

PROGRAMME DOCUMENT

Programme Title: Enhancing Entrepreneurial Resilience and Livelihoods among Young People in Bangladesh	Recipient Organization(s): United Nations Children’s Fund (UNICEF) Bangladesh
Programme Contact: Name and Title: Veera Mendonca, UNICEF Bangladesh Deputy Representative vmendonca@unicef.org Address: UNICEF House, Plot E-30 Syed Mahbub Morshed Avenue, Sheer E Bangla Nagar Dhaka 1207, Bangladesh	Programme Partner(s): <ul style="list-style-type: none">▪ BRAC▪ JAAGO Foundation▪ International Labour Organization (ILO)▪ Bangladesh Brand Forum Additionally, Generation Unlimited (GenU) partners across government, the private sector and youth-led organizations engaged at Generation Unlimited (GenU) Bangladesh Steering Committee and GenU Task Force levels.
Programme Country: Bangladesh	Programme Location (provinces or priority areas): National, with components across all eight divisions of Bangladesh

Programme Description:

The Netherlands' contribution to the GenU Trust Fund will be used to further scale up and sustain proven solutions for young people, including marginalized and vulnerable youth in Bangladesh, especially young women not in education, employment or training (NEET), due to the adverse effects of COVID-19 on education, training and employability.

Generation Unlimited (GenU), was launched in Bangladesh in February 2019, as a public-private-youth sector driven multi-stakeholder initiative and partnership platform with an ambitious goal of enabling 17 million opportunities for youth in relation to quality education and training, employment, youth entrepreneurship and youth engagement. The national-level Steering Committee engages business leaders, major chambers of commerce and industry associations, representing some 4,000 businesses across the country; as well as multilateral and bilateral development partners; civil society; and youth organization representatives.

Based on Steering Committee recommendations, a Road Map for 2021–2025, taking into consideration the immense impact of COVID-19, was developed, validated, and launched at the April 2021 Steering Committee meeting. The Road Map offers an overall framework for enhancing progress towards GenU Targets, with a renewed leadership role for the Steering Committee, inclusive of youth as partners.

Building on results, good practice and lessons learned from the first contribution of the Netherlands to GenU Bangladesh, the focus under this contribution will be on providing opportunities and support for marginalized and vulnerable youth, especially young women aged 18–24 years, who graduate from the Alternative Learning Programme (ALP) and with similar backgrounds, with aspirations to start up and develop a business of their own.

GenU Bangladesh partners will deliver impact in youth entrepreneurship; youth-led social impact; and connectivity between marginalized and vulnerable youth, public and private sector

Total Cost of the Programme:

US\$520,000

Breakdown of Total Funded Cost by Recipient Organization:

Recipient Organization	GenU funding (US\$)
UNICEF Bangladesh	520,000.00
TOTAL	520,000.00

Other sources of funding as applicable:

For **Outcome 1**, the contribution will combine with other funding commitments to institutionalize flexible and relevant alternative learning pathways (ALP) and other options for education, training and skills linked to employment, including self-employment. These efforts are led by UNICEF's Education Section and conducted in partnership with Bangladesh Rural Advancement Committee (BRAC). Based on lessons learned and good practice, online and offline pathways for scale and sustainability will be explored with GenU Bangladesh partners.

For **Outcome 2**, In 2022 GenU Bangladesh is incubating a Youth Skills and Employability Digital Platform with seed funds from UNICEF's global innovation office. The digital platform will enable and support a blended (online and offline) engagement, learning and practice of direct beneficiaries as social innovators for youth led social impact.

In addition, efforts will be made to leverage resources from the GenU Steering Committee private sector partners with focus on fostering an entrepreneurial mindset and creating youth-led, climate-friendly social impact in the country.

stakeholders, and partners of Bangladesh's growing entrepreneurship ecosystem.

Young people across all eight divisions of Bangladesh, especially adolescent girls and young women aged 15 – 24 years, will be mobilized and supported to work with, inspire and enable their peers to foster youth leadership, youth action and youth voice in relation to education training and skills, youth employment, youth entrepreneurship and youth engagement.

Outcome 1: Young people, especially young women and those not in education, employment or training (NEET), in climate vulnerable areas of Bangladesh are enabled to set up their own enterprises.

This outcome will contribute to the GenU target of enabling 1 million entrepreneurs, including 300,000 digital entrepreneurs, by 2025. Public and private sector partners of GenU, active in building the entrepreneurship ecosystem will be engaged to scale up good practices initiated by the programme.

Outcome 2: Young people are enabled and empowered to take leadership, action, engage, innovate and co-create with businesses for socially impactful and climate friendly solutions.

This outcome will contribute to the cross-cutting GenU target of enabling 10 million youth by 2025 to engage with, influence and co-create their own development and opportunities.

A GenU Bangladesh Young People's Action Team (BYPAT) of 80 young people will be launched in early 2022. Organizational support and capacity building will be provided to enable the BYPAT team members to serve as agents of positive change for the GenU agenda, both within the eight divisions of Bangladesh and at national level.

BYPAT will specifically be engaged to bridge the disconnect between youth and business/industry that currently exists within the entrepreneurship and employment ecosystems. In this way, BYPAT will contribute to youth being able to build meaningful and productive lives.

An estimated 100,000 young people will be engaged directly as agents of change across the country's eight divisions through digital and face to face modalities. In turn, at least 1 million more young people, community members and stakeholders will be reached by BYPAT-led communications and actions for climate-friendly solutions and green skilling.

GenU partners such as the Department of Youth under the Ministry of Youth and Sports and youth led organisations with nationwide reach and impact such as Bangladesh Brand Forum (BBF), Bangladesh Youth Leadership Center (BYLC), Youth Policy Forum, Young Bangla Network and other active partners of the GenU Youth Engagement Taskforce, will be mobilised to promote and support online and offline learning and practice and take to scale actions and solutions fostered by young people for youth led social impact.

Estimated No. of Beneficiaries (across both outcomes):

Indicative numbers	Direct	Indirect
Women (aged 18–24)	40,620	252,400
Girls (aged 15–17)	20,020	250,000
Men (aged 18–24)	20,420	251,600
Boys (aged 15–17)	20,020	250,000
TOTAL	101,080	1,004,000

Start Date:
1 January 2022

End Date:
31 December 2022

Total Duration:
12 months

This support will contribute to the following **outcomes and outputs** of the GenU Bangladesh Road Map 2021–2025.

1. Education, Training and Skills for the Future of Work:

Girls and boys, and young women and men in formal and non-formal education and training benefit from transferable, vocational, and future-of-work skills.

- Adolescents and youth in formal education and training have the transferable skills needed for their holistic development, productive lives, and the future of work.
- NEET youth have access to and develop the necessary skills for formal employment and/or self-employment.

2. Youth Entrepreneurship:

Young people, especially young women and NEET youth have the necessary knowledge, attitude and skills to start their own businesses and are supported to thrive as entrepreneurs.

- Young entrepreneurs and youth-led enterprises are supported with an integrated package of interventions to start and grow their businesses and to access markets through local, regional and global supply/value chains.
- The emerging innovation ecosystem fosters and supports young innovators and provides mentorship and early stage start-up support to promising youth-led solutions.

3. Youth Engagement:

Young people in Bangladesh are enabled to engage with, influence and co-create their own development and opportunities in relation to the GenU Bangladesh agenda.

- Youth are represented and actively engaged in the GenU governance structure and provide direction and youth-led action in support of the GenU agenda.
- Young people are supported and engaged as positive change-makers, including through volunteering initiatives.

Recipient Organization

UNICEF Bangladesh

Name of Representative: **Sheldon Yett**

Signature

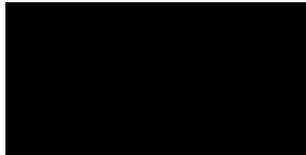


Name of Agency: UNICEF

Date and Seal: **Dec, 7, 2021**

Global Team Director

Signature: _____



14 December 2021

Date: _____

I. Overview of GenU in the country

Generation Unlimited (GenU), launched in Bangladesh in February 2019, is a public-private-youth sector driven multi-stakeholder initiative and partnerships platform with an ambitious goal of enabling 17 million opportunities for youth in relation to quality education and training, employment, youth entrepreneurship and youth engagement in the country by 2025. To take this agenda forward, the national-level Generation Unlimited (GenU) Bangladesh Steering Committee was established in November 2019, involving the participation of business leaders, major chambers of commerce and industry associations, representing some 4,000 businesses across the country; multilateral and bilateral development partners; civil society; and youth organization representatives. The Steering Committee is chaired by Abul Kalam Azad, Special Envoy of the Climate Vulnerable Forum Presidency, and former Principal Coordinator of Sustainable Development Goal Affairs of the Prime Minister's Office.

