2030. It is recommended that a set of strategic partnerships – including with academia, think tanks and the private sector – are brokered for results and resources to bring in technical, technological and financial resources. Collaborating with external organizations can amplify the impact of youth-related initiatives and foster innovation in youth development.
5. **Unlocking funding:** The need for funding of strategic initiatives, capacity-building and youth participation both within the UN and among Member States is a principal issue. To garner the financial support necessary to drive the youth agenda, it is essential to unlock funding from diverse sources, including domestic resources, innovative financing, and ensuring youth windows in existing funding mechanisms. Advancing a coordinated, common, or joint resource mobilization strategy to advance youth-led and youth-focused initiatives could be considered.

Internal transformation efforts outlined above will make a lasting impact on the Organization, position it for better support to the Member States and enable a greater impact on the SDGs. The efforts will also go a long way towards reducing reputational risk and building trust in the UN among young people and generations to come.

8.3 Youth2030 global governance 2.0

The HLSC, the JWG and the Youth2030 Secretariat (now the UN System Coordination and Accountability section in the UN Youth Office) are the driving forces of Youth2030. They should envision and guide the System-wide acceleration efforts on the youth strategy outlined above. Some important shifts to be considered are:

1. **Balanced expansion of the HLSC:** With the implementation of the strategy expanding to 58 UN entities (including four regional commissions) and all 132 UNCTs, a balanced expansion of the HLSC and JWG should be considered to secure a broader representation and buy-in of UN entities. Continued collaboration and coherence of the UN's work on youth is vital to realizing the collective goals of the Youth Strategy.
2. **Expanding youth engagement beyond established groups:** The review emphasizes the need to broaden youth engagement in the governance structures. To remain relevant, it is critical to include a more diverse range of youth organizations and embrace the growing role of youth activism and online engagement. It is recommended to tap into new and diverse youth networks and youth-led initiatives, including using digital technologies. Further, the evolving landscape of youth activism requires the exploration of diverse models to ensure inclusive engagement.
3. **Moving the UN System at the leadership level on youth:** UN-wide decisions are taken at the leadership level. Several leadership groups support the Secretary-General, and some have a UN System-wide positioning. Ensuring that the work of the HLSC is linked to and included in the UN leadership conversations, including SDG acceleration efforts, is critical. Such alignment will enable the positioning of youth-related issues at the forefront of global policymaking.

To ensure accountability on youth issues, it is recommended that youth agenda should be integrated as a strategic priority in the UN's leadership/Senior Managers compacts.

It is also recommended that to ensure policy coherence on the youth agenda across the UN System, the work of the youth strategy should be linked to and included in the work of the Chief Executives Board and their High-level Committees on Management and Programmes, to advance key issues including UN System-wide workforce rejuvenation efforts.

4. **High-level political engagement:** Engagement with Members States on the youth strategy should continue to be stepped up. The influence envisaged is at two levels:
 - (a) advancing the implementation of the strategy in UN entities through Member State engagement in their entity boards and other global-regional mechanisms;
 - (b) engaging Governments to advance the youth agenda and youth engagement in policymaking and decision-making.
5. **Advocacy, communication and brand building:** Overall communication and brand building efforts should be taken forward, including in high level forums and summits at global, regional, and national levels. A joint communication strategy is to be considered to help move the youth agenda together as a system on key priorities.

8.4 Meaningful youth engagement

Recognizing the importance of effective youth representation and participation in UN processes and governance mechanisms, the review has identified several recommendations:

1. **Youth advisory boards and groups:** The success of youth advisory boards and groups (and related models and structures) in various UN offices and initiatives is pointed to as a positive development. These models could be scaled up across UNCTs and UN entities, where they are not currently available. Similar models could be applied to enhance engagement with young people in global governance mechanisms. However, issues of transparency on role expectations and accountability must be discussed to avoid feelings of tokenism among youth representatives.
2. **Utilizing technology for input:** The use of technology to collect inputs and insights from a wide range of young people should be considered. This could encompass online platforms, social media, and digital tools, allowing for a more democratic and inclusive approach to youth engagement beyond those directly involved in the advisory boards and governance structures.
3. **Active communication and outreach:** To inform young people about opportunities for engagement with the UN, the importance of active outreach efforts is emphasized, through educational institutions and using various communication channels including engaging young people on relevant social media platforms. It is also essential to simplify the language used in UN processes to make them more accessible to young people.
4. **Ensuring accountability and transparency in youth engagement:** There is a resounding emphasis on the need for accountability and transparency in youth engagement efforts. This includes clear communication about the role of young representatives, assessments on how their input is used, and regular check-ins to evaluate their engagement at all levels.
5. **Models for youth leadership:** The interviews highlight the need for exploring newer models that enable young people to assume leadership roles at various levels. Concepts such as a multi-stakeholder, intergenerationally shared leadership (as seen in initiatives like Generation Equality), offer potential pathways for meaningful youth leadership.

