

YOUTH
2030



YOUTH2030

Phase 2
(2025–2030)



YOUTH2030 PHASE 2 (2025–2030)

Launched in 2018 by the UN Secretary-General, Youth2030 — the UN Youth Strategy — is the umbrella framework guiding the UN system’s work with and for youth. Now, over six years into its implementation, acceleration is needed at all levels to meet the strategy’s goals. Youth2030 Phase 2 (2025–2030) presents a comprehensive Strategic Priorities and Results Framework, charting a bold path forward to intensify impact and drive transformative change with and for young people worldwide.



SUSTAINABLE DEVELOPMENT GOALS

On 1 January 2016, the 17 Sustainable Development Goals (SDGs), outlined in the 2030 Agenda for Sustainable Development and adopted by world leaders in September 2015 at a historic UN summit, came into force. With progress toward the 2030 target lagging, Member States, the UN system, and young people worldwide must intensify their efforts to achieve these universal Goals — ending poverty, fighting inequality, and tackling climate change — ensuring No One is Left Behind.

FOREWORD

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In 2018, the United Nations Secretary-General launched Youth2030, marking the establishment of the first-ever UN System-wide Youth Strategy. This strategy articulates a bold and necessary vision for a world in which the rights of every young person are realized, empowering them to reach their full potential. It recognizes the essential role of youth as leaders and agents of change, emphasizing their resilience and contributions.

Since then, much progress has been made. Today, over 60 UN entities and all 132 UN Country Teams (UNCTs) are actively implementing Youth2030, working alongside youth-led organizations, networks, and movements worldwide to advance this shared commitment.

Yet, as we cross the halfway mark to 2030, it is clear that we are not moving fast enough. The world faces urgent, interconnected challenges — from the climate crisis to deepening inequalities, conflicts, and threats to human rights — that risk undermining the progress we have made. Structural barriers, underinvestment, and the need for greater political commitment continue to limit the meaningful participation of young people in shaping the solutions our world urgently needs.

It is against this backdrop that I am pleased to announce the launch of Youth2030 — Phase 2 (2025–2030). This next phase is an opportunity to re-energize our collective efforts. With six Strategic Priorities and a well-defined Results Framework, Phase 2 focuses on accelerating the implementation of Youth2030 at the global, regional, and national levels.

I would like to commend the Youth2030 High-Level Steering Committee for its strategic guidance and extend my gratitude to the Joint Working Group for its diligent efforts in developing this action plan.

Together, let us keep our ambition high in advancing the United Nations' work with and for youth, ensuring that no young person is left behind.

A handwritten signature in black ink, which appears to read 'Felipe Paullier'.

FELIPE PAULLIER

Assistant Secretary-General for Youth Affairs

Chair of the Youth2030 High-Level Steering Committee

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LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|-------------------|--|
| DCO | Development Coordination Office |
| DESA | Department of Economic and Social Affairs |
| DMSPC | Department of Management Strategy, Policy and Compliance |
| DPPA | Department of Political and Peacebuilding Affairs |
| ECOSOC | Economic and Social Council |
| HLSC | High-Level Steering Committee |
| ICMYO | International Coordination Meeting of Youth Organizations |
| ILO | International Labour Organization |
| INFF | Integrated National Financing Frameworks |
| IOM | International Organization for Migration |
| JWG | Joint Working Group |
| KPI | Key Performance Indicator |
| MGCY | United Nations Major Group for Children and Youth |
| OHCHR | Office of the United Nations High Commissioner for Human Rights |
| QCPR | Quadrennial Comprehensive Policy Review |
| SDG | Sustainable Development Goal |
| TT | Task Team |
| UN | United Nations |
| UNAIDS | Joint United Nations Programme on HIV/AIDS |
| UNCT | United Nations Country Team |
| UNDP | United Nations Development Programme |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNFPA | United Nations Population Fund |
| UN-Habitat | United Nations Human Settlements Programme |
| UNICEF | United Nations Children's Fund |
| UNIDO | United Nations Industrial Development Organization |
| UNODC | United Nations Office on Drugs and Crime |
| UNSDCF | United Nations Sustainable Development Corporation Framework |
| UN-Women | United Nations Entity for Gender Equality and the Empowerment of Women |
| VNR | Voluntary National Review |
| WHO | World Health Organization |

EXECUTIVE SUMMARY



Launched in 2018, Youth2030 — the United Nations (UN) Youth Strategy¹ — was formulated to advance the UN system’s work with and for youth. During its first phase (2018–2024), more than 60 UN entities and all 132 UN Country Teams (UNCTs) implemented the strategy, and robust governance and accountability frameworks were established. Tools and metrics, such as the Youth2030 Scorecards, were introduced to track progress and enhance meaningful youth engagement. While significant advancements have been made over the past six years, the pace of progress has been slower than desired. Consequently, substantial acceleration is needed at all levels to meet the strategy’s goals.

In response to these challenges, Youth2030 Phase 2 (2025–2030) has been developed to accelerate progress toward the Sustainable Development Goals (SDGs), placing youth at the front and center of this work while addressing the gaps identified in the first phase. Building on the UN Youth Strategy’s Priority and Foundational Areas, Youth2030 Phase 2 is supported by six strategic priorities aimed at driving systemic change:

1. **Empowering and engaging youth meaningfully:** fostering meaningful youth engagement by strengthening youth-led organizations, networks, and movements²; enhancing advocacy and outreach with and for youth; and promoting a UN culture that champions youth empowerment and participation at all levels.
2. **Boosting SDG implementation with and for youth:** accelerating SDG implementation with and for youth by strengthening UN support for inclusive policymaking in collaboration with youth; scaling multi-stakeholder and joint initiatives for national impact; and partnering with a range of stakeholders to incubate and scale youth-led solutions.
3. **Advancing knowledge and enhancing capacities for working with and for youth:** strengthening institutional and stakeholder capacities by enhancing access to data, evidence, tools, and knowledge to advance evidence-based and youth-responsive policies, cross-sectoral programming, and SDG acceleration with and for youth.
4. **Unlocking resources for the youth agenda:** unlocking diverse and sustainable financing for youth policy-programming and engagement by strengthening advocacy, increasing resource mobilization efforts, and expanding direct funding for youth-led projects and initiatives.
5. **Transforming the UN workforce and organizational culture:** transforming the UN workforce by scaling policies, initiatives, and innovations that attract, recruit, and retain young talent (35 years or younger) and expanding fair, equitable, high-quality internship opportunities for young people at all levels, including those from developing countries.
6. **Strengthening accountability systems for working with and for youth:** strengthening UN system-wide accountability for working with and for youth by integrating the youth agenda into coordination and leadership mechanisms, and improving the tracking of investments and results, while continuing to implement and support ongoing efforts.

1 United Nations System-Wide Youth Strategy, Youth2030 (2018).

2 Youth-led organizations, networks, and movements include a wide range of formal and informal communities of young people, in the form of youth-led and youth-serving federations, unions, organizations, associations, councils, networks, clubs, movements, constituencies, mechanisms and structures.

These efforts will continue to be advanced by the High-Level Steering Committee (HLSC), which provides strategic direction, supported by the Joint Working Group, serving as the technical leadership body, and time-bound Task Teams that address specific areas requiring transformative action. Coordination across the UN system is managed by the UN System Coordination and Accountability Section within the United Nations Youth Office, which functions as the Secretariat for the strategy.

At the core of Phase 2 is a well-defined Results Framework that translates the strategic priorities into measurable outputs, outcomes, and impacts. This framework builds on the Youth2030 Scorecards developed in Phase 1, incorporating advanced data collection, trend analyses, and thematic reviews to provide a comprehensive overview of progress. By integrating quantitative metrics with qualitative insights, the framework enables targeted interventions, identifies best practices, and ensures that the strategy remains responsive to evolving global challenges.

Building on the foundations established in the first phase (2018–2024) and aligning with the UN Youth Strategy's Foundational and Priority Areas, Youth2030 Phase 2 provides a framework for accelerating the collective commitment to place young people at the heart of transformative change. By reinforcing strategic priorities and operationalizing them through a robust Results Framework, Phase 2 sets the stage for a sustainable, equitable, and inclusive future, ensuring that all young people are empowered to shape the policies and decisions that affect their lives and the world around them.





Introduction

Youth2030 is the United Nations (UN) Youth Strategy, which serves as the umbrella framework for the UN system's engagement with and for youth³. Launched in 2018 by the Secretary-General, the strategy primarily aims to address the needs, build the agency, and advance the rights of young people in all their diversity around the world. Additionally, it seeks to ensure their engagement and participation in the implementation, review, and follow-up of the 2030 Agenda for Sustainable Development as well as other relevant global agendas and frameworks. Introduced in the context of UN reforms, the Youth Strategy also seeks to facilitate coordinated, coherent, and holistic efforts in addressing youth-related issues.

The UN Youth Strategy is built on two strategic pillars. The first pillar focuses on strengthening the foundations for a UN that delivers with and for young people – known as the Foundational Areas. The second pillar aims to advance critical programmatic areas to meet the needs and aspirations of young people – known as Priority Areas. This strategy spans the UN's work across various domains, including peace and security, human rights, and sustainable development. Moreover, it is applicable in all contexts, including humanitarian settings, to achieve the Sustainable Development Goals (SDGs) by 2030.

The High-Level Steering Committee (HLSC), comprising representatives from UN entities, youth networks, and constituencies, guides the implementation of the strategy. The Joint Working Group (JWG), comprising time-bound Task Teams (TTs), provides technical

leadership and is coordinated by the UN System Coordination and Accountability Section within the United Nations Youth Office, which serves as the Secretariat for the strategy.

This document outlines the Strategic Priorities and Results Framework for the second phase of Youth2030 (2025–2030), building on the foundations established in the first phase (2018–2024) and aligning with the UN Youth Strategy's Foundational and Priority Areas. Developed by the JWG and approved by the HLSC in December 2024, it sets out actions to address gaps and tackle ongoing and emerging global challenges that may impact Youth2030's progress. To drive meaningful impact, it leverages new opportunities, such as the establishment and consolidation of the United Nations Youth Office, recent advancements in technology, and key global and intergovernmental commitments.