To encourage stronger coordination and support for GenU across key development partners, a Foundation Partners group was set up. This comprises the United Nations Children's Fund (UNICEF), International Labour Organization (ILO), Aspire to Innovate/United Nations Development Programme (a2i/UNDP), BRAC, the World Bank, the Metropolitan Chamber of Commerce and Industry (MCCI) and JAAGO Foundation, the first youth-led organization in Bangladesh. GenU Bangladesh contributes to the decision of Prime Minister of Bangladesh Sheikh Hasina, to make skills and employability for young people, a priority agenda for the country.

With the adoption of the National Youth Policy and in alignment with the Sustainable Development Goals (SDGs) and the country's Eighth Five Year Plan, Perspective Plan 2021–2041 and Vision 2041, the Government is focusing on youth as a central development force – one that must be developed to its full potential, with a focus on self-growth, education and training, employment, social protection, sustainable development and nation building. This is with and for all youth, irrespective of gender, religion, ethnicity or location. Relevant to the GenU Bangladesh agenda, the National Youth Policy emphasizes the need to develop youth into progressive, self-respecting and positive human beings; provide youth with employment or a choice of profession according to ability; and promote economic and innovative enterprises by youth.

The youth population of Bangladesh was 44 million in 2017 and is estimated to grow to 48 million by 2026, before starting to decline. Bangladesh is one of the world's fastest ageing societies, with only a short period of the demographic dividend remaining – barely one 'child generation' – for the country to transition from an ageing to an aged society. The changes in the dependency ratio, a key consequence of the ageing trend, require today's children and youth – by the time they become young adults – to be much more productive than today's adults.

Every year, an additional 2 million young people come of age, ready to join the workforce. The youth employment profile suggests strong outward migration from agriculture into industries and services, as well as international migration, with average earnings for young people substantially lower than for adults and a large majority ending up in non-formal employment. Some 12.3 million youth (28 per cent of the youth population) are not in education, employment or training (NEET), with the vast majority (87 per cent) of them young women.

Overall, the COVID-19 pandemic has severely affected the country's economy and labour markets. According to World Bank projections, Bangladesh's gross domestic product (GDP)

growth was expected to decelerate by 3 per cent in fiscal year 2020/21, with poverty set to increase substantially in the absence of mitigation measures. The World Bank also projected that 10 years from now, pandemic-related learning losses for all students in Bangladesh will cost the economy, in terms of labour market returns, between US\$67 billion and US\$114 billion in GDP at net present value.¹

Schools, education and training institutions remained closed from March 2020 to September 2021, one of the longest closures in the world, caused by the COVID-19 pandemic. This affected more than 90 per cent of the student population, particularly learners in urban slums and rural and hard-to-reach areas. As noted in one study, more than half of the respondents from rural areas had not attended any online/remote learning since schools closed and most did not have access to digital devices and internet connectivity². Another study found that the pandemic had decreased interest levels in studying among some 30 per cent of students, of which 40 per cent had received no direction from their schools, while the rest were concerned about deteriorating mental health and the absence of a home environment conducive to studying. In addition, it was found that 65 per cent of female students had to discontinue or face severe disruptions to their studies, due to a sharp increase in their participation in household chores³.

At the Steering Committee meeting held in December 2020, the severe impact of COVID-19 on education, training and school to work transition, youth employment and entrepreneurship opportunities was discussed and a decision was made to revisit how best to contribute to its targets in light of the pandemic. Based on Steering Committee recommendations, a Road Map for 2021–2025 was developed, validated, and launched at the April 2021 Steering Committee meeting, to offer an overall framework for enhancing progress towards the targets, with a renewed leadership role for the Steering Committee, inclusive of youth as partners.

The Road Map 2021–2025 commits GenU Bangladesh to embrace a youth-focused and youth-led approach to achieving its targets by directly engaging youth as rights holders, key stakeholders, and partners for GenU, including through its Steering Committee. In this way, GenU will create synergies, identify and address challenges, and build a platform for innovation and the exchange of knowledge and learning that is closely linked to what works with and for adolescents and youth, in relation to their preparation for the future of work.

GenU Bangladesh has a strong equity focus and will primarily focus on out-of-school girls and boys, NEET youth, ability diverse young people and other groups of marginalized and vulnerable youth, including those affected by emergencies. In summary, the Road Map 2021–2025 aims to achieve its targets by identifying challenges and testing and nurturing age-specific solutions for scale-up through public-private -youth partnerships and investment.

The Vision of Change for the 2021–2025 Road Map is:

- Youth in Bangladesh are equipped with skills for lifelong learning, a productive life and the future of work through formal and non-formal education and training.
- Youth, especially young women, ability diverse young people and other marginalized and vulnerable youth, have increased opportunities to access decent and formal jobs.
- Youth have an entrepreneurial mindset and benefit from an enabling business environment that supports and values self-employment.

¹ Rahman, Tashmina, and Uttam Sharma, *A Simulation of COVID-19 School Closure Impact on Student Learning in Bangladesh*, World Bank, Washington, D.C., January 2021.

² SANEM's Nationwide Survey Conducted in Nov-Dec 2020

³ <http://www.brac.net/program/advocacy-social-change/asc-publications-and-reports/>

- Youth are enabled to engage, influence and co-create their own development and opportunities (in relation to the GenU Bangladesh agenda).

Achieving this vision by 2025 will mean that more than 17 million youth, especially the most marginalized and vulnerable, are prepared for and supported in the transition to work and to access decent employment.

II. Situational Analysis

Outcome 1: Young people, especially young women and those not in education, employment or training (NEET), in climate vulnerable areas of Bangladesh are enabled to set up their own enterprises.

Bangladesh faces several challenges to social development, including its dense population, the low status of women and minority groups, the country's vulnerability to natural disasters, and the climate crisis. Due to the shortage of formal employment, national employment policies have emphasized self-employment and entrepreneurship. To spur economic growth through innovation and entrepreneurship, the Government of Bangladesh places a special emphasis on new enterprise creation, women's entrepreneurship and enhancing access to the formal financial system for micro-, small and medium-sized enterprises (MSMEs). However, full employment remains an immense challenge for Bangladeshi youth.⁴

The ongoing COVID-19 pandemic has created unprecedented economic and social crises in Bangladesh. The informal sector was hardest hit by the pandemic, threatening the livelihoods of nearly 52 million people.⁵ The consequences of a sharp decline in demand for manufactured goods and services, due to multiple lockdowns and other control measures imposed by the Government, have adversely affected the employment and livelihoods of marginalized and vulnerable young people. About 37 per cent of MSME employees lost their jobs, either temporarily or permanently, during the pandemic in 2020.⁶ World Bank data reveal that the unemployment rate reached an all-time high of 5.3 per cent in 2020, up from 4.2 per cent in 2019 and 3.4 per cent in 2010.⁷ It is estimated that COVID-19 has pushed some 24.5 million people back into poverty – the so-called 'new poor'.⁸

According to the Global Climate Risk Index 2020, from 1999 to 2018, Bangladesh ranked seventh in the list of countries worst affected by extreme weather events.⁹ Because of their natural susceptibility to extreme weather due to the climate crisis, people living in coastal areas, on riverbanks and in other areas prone to flooding, who often experience climate vulnerabilities, have adopted migration (rural to urban) as a coping strategy. Mostly, the

⁴ Hanley, Lisa M., Callie Ham and Daniel J. Solana Gázquez, *Growing Green: Fostering a green entrepreneurial ecosystem for youth*, International Labour Organization, Geneva, June 2020.

⁵ Mujeeri, Mustafa K., 'Saving Informal Sector Workers from Pandemic Shock', *The Financial Express*, 20 August 2020, <<https://thefinancialexpress.com.bd/views/saving-informal-sector-workers-from-pandemic-shock-1597944664>>, accessed 18 November 2021.

