

## Chapter 13

# Planning Levels and Preliminary Assessments

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This chapter looks at:

- the implications for youth mainstreaming at different levels of planning
- the opportunities for influence across these levels
- guidance for preliminary assessments to help initiate youth mainstreaming.

### 13.1 Levels of youth mainstreaming

We acknowledge four levels at which youth mainstreaming can focus. These are:

1. whole-of-government at national/subnational levels
2. sectoral level (single/multiple)
3. institutional level
4. project level.

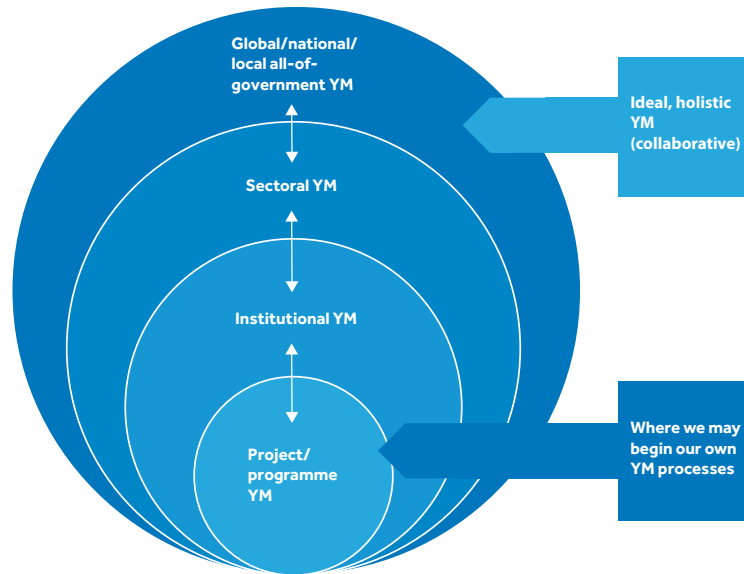
Equality for youth can be reached only through systemic, co-ordinated efforts at all four levels. However, there is nothing to preclude sectoral, institutional or project youth mainstreaming where national mechanisms are absent, and indeed these approaches can catalyse broad-based change informed by local experience (Figure 13.1).

### 13.2 Preliminary assessments and feasibility

Before we begin systematic planning for youth mainstreaming, it is important to conduct a preliminary assessment at the relevant level (Box 13.1).

Here, we will look at suggested preliminary planning/feasibility questions at the national/local, sectoral, institutional and project planning levels to get you started. These questions should ideally be developed into more relevant assessment questions in your respective contexts. Sections and chapters of this publication that will support this survey preparation process are indicated in the right-hand column of the matrix at each level.

Figure 13.1 Governance levels and cross-fertilisation in youth mainstreaming



### 13.2.1 National planning (national development framework) level

Youth mainstreaming in its best form will be integrated at the level of formulating and implementing national development plans (NDPs) as they apply in your country context. This may include Poverty Reduction Strategy Papers (PRSPs), medium-term development plans (MTDPs) and other national development frameworks.

Here, ideally, the principal youth sector representative (ministry, department, youth peak body etc.) is usually the nodal point for steering the YM process in national planning. This is the most far-reaching form of YM. Table 13.1 helps you conduct a preliminary assessment at this level.



#### Box 13.1 Participatory assessment

This preliminary assessment process itself should be independent and accountable to all young people. Who is involved in the assessment will determine the accuracy and representativeness of the preliminary assessment outcomes. All stakeholders in the process, particularly young people affected by the work of your sector, or most affected by policy decisions, should be involved.

How can this independence be managed? Who, other than youth themselves, will participate in identifying critical stakeholders and marginalised stakeholders?