³ Aged 10 to 24 years. Noting that there is no universally agreed-upon international definition of youth, and while recognizing that the UN Secretariat defines 'youth' for statistical purposes as persons between the ages of 15 and 24 years, this Strategy considers other definitions in use by Agencies, Programmes, and/or Member States without prejudice.

01

THE JOURNEY SO FAR

(Phase 1: 2018–2024)

1.1 Progress

The strategy has been implemented for over six years. At the end of the first phase in December 2024, 60 UN entities and all 132 UN Country Teams (UNCTs) were executing the strategy. It is worth noting that several entities, which have not traditionally focused on youth, contribute to Youth2030, underscoring the strategy's added value. Robust foundations for system-wide implementation have been established, including governance and coordination structures, performance measurement and accountability systems (through Youth2030 Scorecards), and mechanisms for periodic progress tracking and transparent reporting.

The UN entities' contributions in the priority areas have been in line with their mandates⁴ and include i) making data and evidence available for evidence-based advocacy, policymaking and programming, ii) providing technical assistance for the development and revision of national youth policies with a focus on Leaving No One Behind, iii) building capacities of Governments, youth and key stakeholder groups, iv) implementing projects⁵ contributing to national impact, v) supporting innovative initiatives with and for youth, vi) facilitating youth engagement in national and global policymaking and Voluntary National Reviews and vii) connecting global agendas to local contexts. These UN actions have positively affected Governments' work on youth, thereby advancing national agendas.

The UN has also played a crucial role in nurturing and empowering youth-led organizations², especially young women's networks, to drive positive social change. This support is provided through: i) financial support, ii) building capacities of youth organizations, and, most notably, iii) amplifying youth voices and creating spaces for meaningful youth engagement.

During the first phase of implementation, a significant surge in youth engagement was seen across UN entities and UNCTs. Notably, youth engagement in UN Sustainable Development Cooperation Framework processes in UNCTs witnessed an eight-fold increase, rising from 7% in 2020 to 57% in 2024. Engagement with diverse youth groups also improved, with networks of girls and young women increasing from 79% in 2020 to 82% in 2024, and young persons with disabilities rising from 44% in 2020 to 78% in 2024, making both groups the most engaged over the period. At the global level, youth engagement in Youth2030 processes, structures, and initiatives, including the HLSC, the JWG, and the TTs, was a highlight, with youth actively

participating in co-shaping all the knowledge products and accountability scorecards produced during the first phase.

The parallel rollout of the Youth Strategy and the United Nations Development System reform processes positively impacted the coherence and collaboration of the UN's work on youth issues, a critical contribution of Youth2030. The leadership of the United Nations Resident Coordinators and the Joint SDG Fund, where available, enabled further coherence and collaboration at the country level.

4 From the qualitative insights during the first interim review, and supported by data and examples available in the annual reporting on the strategy.

5 Joint and multistakeholder.

2 Youth-led organizations, networks, and movements include a wide range of formal and informal communities of young people, in the form of youth-led and youth-serving federations, unions, organizations, associations, councils, networks, clubs, movements, constituencies, mechanisms and structures.

1.2 Gaps

Developed between 2020 and 2021, Youth2030 Scorecards are the cornerstone of the Youth Strategy’s performance measurement and accountability system. These scorecards employ a traffic-light system (red, yellow, green) to track progress. During the development of the Scorecards, the HLSC set the milestone for the first phase of Youth2030 implementation: by 2024, UN entities and UNCTs will achieve a ● rating for at least 80% of Key Performance Indicators (KPIs).

Progress towards this 2024 milestone has been steady but slower than desired, with significant variations across countries and regions, UN entities, and UNCTs. Among UN entities, ● scores improved from 45% in 2021 (baseline) to 57% in 2024. Among UNCTs, ● scores improved from 25% in 2020 (baseline) to 43% in 2024, with the Eastern Europe and Central Asia region showing the most significant improvement. Substantial acceleration is needed at all levels to meet the strategy’s goals.

Table 1: Progress towards the 2024 milestone in UNCTs across regions⁶.

| UNCTs (#) | % ● scores (of 27 scores) 2020 (Baseline) | % ● scores (of 26 scores) 2024 |
|--------------------------------------|--|-----------------------------------|
| All UNCTs (132) | 25% | 43% |
| Europe and Central Asia (18) | 30% | 52% |
| Asia Pacific (25) | 28% | 48% |
| Africa (54) | 26% | 40% |
| Latin America and the Caribbean (25) | 18% | 40% |
| Arab States (10) | 16% | 34% |

The second gap concerns meaningful youth engagement in strengthening national policies. The UN’s support has primarily focused on specific sectors, with education, health, and employment consistently being the top three sectors supported. However, the potential for meaningfully engaging youth in shaping national policies in other sectors, such as technology, innovation, culture, urban development, climate change, and finance, is substantial.

The UN’s efforts to promote youth-led ideas, solutions, and initiatives, including funding youth-led organizations², have shown promise but require scaling up for broader impact. Persistent issues, such as inadequate funding and insufficient human resources, hinder progress in advancing youth issues across the UN System and its capacity to further support countries to implement policies and

programmes with and for youth. Furthermore, the lack of institutional mechanisms to track UN investments in youth makes it challenging to estimate the resource gap in advancing the youth agenda. For example, in 2024, only about half of the UN entities and UNCTs had information on the funding available for youth work in their organizations.

The areas requiring the most attention include workforce rejuvenation and improving internship programmes across the UN. In 2024, while 70% of UN entities reported pioneering innovative initiatives to increase the proportion of youth (aged 35 and under) in their workforce and enhance the fairness and quality of internships, progress at the country level remains limited, with only one-third of entities making advancements in these areas. This situation is

6 Development Coordination Office regions.

2 Youth-led organizations, networks, and movements include a wide range of formal and informal communities of young people, in the form of youth-led and youth-serving federations, unions, organizations, associations, councils, networks, clubs, movements, constituencies, mechanisms and structures.

mainly attributed to a lack of policy coherence on human resource issues creating barriers for young people's entry and retention in the UN system. Therefore, there is an urgent need to address the gaps hindering systematic advancement.

While significant progress in youth engagement is evident across all levels in UN entities and UNCTs, such engagement needs to be supported through robust policies and processes. A cultural shift is also necessary to ensure youth engagement becomes genuinely meaningful at all levels. Good practices in working with and for youth exist within the UN system. However, mechanisms for sharing, cross-learning, and localizing these practices need to be scaled up and would be vital for addressing the variations in implementation across countries, regions, UN entities, and UNCTs.

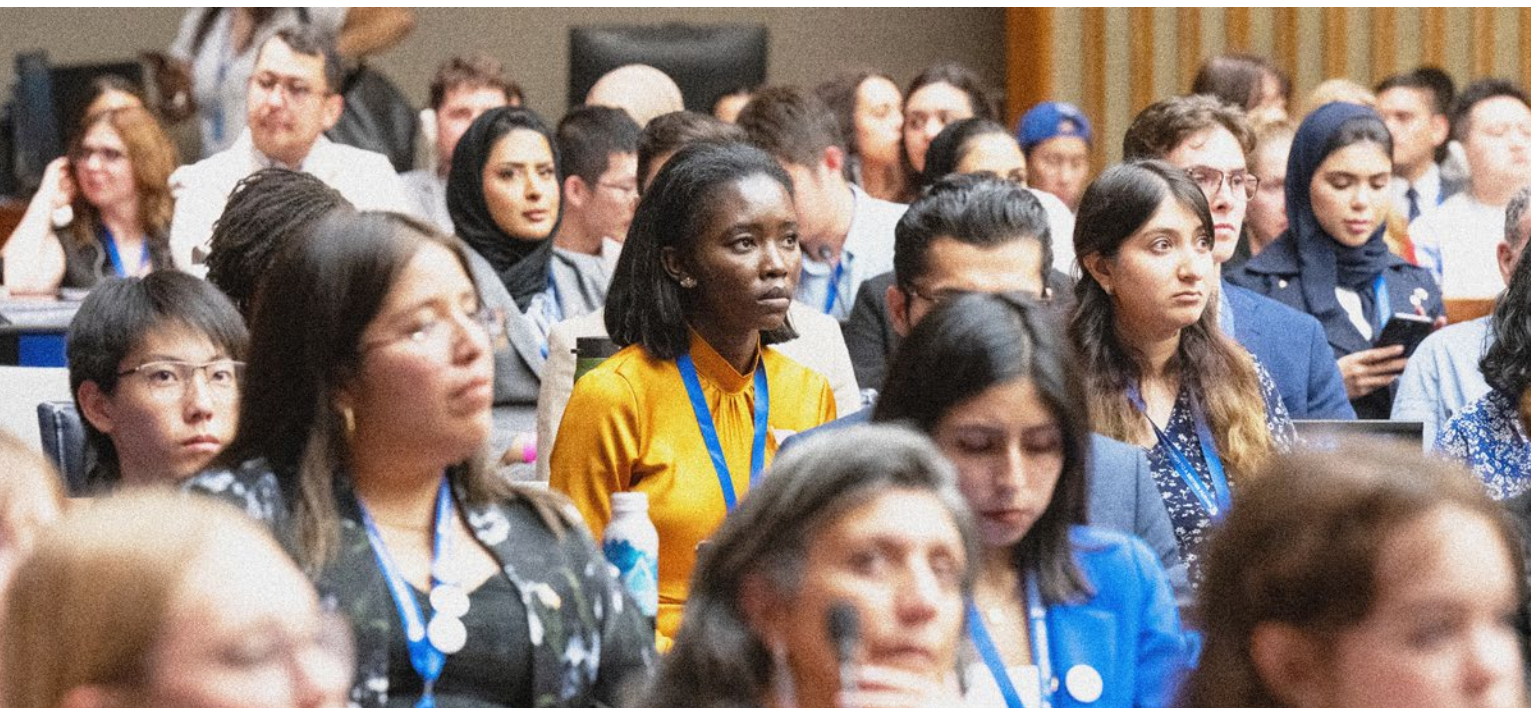
Accountability systems established during the first phase of Youth2030 have been important in driving progress; however, leadership commitment remains a critical differentiator among UNCTs and UN entities that are performing well on the strategy. At the system-wide level, links to senior management groups and decision-making structures remain fragile. Although Youth2030 reporting is part of the Quadrennial Comprehensive Policy Review (QCPR), more active mobilization of Member States is necessary. Their active role is decisive for accelerating efforts, promoting youth-focused agendas within the UN, and ensuring the UN's support to Governments to make meaningful youth engagement in policymaking and decision-making a norm at national, regional, and global levels.