⁶ Kader, Ananya Wahid, and Manoranjan Pattanayak, *Business Pulse Survey: Impact of COVID-19 on MSMEs in Bangladesh*, International Finance Corporation, Washington, D.C., October 2020. Available at: <www.ifc.org/wps/wcm/connect/b16f90a1-253e-419a-b1fc-739bdec9985c/Bangladesh-Business+Plus+Survey-C.pdf?MOD=AJPERES&CVID=nm9GQXS>, accessed 18 November 2021.

⁷ World Bank, Data, 'Unemployment, Total (% of Total Labor Force) (Modeled ILO Estimate) – Bangladesh', <<https://data.worldbank.org/indicator/SL.UEM.TOTL.ZS?locations=BD>>, accessed 18 November 2021.

⁸ BRAC Institute of Governance and Development, 'PPRC-BIGD Rapid Response Research Phase III: Poverty Dynamics and Household Realities Part 1', webinar, 20 April 2021, <<https://bigd.bracu.ac.bd/event/pprc-bigd-rapid-response-research-phase-iii-poverty-dynamics-and-household-realities-part-1>>, accessed 18 November 2021.

⁹ Eckstein, David, et al., *Global Climate Risk Index 2020: Who suffers most from extreme weather events? Weather-related loss events in 2018 and 1999 to 2018*, Germanwatch e.V., Bonn, December 2019.

climate migrants live in urban slums affected by extreme poverty, public health hazards, human trafficking, and other risks. According to World Bank data, Bangladesh's rural population fell from almost 95 per cent in 1960 to just under 62 per cent in 2020.¹⁰ The struggle of climate migrants and climate vulnerable people has intensified during the COVID-19 pandemic. Since the majority of people living in slum areas depend on informal jobs, they typically lost their jobs and many of them had to remigrate as they had no cash support to survive without work.¹¹ Apart from job insecurity, lack of dynamism in Cottage, Micro and Small Enterprises (CMSEs) has been identified as a major constraint to job creation, further hit hard by COVID-19.

Despite the impacts of COVID-19 and the climate crisis, there is currently a significant momentum for entrepreneurship development and start-up financing in the country, with a new cohort of youth entrepreneurs being financed by a growing pool of public (Start-up Bangladesh, Small and Medium Enterprise Foundation, etc.) and private investors. Capitalizing on this momentum and building on results from the first tranche of funding, UNICEF and GenU partners will strengthen the entrepreneurship component of the Alternative Learning Programme (ALP), providing disadvantaged young people, especially women, with entrepreneurship development training and mentorship support, role models and easier access to financing. The primary focus will be young women left behind because of COVID-19 and NEET youth.

The challenge facing policymakers, the private sector and civil society is finding ways to foster an **innovative and effective entrepreneurial ecosystem** that unleashes the potential of young people especially young women to create meaningful livelihoods for themselves and contribute to sustainable economic development.

Ongoing UNICEF and BRAC partnership have an existing signed collaboration to deliver quality package of alternative learning pathways (ALP) for out-of-school adolescents age 10-18 in emergency and non-emergency situations in different geographical locations both in remote areas as well as in urban settings. Beginning May 2018, the project supported 9,800 adolescents (50 per cent female) to graduate in informal apprenticeship programme. During COVID-19 pandemic situation, it is well predicted that job placement will be a challenge because of negative impact of COVID-19 on SMEs. Considering emerging job opportunities and changed context of skill and employment market, reskilling, upskilling and skills in new opportunities will also be required to manage the supply and demand side of employment market. Hence, UNICEF has closely worked with BRAC on adapting the ALP package in multiple ways considering the diversity of target beneficiaries (including new poor group), decrease the impact of COVID-19 on implementation modalities, skills and employment market. Under the current plan, BRAC and UNICEF agreed to adapt and pilot different modalities of ALP to generate evidences. Throughout the process in 2021, through UNICEF support, BRAC reached 200 learners to address job placement crisis, upskilling graduates from ALP to cope with the challenges and market demand and nurturing entrepreneurship mindset of trainees through testing the PROMISE Model. The experience is tracked through an implementation research and the research findings will be incorporated in the proposed implementation. This will leverage the learning gathered from the first to the next phase of this GenU Dutch funding.

¹⁰ World Bank, Data, 'Rural Population (% of Total Population) – Bangladesh',

<<https://data.worldbank.org/indicator/SP.RUR.TOTL.ZS?locations=BD>>, accessed 18 November 2021.

¹¹ Hossain Ovi, Ibrahim, 'Covid-19 Fallout: Income drops to create 16.4m new poor this year', *Dhaka Tribune*, 24 June 2020, <www.dhakatribune.com/business/economy/2020/06/24/bangladesh-to-have-16-4m-new-poor-in-2020>, accessed 18 November 2021.

BRAC entrepreneurship development training is better known as PROMISE (Promoting Incubation Support to Enterprises), a joint initiative of the BRAC Skills Development Programme and BRAC Microfinance. The model supports aspiring young entrepreneurs to successfully develop their own businesses, by providing business skills training, mentoring support and financial support. Following the training, PROMISE graduates are given access to “Unmesh”, a customized loan product of BRAC Microfinance. The programme’s goal is to create decent employment opportunities through the establishment of youth-led enterprises in local communities.

To date, 5,347 graduate learners were reached through PROMISE interventions. Twenty per cent of PROMISE graduates are women and 0.8 per cent of all learners identify as transgender. Around 70.7 per cent of all learners have started a business of their own, with about 47 per cent accessing microfinance institution (MFI) loans to do so. According to a Randomised Control Trial (RCT), it was found out that the average monthly income of PROMISE graduate learners (treatment group) increased by 2,717 Bangladeshi Takas, which is about 17 per cent of the average income of non-participant youth (control group).¹²

Moreover, it has been observed that graduates’ businesses adopt a larger number of decent work practices, like providing first aid facilities and using safety equipment to prevent accidents at work. In addition, PROMISE has been globally recognized as an entrepreneurship development model and its impacts will feature in a forthcoming global study entitled ‘Assessing the Effectiveness of Entrepreneurial Advice-giving Services in Addressing Inequalities of Access and Outcomes for Young People in Rural and Urban South Asia.’

In line with the GenU Bangladesh Road Map 2021–2025 and with support from the Steering Committee partners, GenU Bangladesh will ensure that good practices and lessons learned from the ALP entrepreneurship development training and support component are mainstreamed into public and private sector efforts to strengthen MSMEs developed by disadvantaged youth. The GenU Task Force on Youth Entrepreneurship has been set up to facilitate this work. Led by BRAC and the Metropolitan Chamber of Commerce and Industry, the Task Force on Youth Entrepreneurship also involves the participation of public and private sector partners, development partners and youth-led organizations.

Outcome 2: Young people are enabled and empowered to take leadership, action, engage, innovate and co-create with businesses for socially impactful and climate friendly solutions.

The National Youth Policy emphasizes the need to develop youth into progressive, self-respecting and positive human beings; provide youth with employment or a choice of profession according to ability; and promote economic and innovative enterprises by youth. Bangladesh is one of the world’s fastest ageing societies, with only a short period of the demographic dividend remaining – barely one ‘child generation’ – for the country to transition from an ageing to an aged society. The changes in the dependency ratio, a key consequence of the ageing trend, require today’s children and youth – by the time they become adults – to be much more productive than today’s adults.

¹² Internal Monitoring Data, BRAC’s Skills Development Programme.

Over the past several decades, Bangladesh has steadily been building a track record in adolescent participation, although not always at scale. Several formal and informal community-level participation mechanisms for adolescents exist, including the National Youth Council of Bangladesh, adolescent clubs, and radio listening groups in the community and in schools. Despite these mechanisms, broad and systematic engagement of young people and the reflection of their views and voices in upstream policy and programming work remain limited.

United Nations agencies and development partners have, in collaboration with government and non-governmental organisations, dedicated interventions for adolescents and youth, in terms of upstream normative work and downstream operational work. Often, however, these are not well coordinated and are less focused on young people in rural and hard-to-reach areas and on engaging young people as partners in leadership, action, and voice. While adolescents and youth are important consumers of media in Bangladesh, opportunities for their engagement and participation through new and emerging technologies and innovations in the public discourse are limited. Additionally, the cultural context generally does not encourage young people to share their views, raise their voices, question adults on matters affecting young people's lives and livelihood choices, or take the lead on their own solutions to address issues and concerns affecting youth.