The review underscores the importance of the following for optimal impact: support for youth-led organization, diverse engagement models, the use of appropriate technology and communication platforms to reach young people at scale, with a particular focus on vulnerable groups, and accountability in ensuring young people's voices and contributions are fully integrated into the UN processes and the governance structures of Youth2030.

9. Recommendations

The review outlines the following concrete recommendations.

Recommendation 1: Boost Youth2030 alignment with global, regional and national actions and pathways for SDG acceleration anchored in the six key transitions, with meaningful youth engagement at the centre.

Recommendation 1 calls for:

- (a) Engaging youth in the operationalization of the Our Common Agenda policy brief on “Meaningful Youth Engagement in Policy and Decision-making Processes” and other relevant briefs at all levels;
- (b) Engaging youth in the implementation of global commitments such as the Transforming Education Summit, the Summit of the Future and A Pact for the Future, Beijing Declaration, Financing for Development, and more, anchored in the six key transitions, through support for designing policies and implementation at scale;
- (c) Equipping young people, UN youth focal points (and other relevant focal points) in UN entities, UNCTs and Governments with skills and expertise for integrated policy support, emphasizing tools like strategic foresight, design thinking and participatory approaches;
- (d) Building a portfolio of youth-relevant strategic initiatives in line with these SDG transitions and engaging young people as partners in developing a pipeline of actionable national projects and innovative initiatives at scale, involving both public and private sectors.

Recommendation 2: Accelerate implementation of Youth2030 with a focus on internal transformations within the UN linked to UN 2.0 priorities.

Recommendation 2 calls for:

- (a) Rejuvenating the UN workforce and enhancing its composition, skills and diversity through implementing targeted talent management strategies to attract and retain young people and investing in a dynamic and balanced multigenerational workforce capable of meeting current and evolving needs of the Organization;
- (b) Transforming internship programmes in the UN and ensuring that such programmes are coherent, fair, inclusive and accessible for all young people everywhere;
- (c) Fostering a UN-supported knowledge ecosystem on a range of youth issues, leveraging diverse data, evidence and knowledge from various processes, including SDG processes, youth-led research and Youth2030 reporting cycles;
- (d) Brokering strategic partnerships, including with academia, think tanks, the private sector and other stakeholders to foster innovation, scale-up results and boost technical, technological and financial resources;

- (e) Developing a UN Youth Academy or partnering with existing academies as platforms for scaling capacity-building, skill development, and knowledge dissemination globally;
- (f) Unlocking funding from diverse sources and scaling funding mechanisms like the Joint SDG Funds to advance youth-led and youth-focused initiatives. Establishing a marker system to track investments for youth across the UN;
- (g) Scaling up and strengthening youth advisory bodies and mechanisms, exploring technology and online engagement to diversify models of inclusive and accessible engagement, ensuring active communication, outreach, accountability, and transparency, and enhancing policies and processes for meaningful youth participation in the UN System at all levels.

Recommendation 3: Revamp Youth2030 global governance structures

Recommendation 3 calls for:

- (a) Expanding the Youth2030 High-level Steering Committee and Joint Working Group, anchored in the United Nations Youth Office, to secure broader representation from UN entities, regional commissions and UNCTs, as well as enhance buy-in, collaboration and coherence in the UN's work with and for youth;
- (b) Broadening participation of youth-led organizations, networks, and movements in Youth2030 global governance and coordination structures and investing in more robust, accessible, and inclusive youth engagement within by tapping into innovative tools and leveraging digital technologies.

Recommendation 4: Prioritize high-level political engagement and UN leadership engagement.

Recommendation 4 calls for:

- (a) Moving the UN System at the leadership level, including by engaging with the UN System's senior management groups, positioning youth-related issues and meaningful youth engagement in the forefront of global affairs, and integrating the youth agenda as a strategic priority;
- (b) Emphasizing high-level political engagement with Member States on Youth2030, aiming to advance the Youth Strategy's implementation within UN entities and UNCTs through Member States' involvement in entity boards and at the national level in Cooperation Framework agreements, to promote national youth agendas and meaningful youth engagement in policymaking and decision-making with Governments.