02

EXTERNAL CONTEXT

Challenges and opportunities



2.1 Challenges

The world is off track to meet the Global Goals. The COVID-19 pandemic, cost-of-living crises, conflicts, climate change, and other interconnected crises have disproportionately impacted young people and hindered SDG implementation.

The COVID-19 pandemic reversed progress in health, education, and employment, leaving lasting effects on youth's mental health, economic prospects, and access to essential services. It also exposed deep-rooted structural inequalities, particularly for young women and girls, who faced heightened barriers to education and employment, along with increased gender-based violence. Likewise, young people with disabilities struggled with remote learning and access to essential services during lockdowns, deepening their marginalization.

Meanwhile, environmental degradation continues to worsen, escalating the climate crisis, accelerating biodiversity loss, increasing pollution, and triggering extreme weather events. Indigenous youth and those in rural or developing regions are among the most affected.

Conflicts, humanitarian crises, and displacement further compound these challenges. With over 122.6 million people forcibly displaced

worldwide⁷ — many of them young people — access to education, employment, and civic participation remains severely disrupted. The interconnection between violence, climate change, food insecurity, and displacement is particularly alarming. Environmental degradation and extreme weather events intensify existing fragility and conflicts, further destabilizing lives and futures.

Despite being among the most affected, youth play a critical role in advancing solutions, including conflict prevention, peacebuilding and conflict resolution, as recognized by UN Security Council Resolutions 2250 and 2419. However, shrinking civic spaces, restrictive laws, and online censorship limit their freedom of expression, participation, and assembly, stifling their voices and undermining broader efforts to uphold human rights and democracy.

To address these challenges, youth-centered strategies are needed to regain lost ground and tackle systemic inequities head-on. Establishing strong mechanisms to connect youth-led efforts with global frameworks is essential to ensure their contributions drive systemic change and are scaled for broader impact.

7 UN Refugee Agency (July 2024).

2.2 Opportunities

The global landscape is complex, shaped by geopolitical shifts, evolving technologies, and changing job markets — bringing both challenges and opportunities for youth. As highlighted in Our Common Agenda, *“Now is the time to think for the long term, to deliver more for young people and succeeding generations, and to be better prepared for the challenges ahead.”*

The Secretary-General’s Policy Brief on Meaningful Youth Engagement outlines a strategic roadmap for embedding youth participation in policymaking and decision-making. The establishment of the United Nations Youth Office — one of the first operationalized recommendations of Our Common Agenda through UN General Assembly Resolution 76/306 — presents a once-in-a-generation opportunity for the UN to make a lasting impact on the lives of young people.

The UN 2.0 vision, emphasizing data, digital transformation, innovation, foresight, and behavioral science, offers a framework to align internal reforms with youth priorities, transforming both the UN’s workforce and its organizational culture. These efforts create critical opportunities for youth to shape the policies and decisions affecting their lives.

Recent global commitments during major multistakeholder events further underscore the importance of meaningful youth engagement. Outcomes from the UN Food Systems Summit, Stockholm+50 Global Meeting, the Transforming Education Summit, the SDG Summit, and The Pact for the Future — including its annexes, the Global Digital Compact and the Declaration on Future Generations — highlight the role of young people in driving transformative change. These platforms provide concrete opportunities to scale youth-led solutions in climate action, digital transformation, education, and employment while addressing systemic inequities, bridging the rural-urban divide, and expanding resources for youth initiatives.

The United Nations Youth Office plays a key role in accelerating efforts. Serving as the Secretariat of the Youth Strategy, it also chairs the Working Group on Youth, facilitating the implementation of the Pact. This strategic position enables it to drive inter-agency, multistakeholder and intergenerational collaboration in advancing youth commitments under the Pact. Phase 2 of implementation should strategically leverage this advantage to maximize impact.

At the national level, youth engagement is often confined to specific sectors, such as education or employment, without a holistic approach that reflects the interconnected nature of young people’s lives. The Six Transitions: Investment Pathways to Achieve the SDGs⁸ provides a cross-sectoral framework to strengthen UN support to national stakeholders and accelerate SDG achievement through integrated policymaking with youth.

8 To enable and address these transitions, the United Nations development system is mobilizing behind 12 [high-impact initiatives](https://sdgs.un.org/SDGSummitActions/HII) that provide a platform to help take SDG progress to scale. These were launched at the 2023 UN SDG Summit and more information on the initiatives can be found at <https://sdgs.un.org/SDGSummitActions/HII>

03

YOUTH2030 PHASE 2

3.1 The ambition

Youth2030 aims to ensure that all young people, in all their diversities, are empowered as equal partners, leaders, and rights-holders — actively shaping policies, driving solutions, and holding institutions accountable. The implementation⁹ of Phase 2 will remain aligned with the original pillars of the Youth Strategy — the Foundational and Priority Areas.

The ambition set out for Phase 2 is as follows:

By 2030, the UN system will champion a bold transformation in its engagement with and support for young people by:

- ◆ Increasing the access of youth-led organizations, networks, and movements² to opportunities, resources, and policymaking and decision-making spaces at global, regional, and national levels;
- ◆ Advocating for political commitment and sustainable financing while strengthening institutional capacities to accelerate progress towards the SDGs with and for youth;
- ◆ Transforming the UN into a more inclusive, multi-generational, and future-fit organization, with strengthened mechanisms for accountability, youth-responsive policy and programming, and a rejuvenated workforce that reflects the priorities and potential of young people.

Youth2030 Phase 2 is not only a strategy — it is a shared commitment to unlocking the full potential of youth as agents of change in advancing sustainable development, peace and security, and human rights.

3.2 Guiding principles

The ambition for Phase 2 is rooted in the principles of meaningful youth engagement (Annex IV), a rights-based approach, and gender equality, and will shape the implementation of every action under the strategy.

Continuing from Phase 1, the well-established principles of meaningful youth engagement — institutionally mandated, rights-based, safe, designated, resourced, transparent, accessible, voluntary, and informative, with reciprocal accountability and due consideration for diversity and inclusion — will guide Phase 2. Progress will be assessed and tracked periodically using scorecards, and the resulting data and insights will guide targeted action in specific areas.

A rights-based approach will ensure that the strategy focuses on including the most marginalized and vulnerable, particularly young people with disabilities, indigenous youth and young people on the move, ensuring equal access to resources and opportunities. This means holding Member States, UN entities, and stakeholders accountable for protecting and fulfilling the rights of young people while empowering them to claim these rights. It also emphasizes systemic change, ensuring that the processes by which youth are engaged and supported are participatory, equitable, and empowering.

Gender equality and the empowerment of all young women and girls will be a cornerstone of this vision. Phase 2 will expand opportunities for young women to lead in all sectors by addressing systemic barriers and fostering transformative change. From leadership pipelines to funding mechanisms tailored for women-led initiatives, these efforts will ensure that the next generation of young women is empowered to contribute to and shape global agendas.

⁹ Between July and November 2024, the JWG met on various occasions, including the 5-day retreat in October, to take stock of the first phase's progress and identify challenges and gaps hindering implementation. The group also deliberated on the global context impacted by ongoing crises and emerging opportunities to advance the youth agenda.

² Youth-led organizations, networks, and movements include a wide range of formal and informal communities of young people, in the form of youth-led and youth-serving federations, unions, organizations, associations, councils, networks, clubs, movements, constituencies, mechanisms and structures.

3.3 Strategic priorities

To accelerate the delivery of Youth2030, Phase 2 will focus on six strategic priorities. These priorities, detailed in Table 2, are interconnected and designed to address critical gaps, leverage emerging opportunities, and ensure meaningful youth engagement across all levels. For each of these strategic priorities, Phase 2 foresees a set of actions aimed at boosting progress in areas that have lagged during the first phase of Youth2030's implementation.

Table 2: Strategic priorities with their respective objectives

| # | Strategic Priority | Objective |
|---|---|--|
| 1 | Empowering and engaging youth meaningfully | Foster meaningful and inclusive youth engagement by strengthening youth-led organizations, networks, and movements ² ; enhancing advocacy and outreach with and for youth; and promoting a UN culture that champions youth empowerment and participation at all levels. |
| 2 | Boosting SDG implementation with and for youth | Accelerate SDG implementation with and for youth by strengthening UN support for inclusive policymaking together with youth; scaling multi-stakeholder and joint initiatives for national impact; and partnering with a range of stakeholders to incubate and scale youth-led solutions. |
| 3 | Advancing knowledge and enhancing capacities for working with and for youth | Strengthen institutional and stakeholder capacities by enhancing access to data, evidence, tools, and knowledge to advance evidence-based, youth-responsive policies, cross-sectoral programming, and SDG acceleration with and for youth. |
| 4 | Unlocking resources for the youth agenda across the UN | Unlock diverse and sustainable funding for youth policy-programming and youth engagement by strengthening advocacy for youth-responsive financing, increasing resource mobilization efforts, and expanding direct funding for youth-led projects and initiatives. |
| 5 | Transforming the UN workforce and organizational culture | Transform the UN workforce by scaling policies, programmes, and innovations that attract, recruit, and retain young talent (35 years or younger) and expanding fair, equitable, high-quality internship opportunities for young people at all levels, including those from developing countries. |
| 6 | Strengthening accountability systems for working with and for youth | Strengthen UN system-wide accountability for working with and for youth by integrating the youth agenda into coordination and leadership mechanisms, and improving the tracking of investments and results, while continuing to implement and support ongoing efforts. |

² Youth-led organizations, networks, and movements include a wide range of formal and informal communities of young people, in the form of youth-led and youth-serving federations, unions, organizations, associations, councils, networks, clubs, movements, constituencies, mechanisms and structures.