The impacts of COVID-19 have disproportionately affected women and young girls. Studies stress how COVID-19 has led to a sharp rise in gender-based violence, especially domestic violence – including physical, sexual and mental or emotional harassment. Young girls have had to drop out of school, give up their studies and remain at home, where they are exposed to higher levels of unproductive household work and experience increased risk of abuse, severe mobility restrictions and negative social and health impacts. Early marriage has particularly been on the rise since the pandemic hit. When it comes to civic engagement, even though many young people have been involved in voluntary work to provide relief and food rations to people in need, community engagement and decision-making by young people have seen a decline during the pandemic.

In April 2021, the GenU Youth Engagement Task Force was set up, alongside GenU Task Forces for education, training and skills, youth employment and youth entrepreneurship, to discuss and identify key priorities for the GenU Steering Committee Work Plan 2021–2022. A key priority identified by the Youth Engagement Task Force was the need to set up, support, manage and sustain a GenU Bangladesh Young People's Action Team (BYPAT) to co-lead the GenU Bangladesh agenda, in close partnership with the Steering Committee.

The GenU Youth Engagement Task Force is led by JAAGO Foundation, the first youth-led organization registered in Bangladesh and a GenU Foundation Partner since 2021. Its Youth Development Programme, created 10 years ago to empower and facilitate young people's volunteerism at the community level, has 40,000 youth volunteer leaders. Working across 53 districts of Bangladesh, their overall focus is to support the implementation of the SDGs. JAAGO Foundation was identified by Foundation Partners to lead the Youth Engagement Task Force, with the aim of ensuring the nationwide and meaningful representation, engagement and participation of adolescents and youth – female and male, including the most marginalized and vulnerable – in the GenU agenda.

In leading the GenU Youth Engagement Task Force, JAAGO Foundation is well placed to mobilize, coordinate support for and sustain youth engagement and action in the GenU agenda from within and beyond its own volunteer networks, programmes and projects, and

with other task force members. These include other youth-led organizations in Bangladesh such as Young Bangla Network, Youth Policy Forum and Bangladesh Youth Leadership Center, as well as non-governmental organizations (NGOs), the private sector and relevant government offices across various ministries, especially the Ministry of Youth and Sports and the Ministry of Education.

III. Programme Strategy

Outcome 1: Young people, especially young women and those not in education, employment or training (NEET), in climate vulnerable areas of Bangladesh are enabled to set up their own enterprises.

The scope, including geographical scope and scale of support, under outcome 1 is to reach 1,000 aspiring youths from marginalized and vulnerable backgrounds with entrepreneurship development training, with young women representing at least 60 per cent of participants. Participants will be aged 18–24 years and most of them will have gone through ALP, achieving some technical training and/or demonstrated experience of working in an occupation. The entrepreneurship development training will be generic rather than specific to a particular occupation or trade. Once participants have completed the training, they will be able to apply the learning to set up their own business of choice or trade based on market demand. The programme will be implemented in climate vulnerable districts, considering the needs across Bangladesh.

Considering rising climate risk, the model will also integrate climate smart entrepreneurship training components.¹³ Despite their small size, CMSEs can collectively have a large positive impact on the environment. At the same time, they may suffer the effects of the climate crisis more, given their low adaptive capacity. Climate change is associated with various tangible and intangible financial, operational and social risks for businesses, such as supply shortages due to extreme weather events; asset damage and supply chain disruption caused by broken networks and communications; changes in consumption patterns and health impacts; and technological obsolescence. Furthermore, environmental good practice is a cross-cutting good practice which contributes to mitigating climate change impacts. Promoting environmental actions – i.e., green initiatives such as in-house waste management, energy-efficient technologies, recycling, backyard planting to offset carbon emissions, using less fuel-wood – will help to reduce environmental impact and promote the growth of green business.

The programme will support BRAC to implement the scale-up of its PROMISE model for 1,000 aspiring young entrepreneurs. The model supports young aspiring entrepreneurs to successfully develop their own businesses, by providing business skills training, mentoring support, and financial support. Following the training, PROMISE graduates are given access to “Unmesh”, a customized loan product of BRAC Microfinance. Other MFI platforms will also be explored as part of this initiative. The programme’s overarching goal is to create decent employment opportunities through the establishment of youth-led and climate smart

¹³ Climate smart entrepreneurship refers to entrepreneurship that aims to address long run and uncertain future climate change impacts through both mitigation efforts and adaptation measures targeted at future and/or anticipated climatic events. The project location suffers regularly from extreme climatic events such as increased temperature, heavy rainfall and cyclonic/heavy wind or storm surges. Enterprises/businesses therefore need to be climate smart and take locally contextualized action, for example, establishing a backyard plantation for carbon offsetting; retrofitting infrastructure to withstand potential cyclonic/heavy wind; and liaising with the local meteorological office, including for regular weather updates.

enterprises in local communities.

Selection of 1,000 potential youth entrepreneurs: The proposed intervention will provide entrepreneurship and business development training to 1,000 aspiring youth entrepreneurs, through the PROMISE model devised by BRAC, with an added focus on becoming climate smart and digital entrepreneurs.¹⁴ Climate smart entrepreneurship will focus on mitigation efforts and adaptation measures to address anticipated climatic events. Digital entrepreneurship will focus on digital marketing and access to digital marketplace platforms, including electronic commerce (e-commerce) sites and Facebook commerce (f-commerce).

To ensure inclusion of most marginalised and vulnerable youth the intervention will prioritize young women to receive the entrepreneurship development training. A communication strategy will be maintained to ensure consistent and coherent communication efforts, in support of community awareness and the development of a women entrepreneurs' network, to ultimately change social norms around women's participation in entrepreneurship. Women who already have experience of working in the existing ALP within the 17 trades (conventional and unconventional occupations) such as light engineering, manufacture of wood furniture, construction, tourism, mobile phone fixing, IT support technician and retail, will be prioritized to receive the entrepreneurship development training. Young women will be informed during the training phase about the potential benefits of developing businesses. Since the training is not specific to a particular occupation, the knowledge and skills acquired can be used for any entrepreneurial endeavour.

Conduct business development and digital entrepreneurship training: Interventions will provide business development and digital entrepreneurship training that covers the essential aspects of running a business to the 1,000 potential young entrepreneurs who are selected. Considering the digital modules developed for ALP, with support from the Dutch Government first tranche, to minimise the impact of COVID-19, the training will take a blended approach, combining virtual, practical and classroom-based training. This business development and digital entrepreneurship training will be provided to the youth, especially young women, who are interested in setting up both physical and online businesses. The programme will also connect the potential youth entrepreneurs with mentors from local business, who can provide advice on setting up and running a business in the district. Additionally, the aspiring young entrepreneurs will be introduced to and engaged with business networks and associations through the GenU network, enabling them to share knowledge and seek guidance for the betterment of their businesses. They will also be encouraged to form new networks as needed.

The business development and digital entrepreneurship training will cover the following modules:

- Business skills – including business management, planning, decision-making, marketing and digital marketing, and orientation with the Bangladesh Labour Act 2006.
- Soft skills – including an understanding of gender and diversity and the need for inclusivity, determination of personal goals, professional development, life skills, effective communication and networking, leadership, time management and conflict resolution.

¹⁴ Digital entrepreneurship refers to the acquired skills in using digital devices and platforms to create, market and deliver products and services.

- Decent work knowledge – including occupational health and safety, workplace dignity, decent wages and gender equality (e.g., equal benefits, prevention of harassment).¹⁵
- Digital literacy – including access to digital devices and the use of digital platforms such as e-commerce sites, Facebook and other social media platforms for online marketing and business.
- Essential life skills – including knowledge for financial literacy, with a special focus on digital banking services, and COVID-19 risk and safety measures.
- Green entrepreneurship – including adaptive capacity, mitigation of climate change impacts, and green initiatives (such as in-house waste management, energy-efficient technologies, recycling, backyard planting to offset carbon emissions, using less fuel-wood) that will help to reduce environmental impact and promote the growth of green business.