With less than six years left until 2030, the implementation of these recommendations during the Youth Strategy's second phase (2025–2030) will be crucial to leverage opportunities and advance the UN's work with and for youth at all levels, championing meaningful youth engagement at every step of the way. The leadership of the UN Youth Office is critical in shaping the future.

10. Annexes

10.1. Annex I - Interim Review Countries (33)

 Case study UNCT

Africa (12)	Arab States (3)	Asia-Pacific (6)	Europe and Central Asia (5)	Latin America and the Caribbean (7)
Cameroon	Iraq	Bhutan	Albania	Barbados
Chad	Jordan	Indonesia	Bosnia and Herzegovina	Brazil
Democratic Republic of the Congo	Yemen	Mongolia	Georgia	Colombia
Egypt		Nepal	Serbia	Costa Rica
Gambia		Papua New Guinea	Uzbekistan	Guatemala
Ghana		Thailand		Guyana
Kenya				Honduras
Madagascar				
Mauritius & Seychelles				
Morocco				
Somalia				
Zimbabwe				

10.2. Annex II – Youth2030 Technical Leadership Team (Joint Working Group)

January – December 2023

UN entity

Youth network

Network of UN staff

Organization	First Name/Last Name/Title
DMSPC	Chidinma Ogbuehi, Bashair Bafarat
DPPA	Paul Fargues
ICMYO	Christine Salloum, Yifan Zhou
ILO	Susana Puerto-Gonzalez, Chiara Curcio
IOM	Amira Nassim, Neha Sinha
MGCY	Yugratna Srivastava
OHCHR	Daria Kosheleva
UNYO	Sudha Balakrishnan, Anca Gliga, Angga Dwi Martha, Bianca Liu Herzog, Godfrey Alumai, Henrik Dale, Hillary Bakrie, Takumi Mito, Tomas Malik Delphine Bost, Marija Vasileva Blazev, Manuela Rubianogroot Arias
UNAIDS	Alicia Sánchez
DCO	Katarina L Kuai, Janine Theresa Chase
DESA	Nicola Shepherd
UNDP	Pauline Deneufbourg, Giulia Jacovella
UNESCO	Kristina Balalovska, Maria Kypriotou, Souria Saad-Zoi
UNFPA	Danielle Engel, Rewan Youssif, Virpi Mesiäislehto
UNICEF	Fabio Friscia
UNIDO	Mouna Lyoubi, Virpi Stucki
UN-Women	Ritah Muyambo
WHO	Valentina Baltag, Wole Ameyan
Young UN	Kamila Karimova
UNODC	Kirsty Rancier, Gilberto Antonio Duarte Santos, Paloma Munne

10.3. Annex III – Youth2030 High-Level Steering Committee

January – December 2023

UN entity

Youth network

Network of UN staff

Organization	First Name/Last Name/Title
OSGEY/UNYO	Jayathma Wickramanayake Secretary-General's Envoy on Youth and Chair of the High-level Steering Committee Starting 1 December 2023: Felipe Paullier Assistant Secretary-General for Youth Affairs
DCO	Oscar Fernández-Taranco Assistant Secretary-General, Development Coordination Office
DESA	Maria Francesca Spatolisano Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs
DMSPC	Martha Helena Lopez Assistant Secretary-General for Human Resources
DPPA	Elisabeth Spehar Assistant Secretary-General for Peacebuilding Support
ICMYO	Christine Salloum Youth Representative
ILO	Sangheon Lee Director, Employment Policy Department
IOM	Amy Pope (Q1 2023) Ugochi Daniels (Q2-Q4 2023) Deputy Director General of Operations
MGCY	Sameh Kamel Organizing Partner
OHCHR	Ilze Brands Kehris Assistant Secretary-General for Human Rights
UNAIDS	Efraim Gómez Chief of Staff
UNDP	Haoliang Xu Assistant Secretary-General, Director of Bureau for Policy and Programme Support
UNESCO	Gabriela Ramos Assistant Director-General for Social and Human Sciences
UNFPA	Diene Keita Deputy Executive Director for Programmes
UNIDO	Dejene Tezera Officer-in-Charge of the Directorate of SDG Innovation and Economic Transformation
UNODC	Jean-Luc Lemahieu Director, Division for Policy Analysis and Public Affairs
UN-Women	Sarah Hendriks Deputy Executive Director a.i., Policy, Programmes, Civil Society & Intergovernmental Support
Young UN	Kamila Karimova Youth Representative



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