The priority, “Empowering and engaging youth meaningfully,” aims to ensure that the participation of young people, particularly those most marginalized and vulnerable, is central to shaping global, regional, national, and local agendas. This priority emphasizes removing barriers to youth participation while strengthening existing models, forums, and initiatives across the UN. It seeks to create equitable opportunities for youth to co-lead governance structures and influence decision-making processes at all levels. By strengthening mechanisms for youth engagement across the UN system, including digital mechanisms, this priority lays the foundations for working with young people as partners, building trust, amplifying the voices of all young people, and ensuring their perspectives are integrated into policy and programming.

This engagement directly supports the second priority, “Boosting SDG implementation with and for youth,” which aims to enable youth-led and youth-driven solutions and partnerships that address critical global challenges. By fostering youth innovation and co-designing policies, this priority aims to accelerate progress towards the SDGs, including within the framework of the Six Transitions, to ensure that youth are central to all areas of policymaking at the global, regional, national, and local levels.

“Advancing knowledge and enhancing capacities for working with and for youth” is the third priority, designed to enhance institutional and individual capacities to deliver impactful youth initiatives. It will focus on generating high-quality tools, research, and data, including disaggregated data on gender, age, and disability, to support evidence-based advocacy and programming that leaves no young person behind while promoting the effective use of existing platforms and databases. By fostering knowledge exchange and providing access to resources such as (e-)learning platforms, it

aims to equip young people, governments, and other stakeholders with the knowledge and skills needed for meaningful youth engagement and impactful actions. This includes training and building the capacities of youth and youth-led organizations², enabling them to collect, analyze and advocate effectively using their own data. These knowledge-building efforts are integral to the other priorities, ensuring that strategies remain informed, relevant, and effective.

Effective implementation of these priorities relies on the fourth priority, “Unlocking resources for the youth agenda across the UN,” which focuses on ensuring sustainable funding mechanisms for youth-led and youth-focused initiatives and systemic change. This priority advocates for consolidating existing funding streams, including at the country level, and establishing dedicated funding windows for working with and for youth. It will also seek to provide direct support for youth-led organizations, networks, and movements² and enhance innovative financing approaches to ensure resources are available where they are needed most. By tracking investments and strengthening resource allocation systems, this priority provides the financial backbone required to empower youth and accelerate SDG-related efforts.

Creating sustainable systems also involves transforming the way institutions work, as reflected in the fifth priority, “Transforming the UN workforce and organizational culture.” This priority aims to build a diverse, multigenerational workforce by attracting, retaining, and developing young talent within the UN System. Revamping internship programmes, fostering inclusivity, and promoting mentorship pathways are key strategies for creating an organizational culture that is conducive to the growth of young professionals. These transformations align closely with capacity-building efforts

2 Youth-led organizations, networks, and movements include a wide range of formal and informal communities of young people, in the form of youth-led and youth-serving federations, unions, organizations, associations, councils, networks, clubs, movements, constituencies, mechanisms and structures.

under Priority 3, ensuring that young talent is supported and nurtured within the UN System.

The sixth priority, “Strengthening accountability systems for working with and for youth,” will aim to build on and amplify existing instruments to ensure transparency, coherence, and measurable outcomes. Phase 2 will enhance youth engagement in governance and inter-agency mechanisms, coupled with tracking systematic engagement, funding, progress against our commitments (see Section 5), and impact to ensure that Youth2030 remains results-driven. The insights gathered through these systems will guide future actions and demonstrate the transformative power of meaningful youth participation.

Together, these six priorities form a cohesive and ambitious framework for accelerating the delivery of the UN Youth Strategy by 2030. By fostering engagement, driving innovation, building capacities, mobilizing resources, transforming systems, and strengthening accountability, the strategy ensures that young people are leaders in shaping a sustainable, equitable, and inclusive future.



04

GOVERNANCE



4.0 Governance

The current governance structure of Youth2030 comprises a High-Level Steering Committee (HLSC), which provides strategic direction, supported by the Joint Working Group, serving as the technical leadership body, and time-bound Task Teams that address specific areas requiring transformative action. Coordination across the UN system is managed by the UN System Coordination and Accountability Section within the United Nations Youth Office, which functions as the Secretariat for the strategy. These structures successfully guided the rollout of Youth2030 in its first phase, and following an analysis of options for potential revamping, it was decided that the same structures will guide the implementation of Phase 2.

05

IMPLEMENTATION AND ACCOUNTABILITY

5.1 Operationalizing Phase 2

Given the interconnected nature of the Phase 2 strategic priorities, it is envisaged that simultaneous and coordinated action across all priorities will occur dynamically throughout the six-year timeline, creating a cumulative and impactful pathway toward achieving Youth2030's objectives. Implementation will be progressive and structured around the following elements:

- 1 Addressing bottlenecks to advance the areas that need improvement.**

This component focuses on promoting actions across areas that underperformed during Phase 1, for example, financing the youth agenda and catalyzing workforce transformation. It combines analytical work and collaboration among UN entities and UNCTs to identify both successful strategies and actions that require adjustments. This also includes efforts to understand how Youth2030 contributes to and addresses emerging areas and challenges, including, among others, climate change, digitalization, and shrinking civic spaces.
- 2 Scaling, deepening, and refining areas that have shown progress.**

It builds on the progress made during the initial years by expanding successful initiatives and adapting strategies based on lessons learned. Key areas include enhancing systems for tracking youth engagement and participation across UN entities and UNCTs. Multistakeholder partnerships and joint initiatives will be scaled to maximize impact, focusing on aligning inter-agency collaboration under Youth2030's unified vision. The focus will also be on critical and emerging areas, such as youth mental health, protests, and integrated policymaking with youth under the aegis of the Six Transitions and in connection with the High Impact Initiatives. Additionally, capacity-building programmes will be expanded to further empower youth-led organizations, networks, and movements². Leveraging digital transformation and artificial intelligence, as well as deepening engagement in critical domains that shape youth futures, would help achieve the above.
- 3 Consolidating gains, institutionalizing good practices and models, and sustaining change.**

This puts the focus on capturing and sustaining the results achieved. For example, comprehensive evaluations and meta-analyses will document both qualitative and quantitative outcomes, showcasing success stories through storytelling, reports, and knowledge-sharing to inspire the broader adoption of effective models. Youth engagement mechanisms that have proven effective will be embedded into institutional frameworks across the UN system, while funding mechanisms will be institutionalized to sustain initiatives for working with and for youth beyond the strategy's timeline.

These efforts will culminate in positioning Youth2030's legacy as a blueprint for meaningful youth engagement in governance and sustainable development.

² Youth-led organizations, networks, and movements include a wide range of formal and informal communities of young people, in the form of youth-led and youth-serving federations, unions, organizations, associations, councils, networks, clubs, movements, constituencies, mechanisms and structures.



5.2 Measuring and assessing progress

The Action Plan for Phase 2 is underpinned by a results framework that will enable Governance of Youth2030 to gauge progress and achievement against commitments across the Strategic Priorities over the six years (this framework is provided as a companion to this document). The framework translates the vision of this Action Plan, its guiding principles, and actions under each strategic priority into measurable outputs. The contribution of these outputs is mapped against the three outcomes that the Action Plan aims to achieve, as elaborated in [Section 3.1](#).

To ensure that existing reporting mechanisms are fully utilized, the indicators of the results framework build on and partially align with the Key Performance Indicators (KPIs) in the Youth2030 Scorecards. The JWG will further align the institutional frameworks and systems – Scorecards and the Information Management Systems (UN SDG IMS and ESRS) – with the revised priorities and the Results Framework¹⁰ for Phase 2 implementation. Additionally, the JWG will set out the milestones.

To further enhance the understanding of progress and identify qualitative aspects that KPIs may not fully capture, thematic or substantive area reviews can be integrated alongside trend analyses. These reviews will involve in-depth assessments of specific

priorities and actions, such as youth engagement in policymaking and resource mobilization for youth initiatives, among others. Deep dives into UN entities or UNCTs demonstrating accelerated progress may be needed to understand how leadership's commitment to the agenda drives organization-wide change. These reviews will provide context to the quantitative trends by exploring underlying factors, successes, and challenges that influence KPI ratings. Importantly, qualitative data collection in the scorecards¹¹ will also be adjusted and improved to maximize the use of existing reporting tools.

The combined approach of correlating quantitative metrics and qualitative insights from substantive and thematic reviews is expected to contribute to a comprehensive understanding of progress, gain deeper insights into the enablers of changes in performance, identify best practices and bottlenecks, help adjust strategies to address persistent issues, and inform targeted interventions for accelerating Youth2030 implementation.

¹⁰ Will be further elaborated in the updated Youth2030 Scorecards for Phase 2 with baselines and targets.

¹¹ Currently captures some qualitative details, for example, the focus of publications, the type of networks engaged, the scope of projects and programmes, etc. Nonetheless, these are often optional details.