Link learners with microfinance institutions: Developing linkages between participants and MFIs, including BRAC Microfinance, is another imperative part of this training. Making such links enhances the aspiring young entrepreneurs' access to finance and thus their likelihood of setting up and running a business of their own. With support from the GenU Task Force on Youth Entrepreneurship and the GenU Secretariat, BRAC is currently developing a loan referral system in partnership with Palli Karma-Sahayak (PKSF) Foundation. Through this initiative, potential PROMISE participants will be able to access low interest loan packages offered by PKSF Foundation. Thanks to the partnership, all participants will also be made aware of and trained on the requirements needed to access loans from all kinds of financial institutions, including banks, MFIs and non-banking financial institutions.

Scale and Sustainability: It has been observed that new entrepreneurs often need a support system for their sustainability and progress. This is truer for women, especially young, marginalised, and vulnerable women, as they are immensely demoralized by the patriarchal system in the country. In partnership with the GenU Youth Entrepreneurship Taskforce, GenU aims to promote partnerships with enterprise networks for market development and support the development of a business association or network where young women entrepreneurs will be able to exhibit their work, showcase their employability, access other services and have advocacy and networking opportunities. Such organisation will help promote their business efforts offline and online, provide access to peers in the same situation, mentors and other support services and thereby help sustain their enterprises.

Besides enabling youth to adopt self-employment as a livelihood method and creating employment opportunities for other young people, the programme will also develop the capacity of relevant organizations to replicate the entrepreneurship development training based on good practice and lessons learned. To help scale the approach, BRAC – in partnership with UNICEF and GenU partners – will short-list local third sector partners and business development skills providers to showcase the prospects, objectives, methods and impacts of the programme. The local partners will be provided with technical and sector knowledge, technology, and information on good practices (such as inclusion, decent work and climate smartness) so that they can carry out the training and thereby reach more marginalised and vulnerable youth aspiring to become entrepreneurs.

¹⁵ “Decent work sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.” International Labour Organization, ‘Decent work’, <www.ilo.org/global/topics/decent-work/lang--en/index.htm>, accessed 18 November 2021.

Through the GenU platform, synergies will be explored between specific agencies of the Government of Bangladesh (GoB) with focus on how the PROMISE model may contribute to the national agenda for developing entrepreneurs. As an example, BRAC may provide the training while PKSF Foundation or similar financing organisations may support by giving the loan. BRAC also plans to introduce the model online, once validated by the government and private sector stakeholder and successful business case is developed.

Outcome 2: Young people are enabled and empowered to take leadership, action, engage, innovate and co-create with businesses for socially impactful and climate friendly solutions.

The scope, including geographical scope and scale of support, under outcome 2 is to engage 100,000 adolescent girls and boys, and young women and men aged 15–24 years as partners, agents for change and potential socially impactful innovators addressing climate change impact and identifying green and sustainable entrepreneurial solutions, through online and offline modalities and in close partnership with the private sector partners of GenU Bangladesh. GenU is centred on identifying, advocating for and supporting equitable solutions, including with and for the most marginalized youth. Hence, partners – especially those on the Youth Engagement Task Force and Steering Committee and the Foundation Partners – will ensure that marginalized and vulnerable youth are meaningfully included in the GenU Bangladesh Young People’s Action Team (BYPAT). Ample space will be made to acknowledge and address their experiences and to identify and enable fit-for-purpose solutions to their issues and concerns.

Capacity development of BYPAT: BYPAT will be launched in the first quarter of 2022 and organizational support, team building, and capacity will be provided in the start-up phase. Eighty young people will be invited to join BYPAT, with 10 team members for each of the eight divisions of Bangladesh. From this total, 16 team members – two per division – will be elected by their peers to represent BYPAT at the national level, both on the GenU Steering Committee and across the GenU Task Forces.

Fostering youth-led social impact and entrepreneurial resilience: The BYPAT team members will be mobilized, trained and supported to work with and inspire their peers, across all eight divisions of Bangladesh, to foster an entrepreneurial mindset and resilience, and engage in and contribute to the GenU Bangladesh agenda with their own youth-led solutions and initiatives, in close partnership with business and private sector leaders. Working alongside the GenU Youth Engagement Task Force, the GenU Task Force on Youth Entrepreneurship and GenU Steering Committee partners, BYPAT will engage an estimated 100,000 young people across Bangladesh in developing and testing their own climate-friendly and socially impactful solutions. The reach will be managed with support from a ‘Youth Skills and Employability’ digital platform, to be launched by GenU in the first quarter of 2022, as well as through offline training, capacity building and mentoring across the 8 divisions. The most successful solutions will, in partnership with GenU in turn reach at least 1 million young people and community members through various online and offline communications and actions. Private sector partners of GenU will also be mobilised to support, and further help incubate the most promising solutions. Specific products or service oriented green entrepreneurial solutions may be linked to and benefit from support by actions and partners under Outcome 1.

The following interventions will be supported:

- Build BYPAT as a team, establish a platform (online and offline) via which BYPAT members can interact and communicate, and develop team members' capacity in youth leadership, action and voice.
- Build the capacity of BYPAT team members, trainers and mentors from public and private sectors and youth led organisations to co-facilitate and support the rollout, across all eight divisions, of a social innovation challenge based on adapted social innovation tools and curriculum into digital and face to face modalities. This is with a focus on innovating youth-led solutions to climate change impacts on education, training, employment and livelihoods.
- Support BYPAT to develop and implement actions and solutions resonating with the GenU Bangladesh Road Map 2021–2025 and GenU Steering Committee Work Plan 2021–2022.
- Provide ongoing coordination and support to BYPAT members across divisions and at the national level (representatives on the GenU Steering Committee and across the GenU Task Forces) and at various partner events and initiatives.

BYPAT will be launched at the Fifth National Youth Assembly, to be held in the first week of February 2022. Its theme, '**Reimagine the Future: Post-pandemic world**', aligns well with the agenda of GenU Bangladesh. Organized by JAAGO Foundation's Youth Development Programme, the event will attract 500 youth delegates from across all 64 districts of Bangladesh.

Impact: BYPAT will comprise of 80 young people, representing multiple on-the-ground realities, challenges and vulnerabilities, and a rich and diverse set of opportunities from all over Bangladesh. As a team and as individuals, BYPAT members will be able to voice opinions and aspirations in national-level planning and decision-making processes (led by both industry and government), through active participation in GenU Task Forces on youth skills, education, employment and entrepreneurship, as well as at Steering Committee level.

BYPAT will effectively serve as a sounding board for the Government of Bangladesh and the private sector to undertake research, planning, investments, and programmes pertaining to youth skills, employment, employability, and entrepreneurship support in the country. The team's influence will help leaders to factor in youth needs and goals and ensure that young people are able to co-create, vet, approve and co-lead new solutions. BYPAT will serve as a hotbed for new information and insights regarding youth-related interventions. In partnership with business and industry, team members will actively participate in conducting ground-level research, placing interesting new ideas on the table, and acting as flag-bearers of change in their communities. BYPAT also has the potential to play a critical role in coordinating with the myriad of other national youth networks to ensure that issues, challenges and ideas related to youth skills, education, employment and entrepreneurship are jointly undertaken and pursued – building synergies and partnerships and avoiding duplication of effort

Scale and Sustainability: BYPAT will initially comprise 80 young people across 8 divisions, who will be supported to promote, adapt and co-create offline and online learning and practice for entrepreneurial capacities and mindsets of 100,000 young people across the country, so that they are able to co-create youth led and potentially business supported solutions to climate change impact in their communities. GenU recognizes the need to develop problem-solving, critical thinking and entrepreneurial mindsets and capacities of young people across Bangladesh, to help prepare them for the future of work and enterprise. The project will adopt the following measures for scale and sustainability:

- a) Investment in, adapting and developing a comprehensive, locally contextualized training package for building entrepreneurial mindsets of young people, based on globally proven UPSHIFT social innovation curriculum, tools and practice.
- b) Promotion of the training package, tools and good practice across Bangladesh through GenUs public, private and youth partnerships for wider impact.
- c) Adaptation and development of an Interactive Youth Skills and Employability Digital Platform based on the contextualised UPSHIFT social innovation curriculum, tools and practice, aiming at providing youth across Bangladesh at scale, with an opportunity to learn from and practice a variety of digital, 21st century transferrable skills, employability and entrepreneurial skillsets, and with opportunities for ideation and implementation of socially impactful youth led solutions and/or entrepreneurial ventures in the country.