Table 13.1 Preliminary assessment questions for YM at national level

Category	Assessment questions for national planning	Sections to support survey questions
<b>Governance and planning</b>	1: What are the key national planning processes and documents?	Context-specific
	2: Are there existing commitments to youth mainstreaming in these processes/documents? If so, how are they articulated? How can YM be strengthened?	
	3: Which national legal frameworks facilitate/suppress youth mainstreaming? Are there constitutional commitments to young people?	Part 1: Chapter 4 – Enablers Framework
	4: When does the national government planning process begin?	Context-specific
	5: What is the process for negotiating with departments/ministries of planning and finance and how can the youth sector engage?	Context-specific
<b>Political</b>	7: What national political mandates facilitate/suppress proposals for youth mainstreaming?	Part 1: Chapter 4 – Enablers Framework
	8: Whose political will would be the most conducive to establishing YM? How would this be obtained?	Part 1: Chapter 10
<b>Organisational</b>	9: How does general institutional make-up in government and in non-governmental/private sector players facilitate/work against youth mainstreaming?	Part 1: Chapter 4 – Enablers Framework
	10: How are youth sector players organised at the national level to support youth mainstreaming?	Part 1: Chapter 6
<b>Youth sector Participating sectors</b>	11: Who are the strongest youth-serving stakeholders that are potential allies?	
	12: Has a capacity assessment been done of all sectoral institutions for youth mainstreaming? If not, how do we plan for this?	Part 1: Chapters 6, 8, 11, 17
	14: Are there enough time and resources to fill capacity gaps in youth empowerment and youth mainstreaming prior to the next planning cycle? How can this be managed?	
	15: Are there stakeholders/youth groups that are traditionally left out of planning processes and should be involved? Who are they?	
	16: Are there stakeholders who may resist meaningful youth mainstreaming?	
	16: What are the lessons of the multiple sectors' work on programmes for youth?	
<b>Lessons learnt</b>		Part 3: Case studies

### 13.2.2 Subnational/local level

At the subnational/local level, sectors and partners will be structured the same way as for national planning, but at a different governance level. Local government contexts are a potentially vibrant level at which to pilot cost-effective and impactful youth mainstreaming, because it can:

- contribute to approaches for subsequent scaling up, as proved in the case of gender mainstreaming;
- provide evidence to form a rationale for scaling up and a rationale for financing youth mainstreaming;
- ensure a bottom-up approach, where national initiatives are informed by the needs of diverse youth groups located in different contexts countrywide; and
- empower local government.

This could be spearheaded by local youth sector players. Some preliminary questions to initiate a local government youth mainstreaming process are outlined in Table 13.2.

### 13.2.3 Sectoral level

Youth mainstreaming within individual sectors (national or local) is still possible where there are no national youth mainstreaming programmes to link with sectoral work. In fact, this can have spill-over effects:

- to other sectors immediately relevant to that specific sector; and
- potentially, to influence a whole-of-government approach.

For example, a youth restorative justice initiative in the justice sector could have an immediate influence in the finance sector to consider financing not only for youth justice but for youth mainstreaming in other sectors if the justice sector is able to demonstrate evidence/benefits. Table 13.3 sets out some preliminary sectoral considerations.

### 13.2.4 Institutional/project level

Where none of the above trends exist, it is always possible for youth mainstreaming to be undertaken at an institutional,

Table 13.2 Preliminary assessment questions for YM at subnational level

Category	Assessment questions for subnational planning	Sections to support survey questions
<b>Governance and planning</b>	1: To what extent are powers devolved to the specific subnational level under consideration (social, economic, legal, defence etc.)?	Context-specific
	2: When does the local government planning process in your province/state etc. begin?	Context-specific
	3: What is the process for negotiating with departments/ministries of planning and finance?	Context-specific
	4: Are there national and local donor, fiscal and policy documents that explicitly mention planning for and with, and investing in, youth?	Part 1: Chapter 4 – Enablers Framework
<b>Political</b>	5: What national and local political mandates facilitate/suppress proposals for youth mainstreaming?	Part 1: Chapters 4, 10
	6: Whose political will would be the most conducive to establishing YM?	Part 1: Chapter 10
<b>Organisational</b>	7: How does general institutional make-up in government and in non-governmental/private sector players facilitate/work against youth mainstreaming? Are there any specific commitments in these sectors to planning for and with, and investing in, youth?	Part 1: Chapters 4, 11, 17
<b>Youth sector</b>	8: How are youth sector players organised at the subnational level to support youth mainstreaming?	Part 1: Chapter 6
<b>Participating sectors: Capacity</b>	9: Who are the strong youth-serving organisations at the subnational level?	Part 1, Chapters 6, 8
	10: Has a capacity assessment been done of local institutions for youth mainstreaming? If not, how do we plan for this? If so, what are the capacity gaps?	Part 2: Chapters 11, 17
	11: Is there time and resources to fill capacity gaps in youth empowerment and youth mainstreaming?	
<b>Participating sectors: Lessons learnt</b>	12: Are there stakeholders/youth groups that are traditionally left out of planning processes and should be involved?	Part 1: Chapters 6, 8
	13: Are there any stakeholders who will resist meaningful youth mainstreaming?	
	14: What are the lessons of the multiple sectors' work on programmes for youth?	Part 3: Case studies