ANNEXES



Annex I: Youth2030 Priority and Foundational Areas

Pillars of Youth2030

| PILLAR 1 – Priority Areas | | | | |
|--|---|--|--|---|
| 1. Engagement, participation and advocacy | 2. Informed and healthy foundations | 3. Economic empowerment through decent work | 4. Youth and human rights | 5. Peace and resilience-building |
| <ul style="list-style-type: none"> • Meaningfully engage with young people. • Partner with youth-led organizations, particularly those most marginalized and vulnerable. • Establish or strengthen youth engagement mechanisms across the UN. • Advocate for strengthened meaningful youth participation in intergovernmental processes. • Advocate for national governments to transform the way they engage with young people and apply principles of meaningful participation. • Mobilize young people through large-scale outreach and campaigns. • Identify and showcase contributions of diverse youth. • Amplify youth voices and support global youth movements. | <ul style="list-style-type: none"> • Quality education. • Non-formal education. • Mental health. • Sexual and reproductive health and rights (including HIV). • Youth and Universal Health Coverage. • Healthy environment. | <ul style="list-style-type: none"> • Economic and employment policies for youth employment. • Employability – Education, training and skills, school-to-work transition. • Labour market policies and programmes for the promotion of decent work for youth (including enabling environment as well as concrete actions in specific economies/ sectors – rural, care, green, blue, orange, circular, digital etc). • Youth entrepreneurship and self-employment (including enabling environment as well as concrete actions in specific economies/ sectors – rural, care, green, blue, orange, circular, digital etc). | <ul style="list-style-type: none"> • Human rights of young people (including access to justice, rule of law, labour rights for young people, safe spaces). • Intersectionality issues and youth in vulnerable situations. • Human rights education, global citizenship education, sustainable development education. • Youth civic engagement, youth-inclusive political processes, and youth-responsive institutions (including public administration, local governance). • Youth rights focus in the work of treaty bodies, special procedures and other human rights mechanisms. | <ul style="list-style-type: none"> • Youth, Peace and Security. • Humanitarian action. • Climate and environment. • Ensure protection and engagement of youth in humanitarian settings, especially young women and girls. |
| PILLAR 2 – 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 | |



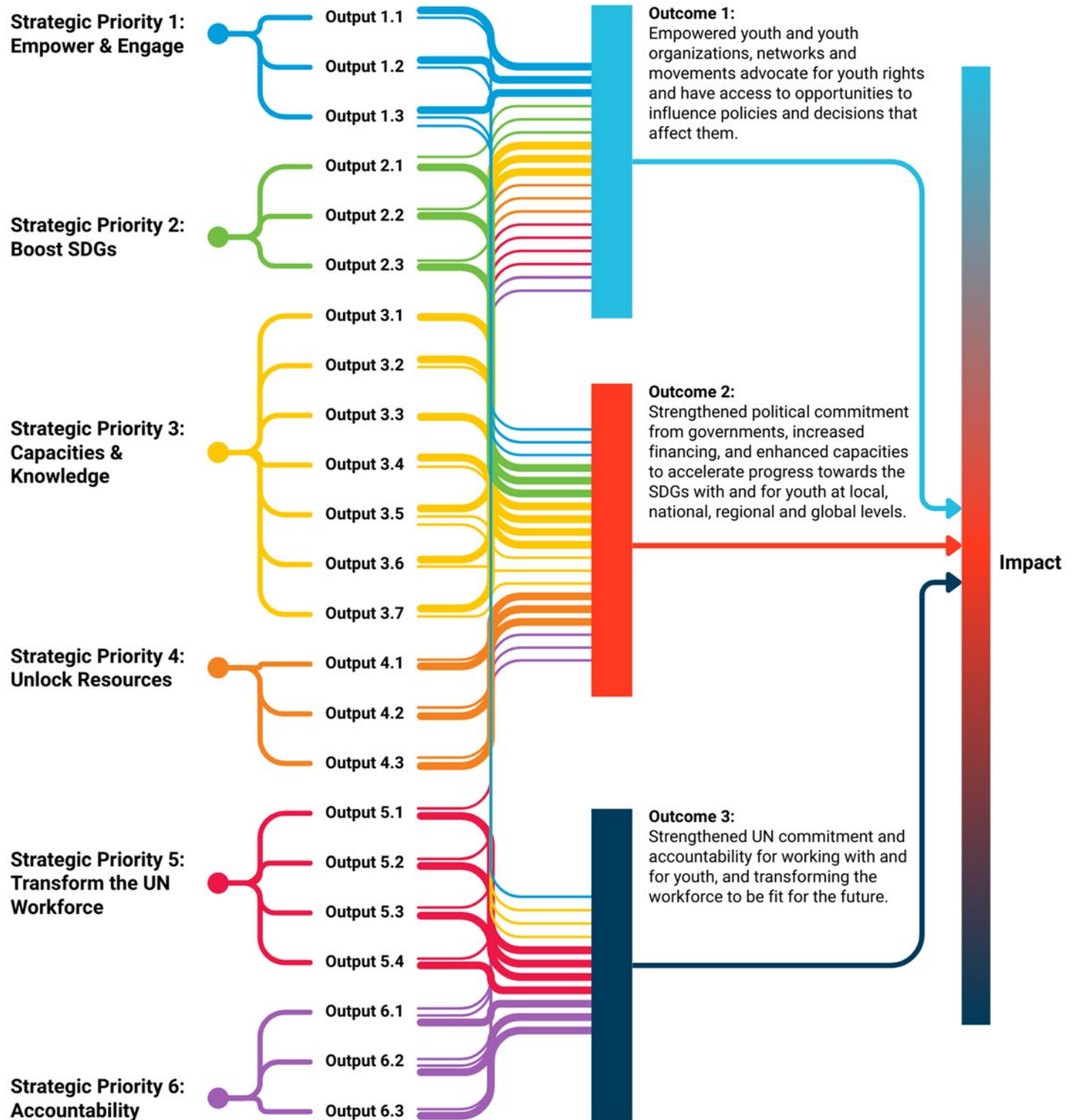
Annex II: Principles of meaningful youth engagement

PRINCIPLES OF MEANINGFUL YOUTH ENGAGEMENT

Building on a number of youth guidance documents, Youth2030 Phase-1 includes the Principles of Meaningful Youth Engagement and set it to performance metrics in the Youth2030 Scorecards. The Secretary-General's Meaningful Youth Engagement in Policymaking and Decision-making Processes Policy Brief draws from this and includes the twelve **core** guiding principles.

| | |
|----------------------------------|---|
| RIGHTS-BASED AND SAFE | Young people should be informed and educated about their rights and empowered to hold duty bearers accountable for respecting, protecting, and fulfilling those rights. Duty bearers must ensure that measures, including referral systems, to protect youth from threats and attacks are established and strengthened. |
| INSTITUTIONALLY MANDATED | Engaging youth in decision-making processes should be formally mandated to prevent an ad hoc approach and to ensure that youth perspectives are integrated throughout the full decision-making process. |
| DESIGNATED | Designated seats are to be made available for young people in various processes in order to prevent unequal power dynamics and competition between youth and non-youth actors. |
| RESOURCED | Adequate and earmarked funding for the engagement of young people is critical to support their participation in decision-making processes. |
| TRANSPARENT | There should be clear and mutual understanding of how young people's information, skills, and knowledge will be shared, with whom, and for what purpose. |
| ACCESSIBLE | Decision-making processes should be made accessible to all groups of young people, particularly young people with disabilities. |
| VOLUNTARY | Young people must not be coerced into participating in actions or expressing views against their beliefs and wishes. They should have the right to cease involvement in any process at any stage. |
| INFORMATIVE | Throughout the engagement process, youth should be provided with timely, clear, diversity-sensitive and age-appropriate information about issues under discussion as well as their role and their rights. |
| RECIPROCAL ACCOUNTABILITY | Duty bearers should make available transparent information on how young people's inputs have been used and interpreted to influence outcomes. Young people should consult with wider youth constituencies throughout the engagement period, as they feed into various decision-making processes. |
| DIVERSITY AND INCLUSION | Based on the principle of non-discrimination, all efforts should be made to ensure inclusiveness and diversity of voices, regardless of their race, sex, language, religion, age, ethnicity, gender identity and expression, disability, migrant or economic status and other characteristics. |
| YOUTH AS PARTNERS | Young people should be recognized as equal partners in decision-making processes and their engagement should be facilitated. |

Annex III: Youth2030 Phase 2 – Pathways of Change





Annex IV: Youth2030 Phase 2 – Results Framework

Note: The results framework will be further elaborated in the updated Youth2030 Scorecards for Phase 2. Baselines and targets will also be established in the updated Scorecards.

| Youth2030 Phase 2: 2025–2030 | | | |
|------------------------------|--|---|---|
| Impact | Young people, in all their diversity, are active agents of change – contributing to peace and security, driving sustainable development, asserting their human rights and meaningfully engaging in the decisions that impact their lives and future. | | |
| Outcome | Outcome 1: Empowered youth and youth organizations, networks and movements advocate for youth rights and have access to opportunities to influence policies and decisions that affect them. | Outcome 2: Strengthened political commitment from governments, increased financing, and enhanced capacities to accelerate progress towards the SDGs with and for youth at local, national, regional and global levels. | Outcome 3: Strengthened UN commitment and accountability for working with and for youth, and transforming the workforce to be fit for the future. |
| Outputs | 1.1: Strengthened organizational capacities of youth-led organizations, networks, and movements ² that advocate for their rights. | 2.1: Strengthened UN support for SDG acceleration with and for youth at all levels, including in national policymaking, SDG follow-up and review mechanisms, such as Voluntary National Review (VNR) processes and commitments to Leaving No One Behind. | 5.1: Strengthened policies and strategies to attract, recruit, and retain young talent aged 35 years or younger in the UN. |
| | 1.2: Enhanced advocacy, outreach, and communication efforts with and for youth – particularly through youth-led and youth-serving organizations to mobilize stakeholders on key youth issues and during strategic moments at local, national, regional and global levels. | 2.2: Expanded collective efforts by the UN – working with and for youth – to achieve national SDG impact through multi-stakeholder and joint programmes, projects, and initiatives, as measured by the number of beneficiaries reached, geographic coverage, and scope of activities | 5.2: Scaled programmes and/or initiatives implemented to attract, recruit, and retain young talent aged 35 years or younger in the UN |
| | 1.3: Leadership and organizational culture in the UN fully support meaningful youth engagement, empowerment and development at local, national, regional and global levels. | 2.3: Strengthened partnerships to incubate and/or scale youth-led ideas and solutions to accelerate progress towards the SDG | 5.3: Expanded opportunities and improved fairness and quality of internship programmes for young people worldwide. |
| | 3.5: Enhanced and up-to-date knowledge portals, repositories and clearing houses with information on or relevant to youth and accessible to youth with disabilities. | 3.1: Enhanced capacities of governments, youth, and other stakeholder groups to advance sectoral and cross-sectoral efforts with and for youth, thereby accelerating progress towards the SDGs | 5.4: Strengthened documentation and sharing of innovations and best practices to attract, recruit, and retain young talent aged 35 years or younger in the UN. |

2 Includes a wide range of formal and informal communities of young people, in the form of youth-led federations, unions, organizations, associations, councils, networks, clubs, movements, constituencies, mechanisms and structures.