Furthermore, to translate ideas into actionable solutions, GenU will facilitate interventions and partnerships to gain support to the incubation and acceleration of the entrepreneurial solutions for at least 100 young people, by assisting them in setting up, testing and taking to scale their solutions on the ground, reaching some 1 million young people, community members and relevant stakeholders in the ecosystem, at community and national levels. As an example, GenU Bangladesh will partner with Bangladesh Brand Forum's (BBF) 2022 Youth Fest, a year-long private sector supported youth engagement programme. The Youth Fest aims to reach some 500,000 young people across the country, with intent to build their entrepreneurial capacities and support local youth-driven solutions towards addressing climate change into youth-led businesses, coined the GenU-BBF Youth Enterprise Development and Challenge Fund. Under this partnership, BYPAT will be supported to work closely with BBF and other GenU partners and youth networks to make available entrepreneurship development skills capacity building tools and initiatives for young people, co-invest and co-implement a GenU Bangladesh youth challenge in climate vulnerable districts of Bangladesh.

Beyond 2022, based on good practice and lessons learned, GenU Bangladesh will further leverage partners through the youth engagement taskforce members, to assist BYPAT and partners such as BBF to reach out to a much larger cohort, potentially millions, of young people across country. It is envisaged that good practice and lessons learned from localising UPSHIFT's social innovation curriculum, be taken to scale through various networks and easy access to the Youth Skills and Employability digital platform. For instance, GenU Bangladesh is currently in discussion with organizations such as the Bangladesh Youth Leadership Center (BYLC), to create access to the locally contextualized UPSHIFT training modules, through their widely accessible digital platform and by linking to the GenU supported Youth Skills and Employability digital platform. Such impactful partnerships will consciously open the idea to other youth networks and incubators such as Volunteers for Bangladesh, Youth Policy Forum and Young Bangla Network.

Likewise, beyond 2022 and based on the proven concept, other nationally significant digital learning platforms, such as the Government of Bangladesh's ICT Division's Leveraging ICT, IDEA and Start-up Bangladesh programs may be consulted to explore opportunities for further scale with the aim of diversifying youth-driven solutions to other concerns impacting youth and community, such as inequities inclusive education, mental health, equitable health, financial inclusion, food safety and wastage, clean water and other key concerns as defined by youth as negatively impacting them.

It is envisaged that BYPAT will be an invaluable partner in Bangladesh's sustainable growth and development paradigm. The private sector will likely see significant value in a youth network that has been set up to ensure that the existing demand-supply gap be bridged appropriately. Such a network can also help to drive change in corporate sustainability, and businesses can more effectively trial and test new social and environmental sustainability concepts and programmes by partnering with BYPAT – a process that GenU can initially facilitate and gradually build the capacity of BYPAT to lead in the future. It is therefore likely that businesses will be interested in funding/investing in BYPAT, provided that the GenU Secretariat supports with evidence that can demonstrate the value-add of BYPAT.

Additionally, the Government of Bangladesh, especially the ministries of Youth and Sports, Labour and Employment, Women and Children's Affairs, and Education will see significant value in partnering with BYPAT, due to its primary role as a bridge between industry and the broader labour supply ecosystem, as well as its potential role in responding to events and opportunities of national significance. While this is a matter requiring careful planning and subsequent strategizing, it is expected that BYPAT transform into a self-sustaining youth empowerment platform based on public-private-youth partnership. As well as set its own development agenda, in alignment with industry and government policies, plans and programmes, BYPAT will co-create solutions for a prosperous future for the country's youth.

IV. Accountability

UNICEF Bangladesh is the only recipient organization and thus has primary accountability for the delivery of the intended results using these funds. Funds transferred to programme partners will be monitored as per UNICEF programme implementation guidelines.

V. Recipient Organization(s) and Implementing Partners and the Modality of Engagement

UNICEF is hosting the GenU Secretariat in Bangladesh and supports coordination, private sector and multistakeholder partnerships development and management as well as sets strategic direction for GenU in close partnership with ILO and with engagement of GenU Foundation Partners BRAC, World Bank, a2i/UNDP, Metropolitan Chamber of Commerce and Industry and Jaago Foundation. A 2021 – 2026 GenU Road Map aligned with the current 8 Five Year Plan was developed and endorsed by the Steering Committee and its President in April 2021.

The 2022–2026 Government of Bangladesh-UNICEF country programme of cooperation contributes to the country's Eighth Five-Year Plan (8FYP) for 2020 to 2025, with its focus on rapid recovery from COVID-19, inclusive growth that lowers poverty and improves economic and social equity, sustainable development resilient to disasters and climate change, the successful management of urbanization; the development of critical institutions; and attaining the Sustainable Development Goals. The programme will also contribute towards the goals of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022 – 2026.

UNICEF's country programme aims at supporting Bangladesh to take maximum advantage of the remaining period of its demographic window of opportunity by making prioritized investments in children for the realization of child rights and sustainable development in Bangladesh. Using innovative approaches, UNICEF will continue to support the Government of Bangladesh in improving social service delivery through integrated information management systems, strengthening real-time monitoring for decision making and transparency, developing e-learning platforms for better learning outcomes and digitally engaging youth and adolescents to create demand for better services, skills development and employability.

Building on UNICEF's expertise and results achieved during the 2016 – 2021 country programme cycle, especially in regards to primary and secondary education curriculum reform and providing alternative learning and skilling pathways for out of school adolescents and youth, in its new country programme, UNICEF will continue to work closely with Government and private sector partners on the acquisition of skills for life and livelihood will through strengthened education-to-work transition programmes.

Building on the success of existing structures, initiatives and platforms, UNICEF will also continue to amplify child and youth voices, ideas, and actions. Working in partnerships with children, adolescents and young people is a central part of UNICEF's work and lessons and good practice from previous work with partners in Bangladesh as well as global best practice

including from UPSHIFT will support work carried under outcome 2 to establish and enable a Bangladesh Young People's Action Team to partner with business, government and other stakeholders and actively co-lead GenU Bangladesh's agenda forward.

VI. Partnerships

The GenU Steering Committee has been fully engaged in the design, planning and implementation of the GenU Bangladesh Road Map 2021 - 2022. This high level and multi-stakeholder engagement will continue, with an increased focus on accelerating support including financial services to young aspiring entrepreneurs, especially young women, in climate affected areas.

The engagement of young people as partners to GenU, through BYPAT, will enable a strong private sector – youth collaboration for GenU's agenda and specifically to help smooth the school, education and training transition to employment, including self-employment.

Strategy and key actions presented under outcome 1 and 2 are well aligned with priorities discussed and agreed upon with GenU partners for the GenU Steering Committee Work Plan 2022 and through the GenU Taskforces on Youth Entrepreneurship managed by BRAC and MCCI and the Youth Engagement Taskforce managed by Jaago Foundation and the GenU Secretariat. Public, private, civil society and youth led organisations make up the membership of the two taskforces and they will play a pivotal role in ensuring that good practice and lessons learned from the two outcomes be presented and discussed for broader ownership and support towards scale and sustainability.

The GenU Secretariat set up and supported by UNICEF and ILO with staff capacity for partnerships coordination, development and management, visibility and communications, will work closely with Taskforce Leads, Foundation Partners, key Steering Committee Members, especially private sector partners. This is to help ensure that there is systematic and consistent interactions between members of BYPAT and young aspiring entrepreneurs and the wider industry ecosystem, so that youth are able to access essential private and public services to translate their ideas into action, grow their businesses, address societal challenges, and lead meaningful and productive lives.

The GenU secretariat will also work with private sector partners to facilitate partnerships between members of BYPAT through mobilizing resources both technical and financial; developing functional supply chain linkages through mutually beneficial business relationships between the youth and the private sector – such as in accessing and/or supplying quality inputs and raw materials, investing in human centred product design and development, creating access thriving and profitable markets for youth products, engaging the youth as a conscious consumer base, to push for sustainable product development within businesses, and for adopting sustainable and purpose-driven business models, that address climate change problems.