Table 13.3 Preliminary assessment questions for YM for sectoral level

Category	Assessment questions for sectors (needs to include broader national/local questions above where relevant)	Sections to support survey questions
<b>Governance and planning</b>	1: How organised is the sector? Is there already a sector network nationally/locally? That is, a health network, a justice network etc.?	Part 1: Chapter 6
<b>Structure/policy</b>	2: Is there a sector-wide planning process? What are the timelines?	
	3: Does the sector have specific global/national/subnational conventions/frameworks that direct its work? If so, what are they? Do they incorporate youth issues/rights?	Part 1: Chapters 1, 12
	4: Are there sectoral policies/guidelines for working with youth?	Annex 3
	5: How strong is the sector's existing work with young people? Which players in the sector have initiated these?	Part 1: Chapters 6, 8
	6: What are the lessons of the sector's work with young people?	
<b>Political</b>	7: Whose political will matters? How can this be obtained?	Part 1: Chapter 10
<b>Sector capacity</b>	8: Who are the strong youth-serving players in the sector?	Part 1: Chapter 10
	9: Has a capacity assessment been done of institutions for youth mainstreaming? If not, how do we plan for this? If so, what are the gaps and how are they to be filled?	Part 2: Chapters 11, 17
	10. Are there stakeholders who are left out of planning processes generally? Who are they?	
	11. Are there stakeholders who would resist youth mainstreaming? Who are they?	Part 1: Chapters 6, 8
	10: Are there enough time and resources to build youth mainstreaming and youth empowerment knowledge among stakeholders in collaboration with youth sector stakeholders?	Context-specific

Table 13.4 Assessment questions for YM at institutional/project level

Category	Assessment questions for institutional/project planning	Sections for guidance on survey questions
<b>Governance and planning</b>	1: Are there institutional policies/guidelines for programming for youth/youth mainstreaming?	Context-specific
	2: When does institutional/project planning begin?	Context-specific
	3: How likely is buy-in and how would you persuade on the need for YM?	Context-specific
	4: What are the existing organisational policies that can facilitate or work against youth mainstreaming?	Part 1: Chapters 4, 17
	5: What are the mechanisms/processes that might facilitate budgeting/financing for youth mainstreaming?	Part 1: Chapter 18
	6: Are there existing programmes/projects serving youth from which lessons can be learnt?	Part 3
	5: What are the institutional capacity gaps and how can these be filled?	Part 2: Chapters 11, 17
	10: What level of youth rights and youth development knowledge exists in the organisation?	Part 1: Chapters 1, 6
	11: Are there enough time and resources to build capacity at your institution/among project staff for YM, and to build the necessary institutional structures?	Context-specific
	6: What existing programmes focus on youth and what have been the outcomes? How can these be made systematic?	Context-specific
	7: Who are the youth-focused partners with whom you work?	Part 1: Chapters 6, 8
	8: Are there partners who will resist youth mainstreaming?	Part 3: Case studies
	9: How can these lessons from existing contextual negotiations, programmes and partnerships be used to formulate comprehensive institutional plans for youth mainstreaming?	Part 1: Chapter 6
12: How can collaborations be developed with stakeholders in the youth sector to inform youth mainstreaming?	Part 1: Chapters 10, 17	
13: Who within your organisational structure would give the greatest support for YM? Is this person influential over the extra budget allocations required for implementing YM?		

and if not project, level. Again, this can have a positive influence on upward replication to the sector and beyond. There is a high likelihood that youth mainstreaming at the institutional or project level will operate with a minimum of the enablers discussed in Part 1, and should be the beginning of an incremental approach. Preliminary questions for this level are in Table 13.4.