Youth2030 Phase 2: 2025–2030

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| <p>3.6: Improved knowledge exchange on youth issues – with and for youth – that highlights the contributions and role of young people.</p> | <p>3.2: Improved availability of high-quality, timely, reliable, and disaggregated data and databases on youth for monitoring trends and decision-making at local, national, regional, and global levels.</p> | <p>6.1: Strengthened accountability for working with and for youth across the UN System, including at the leadership level.</p> |
| | | <p>6.2: Youth agenda integrated into the UN's coordination mechanisms across all pillars of its work, including at the leadership level to ensure coherence in youth policies and programmes.</p> |
| <p>3.7: Enhanced open-access online learning and certifications on topics relevant to youth, and tailored to their needs.</p> | <p>3.3: Enhanced strategic analyses and assessments across political, legal, policy, technical, and other relevant domains, and evaluations to support evidence-based advocacy and actions on youth issues.</p> | <p>6.3: Improved tracking of investments in youth across the UN System.</p> |
| | <p>3.4: Strengthened norms and standards, guidance and tools to support evidence-based policy and programming on youth issues.</p> | |
| | <p>4.1: Enhanced evidence-based advocacy with youth to integrate youth-related priorities, financing goals and strategies into Integrated National Financing Frameworks (INFFs).</p> | |
| | <p>4.2: Increased availability of funding for working with and for youth within the UN system, through i) established funding windows for youth within existing mechanisms or ii) improved resource mobilization efforts.</p> | |
| | <p>4.3: Enhanced direct funding from the UN for youth-led projects and initiatives</p> | |

| Youth2030 Phase 2: 2025–2030 | | | |
|---|---|--|--|
| Outcome | Key Performance Indicator (KPI) | Description of KPI | |
| Outcome 1: Empowered youth and youth organizations, networks and movements advocate for youth rights and have access to opportunities to influence policies and decisions that affect them. | KPI 1.1: Number of national governments with institutionalized mechanisms ¹² for meaningful youth participation in policymaking and decision-making. | Assesses the extent to which national governments have established structures and mechanisms for engaging youth in policymaking and decision-making. | |
| | KPI 1.2: Number of global and regional intergovernmental bodies ¹³ with institutionalized mechanisms for meaningful youth participation in policymaking and decision-making. | Assesses the extent to which global and regional inter-governmental bodies have established structures and mechanisms for engaging youth in policymaking and decision-making. | |
| | KPI 1.3: Number of youth organizations and networks ² engaged by the UN that report their influence on global or national policies and decisions that affect them. | Assesses the extent to which youth engaged by the UN have influenced global or national policies and decisions that affect them. | |
| Output | UNCT Key Performance Indicator (KPI) | UN Entity Key Performance Indicator (KPI) | Description of the KPI |
| STRATEGIC PRIORITY 1: EMPOWER AND ENGAGE | | | |
| Output 1.1: Strengthened organizational capacities of youth-led organizations, networks, and movements ² that advocate for their rights. | UNCT KPI 1.1.1: Percentage and total number of UNCTs that support organizational capacity-building efforts for youth-led organizations, networks and movements ² . | UN ENTITY KPI 1.1.1: Percentage and total number of UN entities that support organizational capacity-building efforts for youth-led organizations, networks and movements ² . | Assesses the extent to which the UN responds to the needs of youth-led organizations ² and provides them with training and technical support at all levels. |
| | UNCT KPI 1.1.2: Percentage and total number of youth-led organizations, networks and movements ² engaged by the UN that report strengthened capacities. | UN ENTITY KPI 1.1.2: Percentage and total number of youth-led organizations, networks and movements ² engaged by the UN that report strengthened capacities. | |

12 Youth parliaments, national youth councils, etc.

13 Including the General Assembly and its subsidiary organs, the Economic and Social Council and its functional commissions, the Security Council and its subsidiary organs, AU, EU, and related organizations.

2 Includes a wide range of formal and informal communities of young people, in the form of youth-led federations, unions, organizations, associations, councils, networks, clubs, movements, constituencies, mechanisms and structures.

Youth2030 Phase 2: 2025–2030

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| Output 1.2: Enhanced advocacy, outreach, and communication efforts ¹⁴ with and for youth – particularly through youth-led and youth-serving organizations to mobilize stakeholders on key youth issues and during strategic moments ¹⁵ at local, national, regional and global levels. | UNCT KPI 1.2.1: Percentage of UNCTs that supported advocacy events with and for youth on key issues and during strategic moments at local and national levels. | UN ENTITY KPI 1.2.1: Percentage of UN entities that supported advocacy events with and for youth on key issues and during strategic moments at global and regional levels, including inter-governmental processes. | Measures the extent to which UNCTs and UN entities engage in planned and sustained outreach and communication efforts, including utilizing emerging opportunities to amplify youth voices. |
| | UNCT KPI 1.2.2: Percentage of UNCTs that activated or supported outreach and communication campaigns with and for youth on key issues and during strategic moments at local and national levels. | UN ENTITY KPI 1.2.2: Percentage of UN entities that activated or supported outreach and communication campaigns with and for youth on key issues and during strategic moments at all levels. | |
| | UNCT KPI 1.3.1: Percentage of UNCTs that have policies and processes for meaningful youth engagement ¹⁸ . | UN ENTITY KPI 1.3.1: Percentage of UN entities that have policies and processes for meaningful youth engagement ¹⁸ . | |
| Output 1.3: Leadership and organizational culture in the UN fully support meaningful youth engagement ¹⁶ , empowerment and development at local, national, regional and global levels. | UNCT KPI 1.3.2: Percentage of UNCTs meaningfully engaging diverse ¹⁷ youth groups, including those within the UN and externally through various platforms. | UN ENTITY KPI 1.3.2: Percentage of UN entities meaningfully engaging diverse ¹⁹ youth groups, including those within the UN and externally through various platforms. | Measures the extent to which meaningful youth engagement is institutionalized within the UN system's policy and decision-making mechanisms at all levels. |
| | | | |
| STRATEGIC PRIORITY 3: CAPACITIES AND KNOWLEDGE | | | |
| Output 3.5: Enhanced and up-to-date knowledge portals, repositories, and clearing houses with information on or relevant to youth and accessible to youth with disabilities. | N/A | UN ENTITY KPI 3.5.1: Percentage of UN entities that maintain up-to-date and accessible knowledge portals, repositories, or clearing houses with information on or relevant to youth. | Assesses whether UN entities systematically develop and maintain knowledge repositories for youth-related knowledge products, including data, assessments, research, evaluations, guidance, standards and tools, ensuring accessibility for youth with disabilities. |

¹⁴ These efforts include: large-scale outreach and campaigns using digital platforms and tools.

¹⁵ Convenings, conferences, summits, international days

¹⁶ Principles of Meaningful Youth Engagement (institutionally mandated, rights-based, safe, designated, resourced, transparent, accessible, voluntary, informative, with reciprocal accountability, and due consideration for diversity and inclusion).

¹⁷ Diversity encompasses gender-balanced representation of young leaders, influencers, entrepreneurs, academics, and advocates from formal and non-formal networks, with a focus on grassroots, conflict-affected, and marginalized youth (e.g., girls and young women, youth with disabilities, indigenous, migrant, and refugee youth, LGBTIQ+ youth, and youth living with HIV).

Youth2030 Phase 2: 2025–2030

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| Output 3.6: Improved knowledge exchange on youth issues – with and for youth – that highlights the contributions and role of young people. | UNCT KPI 3.6.1: Percentage of UNCTs that facilitated knowledge exchange on youth issues at local and national levels. | UN ENTITY KPI 3.6.1: Percentage of UN entities that facilitated knowledge exchange on youth issues at local, national, regional and global levels. | Measures the degree to which UNCTs and UN entities facilitate knowledge-sharing platforms ¹⁸ and research dissemination, and highlight youth-led contributions to global knowledge. |
| Output 3.7: Enhanced open- access online learning and certifications on topics relevant to youth, and tailored to their needs. | N/A | UN ENTITY KPI 3.7.1: Percentage of UN entities that supported open-access online learning and certifications on topics relevant to youth and tailored to their needs. | Tracks the extent to which UN entities provide structured open-source online learning opportunities on topics relevant to and for youth in key thematic areas. |

¹⁸ For UNCTs, these include North-South, South-South, and Triangular Cooperation, in-country exchange plans. For UN entities, these include activities such as webinars, knowledge exchange in South-South and triangular cooperation/regional platforms

| Youth2030 Phase 2: 2025–2030 | | | |
|---|---|--|---|
| Outcome | Key Performance Indicator (KPI) | Description of the KPI | |
| Outcome 2: Strengthened political commitment from governments, improved financing, and enhanced capacities to accelerate progress towards the SDGs with and for youth at local, national, regional and global levels. | KPI 2.1: Number of countries that have developed national vision documents or relevant plans – such as those related to peace and security, human rights, development, or other areas – in collaboration with youth. | Assesses the extent to which youth are engaged in setting the vision and shaping relevant medium and long-term plans in their countries – such as those on peace and security, human rights and development – including initiatives like multi-sectoral youth plans, Nationally Determined Contributions (NDCs), and others. | |
| | KPI 2.2: Percentage and total number of Integrated National Financing Frameworks (INFFs) that include youth-related priorities, financing goals and strategies. | Assesses the extent to which INFFs have incorporated youth-related priorities, financing goals and strategies. | |
| | KPI 2.3: Percentage of national budgets targeting youth, including policies, programmes, capacity building, and other related areas. | Measures the level of national budget allocation targeting youth, including funding for policies, programmes, capacity building, and other related efforts. | |
| | KPI 2.4: Percentage and total number of national governments implementing key youth-related commitments under the Pact for the Future, assuming both the political will and the capacity to deliver on these commitments. | Measures the number and percentage of national governments that are implementing key youth-related commitments under the Pact for the Future. | |
| | KPI 2.5: Number of countries that have publicly expressed a political commitment to accelerating progress towards the SDGs, with and for youth, in global or regional summits. | Captures the number of countries that have publicly expressed political commitment to accelerating progress towards the SDGs, with and for youth, in global or regional summits. | |
| Output | UNCT Key Performance Indicator (KPI) | UN Entity Key Performance Indicator (KPI) | Description of the KPI |
| STRATEGIC PRIORITY 2: BOOST SDGS IMPLEMENTATION WITH AND FOR YOUTH | | | |
| Output 2.1: Strengthened UN support for SDG acceleration with and for youth at all levels, including in national policymaking, SDG follow-up and review mechanisms, such as Voluntary National Review (VNR) processes and commitments to Leaving No One Behind. | UNCT KPI 2.1.1: Percentage of UNCTs that supported policymaking with and for youth to accelerate progress towards the SDGs, including the application of the Leave No One Behind principle. | UN ENTITY KPI 2.1.1: Percentage of UN entities that supported policymaking with and for youth to accelerate progress towards the SDGs, including the application of the Leave No One Behind principle. | Measures the extent to which UNCTs and UN entities support governments in meaningfully engaging youth in SDG acceleration efforts, including national policymaking, SDG follow-up and review mechanisms, and VNR processes at all levels. |
| | UNCT KPI 2.1.2: Percentage of UNCTs that supported SDGs follow-up and review mechanisms (including VNR) with youth. | UN ENTITY KPI 2.1.2: Percentage of UN entities that supported SDGs follow-up and review mechanisms (including VNR) with youth. | |