To support partnership development, the GenU secretariat will invest in enhancing visibility of best practices, including by the development of case studies, business investment cases, organizing targeted solutions oriented seminars and workshops and investing in audio-visuals

to demonstrate, how young people and industry can best collaborate towards joint climate action. Such will be presented to and disseminated among the private and public sectors as examples of how best to engage youth as productive workforce, entrepreneurs, community problem solvers, and active participants in local, regional and where applicable national policy decisions. One key target will be to assemble private sector with similar business interests, such as banking and non-banking financial institutions looking to develop and disburse affordable loan products for marginalized youth at scale, or FMCG companies looking to train and deploy youth in rural distribution and marketing; and ensure that these groups can learn and benefit from each other's' work- so that the wheel need not be reinvented each time.

The secretariat will further organize targeted youth challenges, ensuring that youth come with locally driven indigenous solutions and ideas to address escalating problems of climate change, environmental degradation, biodiversity depletion, natural disasters and the like, and that there is a sense of ownership on solving development problems, in partnership with investors, companies and concerned stakeholders. The GenU secretariat will work closely with the private sector to secure co-investments towards organizing these youth challenges, and to ensure that the best solutions are provided with ample incubation, guidance and business enabling environment support, so that solutions may transform into sustainable youth-led businesses.

Furthermore, where applicable, the GenU Secretariat will invest in building a small but highly engaged pool of private sector leadership, comprising of representatives from MNCs, local conglomerates, chambers of commerce, financial institutions and industry associations; to take increased ownership of the GenU Agenda in Bangladesh, in partnership with the BYPAT and together design, drive and grow sustainable solutions towards ensuring school to work transition, creating productive and decent youth employment and youth entrepreneurial opportunities and ecosystems.

Finally, the GenU Secretariat will seek to ensure that BYPAT, targeted youth entrepreneurs stemming from support provided under outcome 1, and the private sector intending to invest in youth, can learn from GenU's global experience, especially in neighbouring countries like India, and bank on best practices and successful case studies related to youth capacity building, youth action team governance and formation, ensuring youth voices are actually being heard, building scalable partnerships between youth and the private sector and creating access to public and private services for youth. Periodic interactions between BYPAT and other YPATs around the world and when applicable with private and public sector partners, will be organized by the GenU Secretariat, to help facilitate cross-learning and replication of best practices.

VII. Sustainability

The second tranche of funding from the Netherlands will be a catalytic contribution, building on good practice and lessons learned from adapting ALP to learning during the COVID-19 pandemic. The programme will have a specific focus on sustainability: supporting green and climate smart entrepreneurs, skilling youth both online and in person for green jobs of the future, and supporting youth-led advocacy and social impact on issues around climate, biodiversity and sustainable livelihoods. It is important to note that sustained funding from the

public and private sectors is necessary in the longer term to further scale up ALP, the PROMISE model and youth led social impact to achieve GenU targets.

VIII. Programme Results Matrix (Table 1)

IX. Risk Management (Table 2):

X. Monitoring and Evaluation

UNICEF Bangladesh is well positioned to track and report program achievements and financial expenditures. It has offices with personnel across divisions of Bangladesh, which allows on-the-ground programme monitoring in the most marginalised districts. The broad network of partners engaged guarantees monitoring and evaluation efforts to meet reporting standards, while also utilizing local expertise, networks, and experience to deliver results for adolescents and youth. UNICEF Bangladesh will together with key partners ensure quality and timely implementation and monitoring of the results as per UNICEF programme implementation guidelines.

Specifically, for Outcome 1, the partner will use 'Taroworks' an online platform, to capture information on all activities and outputs for the management information system (MIS). This platform will capture data from tracking a project participant (door to door with household information and socioeconomic conditions, family structure, targets set for inclusion etc) until the end of the intervention period.

The platform can provide information and analysis of data in real time and different project personnel according to their managerial discretion. Using the platform in real time will enable the project management to give regular checks on the progress of the project and take timely decisions and generate inputs, if needed throughout the project tenure. Based on this good practice, UNICEF will explore with partners, whether youth led social innovations and actions may be monitored in the same or similar online platforms by partners.

XI. Innovation and Scalability

Based on the notion that the most impactful innovations are created by people, who are directly impacted by the problems we seek to solve, the programme will, from the outset engage young people who are co-leading, contributing to and benefiting from the programme, in its design, implementation and monitoring phases, to ensure that youth in particular young women are meaningfully consulted and that their feedback and solutions helps address potential bottlenecks in implementation and contributes sustainability and scale.

Through GenU's network of partners and stakeholders, the adapted and strengthened ALP solution, which PROMISE builds upon and contributes to, its lessons learned, and good practice, will be further discussed with GenU Partners with support from the GenU Youth Entrepreneurship Taskforce. It will be important to ensure, that young aspiring entrepreneurs, especially young women benefitting from the programme, alongside trainers, mentors, micro finance and start up stakeholders are consulted and listened to, so that their experience, can

help input to 'fit for purpose' scale models in support of 'green youth entrepreneurship development and skilling youth for green jobs. This will all lead to achieving the ultimate outcome of enabling marginalized and vulnerable young people to better cope and adapt to the rapidly evolving COVID-19 economy by enhancing their skills development and employability through alternative learning pathways.

Under Outcome 2, GenU's BYPAT will be directly engaged as Youth Leaders and Partners for GenU Bangladesh in GenU Governance and Strategy and they will co-create especially together with private sector partners sustainable interventions and where feasible, contribute to policy development for scale for GenU's agenda. Also under outcome 2, the programme will leverage UNICEF's global best practice on social innovation programmes such as UPSHIFT and the GenU Youth Challenges in offline and digital space, to support youth led social innovations for impact on climate, biodiversity and sustainable livelihoods, across 8 divisions in Bangladesh and at national level. It is envisaged that the most innovative and impactful youth led solutions, for climate change mitigation and adaptation, green business models and green skilling, will be further incubated and supported by private sector partners including in Bangladesh's growing start up environment.

XII. Communication and Visibility

All communication and visibility at the country and divisional level will be in line with the Generation Unlimited Brand Guidelines and global communication and visibility plan and implemented by UNICEF and partners to ensure the visibility of the GenU Bangladesh initiative. UNICEF will work with partners across GenU, especially private sector partners, to ensure visibility of interventions funded by this grant, both through social media and local mainstream media (television, radio and newspapers).

TABLE 1: PROGRAMME RESULTS MATRIX

Result	Baseline	Target	Means of Verification	Lead Organization
Impact Statement: Young people in climate vulnerable areas benefit from an entrepreneurial mindset and resilience and improved livelihoods.				
Outcome 1: Young people, especially young women and those not in education, employment or training, are enabled to set up their own enterprises in climate vulnerable areas of Bangladesh.				
Output 1.1: A total of 1,000 marginalized and vulnerable young people aged 18–24 years (60% female) will be directly supported and enabled with skills, mentorship and access to finance to start their own businesses in climate-affected rural and urban communities.				
1.1.1	Number of young people trained on entrepreneurship development.	0	1,000 young people (60% female)	MIS report UNICEF/BRAC
1.1.2	Number of participants who set up a business of their own.	0	800 participants (80% of the total)	MIS report UNICEF/BRAC
Output 1.2: Local organizations are sensitized and capacitated to implement entrepreneurship development training.				
1.2.1	Number of workshops and sensitization sessions on the PROMISE model for NGOs, third sector partners and business development skills providers.	0	6 workshops and sessions	MIS report UNICEF/BRAC
Outcome 2: Young people are empowered with youth leadership, action and voice to innovate and co-create with business socially impactful and climate-friendly solutions for the GenU Bangladesh agenda.				
Output 2.1: The GenU Bangladesh Young People’s Action Team is set up, supported and enabled to co-create and co-implement with business the GenU Bangladesh agenda in 2022 and 2023.				
2.1.1	Number of young people across all eight divisions of Bangladesh who are selected, empowered and supported to influence, co-create and take forward the GenU Bangladesh agenda at the national and divisional level in close partnership with youth led organisations, business and industry.	0	80 young people	BYPAT Progress Report 2022. and Project monitoring reports JAAGO Foundation, UNICEF, ILO
Output 2.2: Young people across all eight divisions of Bangladesh have an improved entrepreneurial mindset and resilience.				