Youth2030 Phase 2: 2025–2030

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| Output 2.2: Expanded collective efforts by the UN – working with and for youth – to achieve national SDG impact through multi-stakeholder and joint programmes, projects, and initiatives, as measured by the number of beneficiaries reached, geographic coverage, and scope of activities. | UNCT KPI 2.2.1: Percentage of UNCTs that have expanded multi-stakeholder or joint programmes, projects, and initiatives with and for youth to accelerate progress towards the SDGs. | UN ENTITY KPI 2.2.1: Percentage of UN entities that have expanded multi-stakeholder or joint programmes, projects, and initiatives with and for youth to accelerate progress towards the SDGs. | Assesses the expansion of collective efforts among UNCTs, UN entities and other partners – such as youth-led organizations ² , academia and Civil Society Organizations (CSOs) – to accelerate progress towards the SDGs, with and for youth, through multi-stakeholder and joint programmes, projects or initiatives. |
| Output 2.3: Strengthened partnerships ¹⁹ to incubate and/or scale youth-led ideas and solutions to accelerate progress towards the SDGs. | UNCT KPI 2.3.1: Percentage of UNCTs that supported partnerships ¹⁹ to incubate or scale youth-led ideas and solutions to accelerate progress towards the SDGs at the national level. | UN ENTITY KPI 2.3.1: Percentage of UN entities that supported partnerships ¹⁹ to incubate or scale youth-led ideas and solutions to accelerate progress towards the SDGs at the national, regional, and global levels. | Measures the availability of partnerships (funding, technical, knowledge generation and sharing) for youth-led SDG initiatives. |
| STRATEGIC PRIORITY 3: CAPACITIES AND KNOWLEDGE | | | |
| Output 3.1: Enhanced capacities of governments, youth, and other stakeholder groups to advance sectoral and cross-sectoral efforts with and for youth, thereby accelerating progress towards the SDGs. | UNCT KPI 3.1.1: Percentage of UNCTs that supported capacity-building efforts of governments, youth, and other stakeholder groups to advance sectoral and cross-sectoral initiatives with and for youth, thereby accelerating progress towards the SDGs. | UN ENTITY KPI 3.1.1: Percentage of UN entities that supported capacity-building efforts of governments, youth, and other stakeholder groups to advance sectoral and cross-sectoral initiatives with and for youth, thereby accelerating progress towards the SDGs. | Measures the extent to which UNCTs and UN entities, in line with their mandates, have supported efforts to build the capacities of governments, youth, and national actors to advance sectoral and cross-sectoral initiatives with and for youth, thereby accelerating progress toward the SDGs. |
| Output 3.2: Improved availability of high-quality, timely, reliable, and disaggregated data and databases on youth for monitoring trends and decision-making at local, national, regional, and global levels. | UNCT KPI 3.2.1: Percentage of UNCTs that supported the availability of high-quality, timely, reliable, and disaggregated youth-related data and databases to monitor trends and support decision-making at the national level. | UN ENTITY KPI 3.2.1: Percentage of UN entities that provided high-quality, timely, reliable and disaggregated youth-related data and databases to monitor trends and support decision-making at regional and global levels, in line with their mandates. | Measures the extent to which UNCTs and UN entities, in line with their mandates, systematically collect, use and provide youth-related data to stakeholders – including governments, youth and other relevant parties – for advocacy, policy-programming and decision-making. |
| Output 3.3: Enhanced strategic analyses and assessments across political, legal, policy, technical, and other relevant domains and, evaluations to support evidence-based advocacy and actions on youth issues. | UNCT KPI 3.3.1: Percentage of UNCTs that generated new evidence (research, analyses, evaluations, reviews and best practices) to inform evidence-based advocacy and actions on youth issues. | UN ENTITY KPI 3.3.1: Percentage of UN entities that generated new evidence (research, analyses, reviews, and best practices) to inform evidence-based advocacy and actions on youth issues. | Assesses the extent to which UNCTs and UN entities, in line with their mandates, generate youth-related strategic analyses for advocacy, policy-programming and decision-making, and subsequently apply or share these analyses with stakeholders, including governments, youth and other relevant parties. |
| | N/A | UN ENTITY KPI 3.3.1: Percentage of UN entities that undertook internal or independent evaluations to inform evidence-based advocacy and actions on youth issues. | |

19 By sharing knowledge, expertise, technology, and financial resources.

2 Includes a wide range of formal and informal communities of young people, in the form of youth-led federations, unions, organizations, associations, councils, networks, clubs, movements, constituencies, mechanisms and structures.

Youth2030 Phase 2: 2025–2030

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| Output 3.4: Strengthened norms and standards, guidance ²⁰ and tools ²¹ to support evidence-based policy and programming on youth issues. | N/A | UN ENTITY KPI 3.4.1: Percentage of UN entities that have developed norms and standards, guidance ²⁰ and tools ²¹ to support evidence-based policy and programming on youth issues. | Tracks the extent to which UN entities, in line with their mandates, develop guidance, tools and operational standards for youth-related policy-programming. |
| STRATEGIC PRIORITY 4: UNLOCK RESOURCES | | | |
| Output 4.1: Enhanced evidence-based advocacy with youth to integrate youth-related priorities, financing goals and strategies into Integrated National Financing Frameworks (INFFs). | UNCT KPI 4.1.1: Percentage of UNCTs that supported evidence-based advocacy with youth to include youth-related priorities, financing goals and strategies in the INFFs. | UN ENTITY KPI 4.1.1: Percentage of UN entities that supported evidence-based advocacy with youth to include youth-related priorities, financing goals and strategies in the INFFs. | Measures advocacy efforts to make INFF youth sensitive. |
| Output 4.2: Increased availability of funding for working with and for youth within the UN system, through i) established funding windows for youth within existing mechanisms or ii) improved resource mobilization efforts. | UNCT KPI 4.2.1: Percentage of UNCTs that reported increased availability of funding for working with and for youth. | UN ENTITY KPI 4.2.1: Percentage of UN entities that reported increased availability of funding for working with and for youth. | Assesses efforts by UNCTs and UN entities to unlock and mobilize financial support for working with and for youth. |
| | UNCT KPI 4.2.2: Amount of funds allocated in the UNCT for youth-related activities. | UN ENTITY KPI 4.2.2: Amount of funds allocated in the UN entity for youth-related activities. | |
| | UNCT KPI 4.2.3: Proportion of allocated funding for youth-related activities in the UNCT that was spent. | UN ENTITY KPI 4.2.3: Proportion of allocated funding for youth-related activities in the UN entity that was spent. | |
| | UNCT KPI 4.2.4: Proportion of total UNCT expenditure allocated to youth-related activities. | UN ENTITY KPI 4.2.4: Proportion of total UN entity expenditure allocated to youth-related activities. | |
| Output 4.3: Enhanced direct funding from the UN for youth-led projects and initiatives. | UNCT KPI 4.3.1: Percentage of UNCTs that provided direct funding for youth-led projects and initiatives. | UN ENTITY KPI 4.3.1: Percentage of UN entities that provided direct funding for youth-led projects and initiatives. | Measures direct financial support to youth-led projects and initiatives. |

²⁰ Including technical, programmatic and operational recommendations.

²¹ Such as job aids, training curricula, and other resources.

| Youth2030 Phase 2: 2025–2030 | | | |
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| Outcome | Key Performance Indicator (KPI) | Description of the KPI | |
| Outcome 3: Strengthened UN commitment and accountability for working with and for youth, and transforming the workforce to be fit for the future. | KPI 3.1: Percentage and total number of UN entities and UNCTs with established and strengthened institutional accountability mechanisms for working with and for youth. | Measures the extent to which UN entities and UNCTs have established and strengthened institutional accountability mechanisms for working with and for youth. | |
| | KPI 3.2: Percentage and total number of youth (aged 35 years or younger) in the UN workforce. | Measures the proportion of youth (aged 35 years or younger) in the UN workforce. | |
| Output | UNCT Key Performance Indicator (KPI) | UN Entity Key Performance Indicator (KPI) | Description of the KPI |
| STRATEGIC PRIORITY 5: TRANSFORM THE UN WORKFORCE | | | |
| Output 5.1: Strengthened policies and strategies to attract, recruit, and retain young talent aged 35 years or younger in the UN. | UNCT KPI 5.1.1: Percentage of UNCTs that have established policies and strategies to attract, recruit, and retain young people aged 35 years or younger in their workforce. | UN ENTITY KPI 5.1.1: Percentage of UN entities that have established policies and strategies to attract, recruit, and retain young people aged 35 years or younger in their workforce. | <p>Assesses the extent to which UNCTs and UN entities have established policies and strategies to attract, recruit and retain young talent aged 35 years or younger in their workforce.</p> <p>Examples of policies, strategies and initiatives to attract, recruit, and retain young talent:</p> <ul style="list-style-type: none"> • Flexible work arrangement policies • Family-friendly policies • Targeted outreach strategies • Mentorship and reverse mentorship initiatives • Leadership development initiatives • Career progression programmes |

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| | | | |
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| Output 5.2: Scaled programmes and or initiatives implemented to attract, recruit, and retain young talent aged 35 years or younger in the UN. | <p>UNCT KPI 5.2.1: Percentage of UNCTs that implemented targeted outreach campaigns or initiatives to attract diverse youth populations, including underrepresented groups and persons with disabilities, in their workforce.</p> <p>UNCT KPI 5.2.2: Percentage of UNCTs that built and/or scaled culture change initiatives to retain young people in their workforce.</p> | <p>UN ENTITY KPI 5.2.1: Percentage of UN entities that implemented targeted outreach campaigns or initiatives to attract diverse youth populations, including underrepresented groups and persons with disabilities, in their workforce.</p> <p>UN ENTITY KPI 5.2.2: Percentage of UN entities that built and/or scaled culture change initiatives to retain young people in their workforce.</p> | <p>Assesses the extent to which UNCTs and UN entities are implementing programmes and initiatives to attract, recruit and retain young talent, aged 35 years or younger, in their workforce. E.g.:</p> <ul style="list-style-type: none"> • Outreach campaigns • Culture change initiatives to promote a multigenerational workforce <p>Examples of policies, strategies and initiatives to attract, recruit, and retain young talent:</p> <ul style="list-style-type: none"> • Flexible work arrangement policies • Family-friendly policies • Targeted outreach strategies • Mentorship and reverse mentorship initiatives • Leadership development initiatives • Career progression programs |
| Output 5.3: Expanded opportunities and improved fairness and quality of internship programmes for young people worldwide. | <p>UNCT 5.3.1: Percentage of UNCTs that implemented strategies to expand opportunities and improve fairness and quality of internships.</p> | <p>UN ENTITY KPI 5.3.1: Percentage of UN entities that implemented strategies to expand opportunities and improve fairness and quality of internships.</p> | <p>Measures the extent to which UNCTs and UN entities implement strategies aimed at expanding opportunities for young people worldwide – in all their diversity – and improving fairness and quality of internships through coherent policies and standards that ensure youth receive adequate funding and support to learn.</p> |
| Output 5.4: Strengthened documentation and sharing of innovations and best practices to attract, recruit, and retain young talent aged 35 years or younger in the UN. | <p>UNCT KPI 5.4.1: Percentage of UNCTs that documented and shared innovations and best practices on:</p> <ul style="list-style-type: none"> • Increasing youth representation in the UN's workforce; • Expanding opportunities and improving fairness and quality of internship programmes. | <p>UN ENTITY KPI 5.4.1: Percentage of UN entities that documented and shared innovations and best practices on:</p> <ul style="list-style-type: none"> • Increasing youth representation in the UN's workforce; • Expanding opportunities and improving fairness and quality of internship programmes. | <p>Measures the extent to which UNCTs and UN entities capture and share innovations and best practices on:</p> <ul style="list-style-type: none"> • Increasing youth representation in the UN's workforce; • Expanding opportunities and improving fairness and quality of internship programmes. |

STRATEGIC PRIORITY 6: ACCOUNTABILITY

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| Output 6.1: Strengthened accountability for working with and for youth across the UN System, including at the leadership level. | Implementation level UNCT KPI 6.1.1: Percentage of UNCTs that included results on youth in their UN Sustainable Development Cooperation Framework (UNSDCF) or equivalent strategic plans. | Implementation level UN ENTITY KPI 6.1.1: Percentage of UN entities that included results on youth in their strategic frameworks or equivalent plans. | Measures the presence of institutionalized accountability mechanisms within the UN for working with and for youth. |
| | Implementation level UNCT KPI 6.1.2: Percentage of UNCT annual reports that included results achieved and funds utilized on youth. | Implementation level UN ENTITY KPI 6.1.2: Percentage of UN entities' annual reports that included results achieved and funds utilized on youth. | |
| | Implementation level UNCT KPI 6.1.3: Percentage of UNCTs that meaningfully engaged youth in their UNSDCF design and implementation processes. | Implementation level UN ENTITY KPI 6.1.3: Percentage of UN entities that meaningfully engaged youth in their strategic plan design and implementation processes. | |
| | Leadership level UNCT KPI 6.1.4: Percentage of UNCTs that integrated youth-related commitments or KPIs into the Senior Leadership's Compacts or equivalent instruments. | Leadership level UN ENTITY KPI 6.1.4: Percentage of UN entities that integrated youth-related commitments or KPIs into the Senior Leadership's Compacts or equivalent instruments. | |
| Output 6.2: Youth agenda integrated into the UN's coordination mechanisms across all pillars of its work, including at the leadership level to ensure coherence in youth policies and programmes. | Implementation Level UNCT KPI 6.2.1: Percentage of UNCTs that have established coordination mechanisms for coherent UN youth programming. | Implementation level UN ENTITY KPI 6.2.1: Percentage of UN entities that participated in inter-agency coordination mechanisms on youth issues, including on specific issue-based, thematic or system-wide youth matters. | Assesses the degree to which UNCTs and UN entities mainstream youth accountability into coordination and governance structures. |
| | Leadership Level UNCT KPI 6.2.2: Percentage of UNCTs whose leadership and decision-making structures ²² systematically integrated youth issues. | Leadership Level UN ENTITY KPI 6.2.2: Percentage of UN entities whose leadership participated in inter-agency decision-making structures ²³ that systematically integrated youth issues. | |
| Output 6.3: Improved tracking of investments in youth across the UN System. | UNCT KPI 6.3.1: Percentage of UNCTs that implemented the standardized youth marker system for tracking investments in youth. | UN ENTITY KPI 6.3.1: Percentage of UN entities that implemented the standardized youth marker system for tracking investments in youth. | Tracks the extent to which UNCTs and UN entities monitor youth-focused investments. |

²² For example, at Multistakeholder UNSDCF steering committees and UN management and leadership groups at the country level.

²³ For example, at UN Senior Management and Leadership groups at the global level.



Annex V: Youth2030 High-level Steering Committee

January–December 2024 ○ UN Entity ● Youth Network

| Entity | Name / Title |
|-----------------|--|
| UN Youth Office | Felipe Paullier <i>Assistant Secretary-General, Youth Affairs & Chair of the High-level Steering Committee</i> |
| DCO | Oscar Fernández-Taranco <i>Assistant Secretary-General, Development Coordination Office</i> |
| DESA | Navid Hanif <i>Assistant Secretary-General, Economic Development</i> |
| DMSPC | Martha Helena Lopez <i>Assistant Secretary-General, Human Resources</i> |
| DPPA | Elizabeth Spehar <i>Assistant Secretary-General, Peacebuilding Support</i> |
| ICMYO | Meg Cummins <i>Youth Representative</i> |
| ILO | Sangheon Lee <i>Director, Employment Policy Department</i> |
| IOM | Ugochi Daniels <i>Deputy Director-General, Operations</i> |
| MGCY | Sameh Kamel <i>Youth Representative</i> |
| OHCHR | Ilze Brands Kehris <i>Assistant Secretary-General, Human Rights</i> |
| UNAIDS | Efraim Gomez <i>Chief of Staff</i> |
| UNDP | Marcos Neto <i>Assistant Secretary-General & Director, Bureau for Policy, and Programme Support</i> |
| UNESCO | Gabriela Ramos <i>Assistant Director-General, Social and Human Sciences</i> |
| UNFPA | Diene Keita <i>Deputy Executive Director for Programmes</i> |
| UN-Habitat | Michal Mlynár <i>Assistant Secretary-General & Deputy Executive Director</i> |
| UNIDO | Gunther Beger, <i>Managing Director, Directorate of SDG Innovation and Economic Transformation</i> Dejene Tezera, <i>Officer-in-Charge, Directorate of SDG Innovation and Economic Transformation</i> |
| UNODC | Jean-Luc Lemahieu, <i>Director, Division for Policy Analysis and Public Affairs</i> Angela Me, <i>Officer-in-Charge Director, Division for Policy Analysis and Public Affairs</i> |
| UN-Women | Nyaradzayi Gumbonzvanda, <i>Assistant Secretary General and Deputy Executive Director, Normative Support, UN System Coordination, and Programme Results</i> |
| Young UN | Kamila Karimova <i>Youth Representative</i> |



Annex VI: Youth2030 Technical Leadership Team (Joint Working Group)

January–December 2024 ○ UN Entity ● Youth Network

| Entity | Name |
|-----------------|---|
| UN Youth Office | Sudha Balakrishnan (Chair), Elizeu Chaves Jr., Godfrey Alumai, Bianca Herzog, Tomas Malik, Finlay Batts, Reese Medina, Mario Spiezio (Consultant) |
| DCO | Katarina L. Kuai, Janine Theresa Chase |
| DESA | Nicola Shepherd |
| DMSPC | Chidinma Ogbuehi |
| DPPA | Paul Fargues, Carole Rozumek |
| ICMYO | Lawkadinch S. Gomez |
| ILO | Susana Puerto-Gonzalez |
| IOM | Amira Nassim, Neha Sinha |
| MGCY | Yugratna Srivastava |
| OHCHR | Daria Kosheleva |
| UNAIDS | Alicia Sanchez |
| UNDP | Pauline Deneufbourg, Kiri Ginnerup, Giulia Jacovella |
| UNESCO | Kristina Balalovska, Maria Kypriotou, Souria Saad-Zoi |
| UNFPA | Leyla Sharafi, Joao Scarpelini, Rewan Youssif |
| UN-Habitat | Douglas Ragan, Gonzalo Ruiz Fernandez |
| UNICEF | Fabio Friscia |
| UNIDO | Yala Hivernon, Virpi Stucki |
| UNODC | Kirsty Rancier, Paloma Munne |
| UN-Women | Ritah Muyambo |
| WHO | Valentina Baltag, Wole Ameyan |
| Young UN | Kamila Karimova |



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YOUTH2030

Phase 2

April 2025

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