2.2.1	Number of youth leaders from 8 divisions enabled to support the roll out the UPSHIFT training to a wider group of youth.	0	80 youth leaders		JAAGO Foundation, UNICEF, ILO,
2.2.2	Number of young people across all eight divisions with the skills and mindset to innovate and develop socially impactful and climate-friendly solutions with support from offline and online UPSHIFT Social Innovation training modules	0	100,000 young people		
2.2.2	Number of youth-led teams co-creating and/or incubating solutions with support from local and national incubators.		100 young people co-creating and/or incubating solutions		
2.2.3	Number of stakeholders (young people, private sector leaders, government representatives and community members) reached by BYPAT-led communications and actions on climate-friendly solutions and green skills.	0	1 million stakeholders		

TABLE 2 - PROGRAMME RISK MANAGEMENT MATRIX

Risks	Risk Level: Very high Medium Low (Likelihood x Impact)	Likelihood: Almost Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Extreme - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Unit/Person
Lack of support from the Government or Foundation Partners.	Low	1	3	UNICEF has engaged with the Government and partners through all the GenU design process and the proposal is aligned with key priorities of the GenU 2021 – 2025 Road Map and GenU Steering Committee Work Plan Priorities of 2022 – 2023.	UNICEF

Lack of sustained funding.	Medium	3	3	UNICEF and partners will advocate to ensure sustained funding for longer term is available including from public and private sectors, CSOs, and development partners, necessary to scale up ALP with focus on entrepreneurial skills and support systems and youth led actions implemented to improve entrepreneurial mindset and resilience.	UNICEF and partners
Implementing partners face implementing challenges during a potential new lock down due to COVID 19.	Low	3	2	While Bangladesh currently is fully open, a new wave of COVID-19 pandemic may have effect on the implementation of the programme and services may be interrupted. However, more has been learned about the virus and preventive measures to put in place, and agencies, including UNICEF, are defining new modalities including digital platforms to continue programming. Similarly, UNICEF takes evidence-based advocacy to minimize the suspension and will encourage remote/alternative modalities to meet the needs to youth to the greatest possible extent.	UNICEF and Partners

<p>Potential future lock downs due to COVID-19 and its resultant lockdown impact on the lives of adolescents.</p>	<p>Medium</p>	<p>3</p>	<p>3</p>	<p>The COVID-19 pandemic impacts the lives of adolescents and youth, increasing their vulnerability to all kinds of protection risks including violence as well as psychosocial distress. UNICEF and partners have shifted their adolescent and youth engagement programmes to include digital reach, participation and engagement. Good practice from 2019 – 2020 can be further embedded and scaled to ensure that youth maintain connected.</p>	<p>UNICEF and partners</p>
<p>Youth engagement in the implementation of the project could be hampered due to parents' reluctance to allow adolescents, especially girls, to attend activities.</p>	<p>Medium</p>	<p>3</p>	<p>3</p>	<p>Since the very early stage of the programme design, GenU Bangladesh foundational partners have conducted extensive consultations with all relevant stakeholders including youth themselves and have developed a comprehensive strategy and time-bound action plan to reach the 1 million apprenticeship target. Engagement with young people in drafting curriculum framework resulted in integration of skills into curriculum with a mandatory subject on livelihood that covers skills for transition to work like transferable skills, entrepreneurship, career planning, skills for productivity and future skills. The engagement will continue throughout the project implementation,</p>	<p>UNICEF and partners</p>

				reassuring parents on the safety and benefits of their children while joining the programme.	
Operational environment affected by natural disasters in several parts of Bangladesh (like cyclone, earthquake, floods).	Medium	3	3	UNICEF has developed an Emergency Preparedness and Response Plan with the aim of strengthening its preparedness for natural disasters.	UNICEF and partners
Assumptions:					
<ul style="list-style-type: none"> ✓ An improvement of Private Sector and Youth Partnerships and engagement alongside GenU's Foundation Partners, UNICEF and ILO's Government Partners will facilitate the implementation of the action. ✓ The importance of the programme will be enhanced as the pandemic has increased the relevance of transferable skills across education, training and skills development programmes. ✓ Online platforms will be supported, infrastructure and robustness will be granted. ✓ The engagement with the private sector, including industry associations, industry skill councils, trade bodies, leading business influencers of the skills sub-sector, and young people will continue as the courses are contextualized and scaled up, enabling stronger private sector linkages, improved career guidance and professional internships to help smooth the transition from school to work. 					

The risk-management methodology is depicted below, where the risk level is measured as the product of Likelihood and Consequence.

Likelihood	Occurrence	Frequency	Consequence	Result
Very Likely	The event is expected to occur in most circumstances	Twice a month or more frequently	Extreme	An event leading to massive or irreparable damage or disruption
Likely	The event will probably occur in most circumstances	Once every two months or more frequently	Major	An event leading to critical damage or disruption
Possibly	The event might occur at some time	Once a year or more frequently	Moderate	An event leading to serious damage or disruption
Unlikely	The event could occur at some time	Once every three years or more frequently	Minor	An event leading to some degree of damage or disruption
Rare	The event may occur in exceptional circumstances	Once every seven years or more frequently	Insignificant	An event leading to limited damage or disruption

	Consequences				
Likelihood	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Very likely (5)	Medium (5)	High (10)	High (15)	Very High (20)	Very High (25)
Likely (4)	Medium (4)	Medium (8)	High (12)	High (16)	Very High (20)
Possible (3)	Low (3)	Medium (6)	High (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare (1)	Low (1)	Low (3)	Medium (3)	Medium (4)	High (5)

Level of risk	Result
Very High	Immediate action required by executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Risk cannot be accepted unless this occurs.
High	Immediate action required by senior/ executive management. Mitigation activities/treatment options are mandatory to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Medium	Senior Management attention required. Mitigation activities/ treatment options are undertaken to reduce likelihood and/or consequence. Monitoring strategy to be implemented by Risk Owner.
Low	Management attention required. Specified ownership of risk. Mitigation activities/treatment options are recommended to reduce likelihood and/or consequence. Implementation of monitoring strategy by risk owner is recommended.



Consequences

	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Very High	Very High
Likely	Medium	Medium	High	High	Very High
Possible	Low	Medium	High	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Medium	Medium	High

Likelihood

TABLE 3: BUDGET BY UNITED NATIONS DEVELOPMENT GROUP (UNDG) CATEGORY

Summary of Eligible Costs	Narration	TOTAL \$
Outcome 1: Young people, especially young women, and those not in education, employment or training, have set up their own enterprises in climate vulnerable areas of Bangladesh.		
Output 1.1 1,000 marginalized and vulnerable young people 18 to 24 years (60 percent female) will be directly supported and enabled with skills, mentorship, and access to finance to start their own business in climate affected rural and urban communities	<i>Partner costs to support project implementation, monitoring and coordination</i>	292,879
Output 1.2 Local organizations sensitized and capacitated to implement entrepreneurship development training	<i>6 workshops with local organizations</i>	7,121
Total for Outcome 1		300,000
Outcome 2: Young People are empowered with Youth leadership, Voice and Action to innovate and co-create with business socially impactful and climate friendly solutions for GenU Bangladesh's agenda.		
Output 2.1 A GenU Bangladesh Young People's Action Team is supported and enabled to co-create and co-implement with business GenU Bangladesh Agenda in 2022 and 2023.	<i>Coordination, and capacity building support of BYPAT across 8 divisions and at national level.</i>	30,000
Output 2.2: Young People across 8 divisions in Bangladesh have improved entrepreneurial resilience and mindset.	<i>Support to adaptation of UPSHIFT Social Innovation Curriculum and implementation of the youth led social innovation climate challenge through online and offline modalities and across 8 districts of Bangladesh.</i>	60,000
Total for Outcome 2		90,000
SUB TOTAL		390,000
Programme and Partnerships Support		
Support to GenU Secretariat Coordination and Partnership Building		20,000
Support to GenU Meetings and Conferences		10,000
Support to GenU Knowledge Products, Communication and visibility		19,400
Support to Education Section TA (10 % of programmable costs)		39,000
Cross Sectoral Costs 8% (4% for Operations and 4 % Programme Support)		41,600
SUB TOTAL		130,000
GRAND TOTAL		520,000